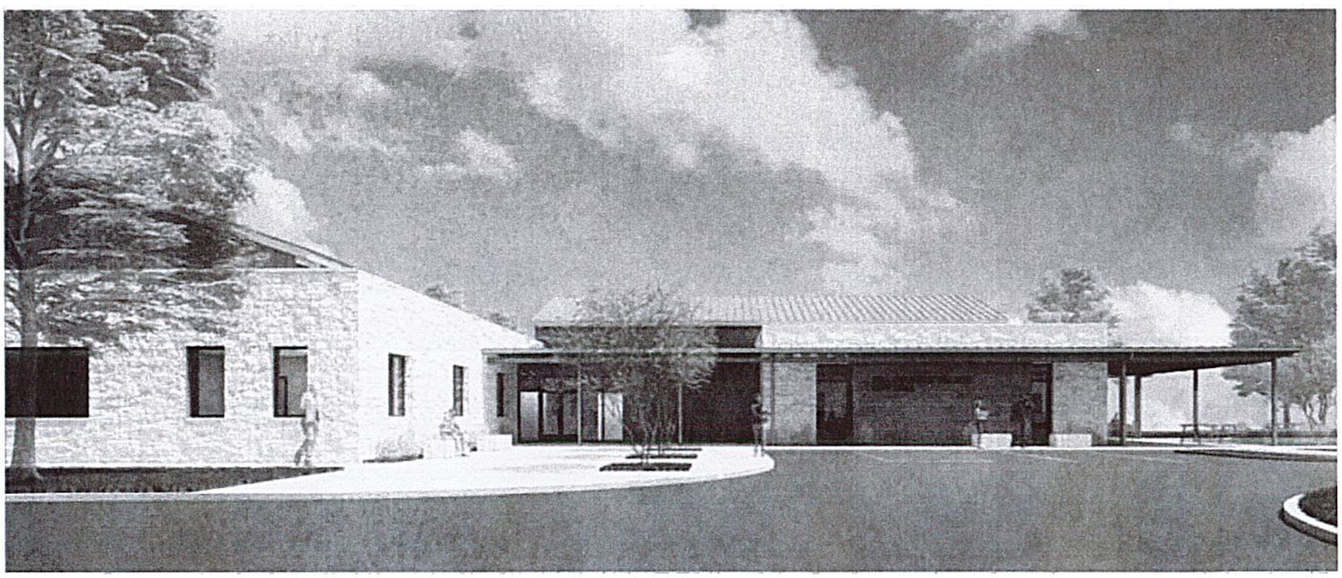
HILL COUNTRY VILLAGE

NEW CITY HALL

REDUCED 5,500SF ESTIMATE



SEPTEMBER 8TH, 2026

JOERIS General Contractors

EXECUTIVE SUMMARY

1. This estimate opinion is based on the 5,500SF reduced SF sketch provided by LPA.
2. Total Project Value:

a) Option - 1: PEMB Structure:		**$ 4,849,153**
	i. Estimated Construction Value	$ 3,849,153
	ii. Soft Cost:	$ 1,000,000
b) Option - 2: Stick Framing:		**$ 4,963,107**
	i. Estimated Construction Cost:	$ 3,963,107
	ii. Soft Cost:	$ 1,000,000

3. Pkg-1 Project Duration: 12 Months

CLARIFICATIONS & ASSUMPTIONS

1. *This estimate opinion includes:*
    1. Design Contingency at 6% of the cost of work.
    2. Construction Contingency at 3% of the cost of work.
    3. Builder's Risk Insurance at of 0.35% of the total estimated construction value.
    4. General Conditions at a lump sum of $420,000.
    5. General and umbrella liability insurance at a fixed rate of 0.75% of the total estimated construction value.
    6. Subcontractor Default Insurance at a fixed rate of 1.5% of the sub-contractor's cost.
    7. Payment & Performance bond at a fixed rate of 1.02% of the total estimated construction value.
    8. Construction Manager Fee at a fixed rate of 2.95% of the cost of work.
    9. IT costs at a lump sum of $165,000.
    10. FF&E costs at a lump sum of $160,000.
    11. Design Services & Fee at a lump sum of $450,000.
    12. Owner's Contingency at a lump sum of $225,000.
2. *This estimate opinion excludes:*
    1. All municipality utility fees, water impact, sewage fees, building and/or site permit fees.
    2. Cost or time impacts resulting from supply chain disruptions in the marketplace, price escalations in the marketplace or price increases due to labor or materials shortages,

surcharges) used to perform the Work or transport labor, materials, goods, or equipment, and/or (b) the price of materials, goods, or equipment to be provided by Contractor, increases through no fault of Contractor, including due to any event qualifying as a force majeure event (including war or other hostilities, sanctions, embargoes, blockades, or major disruption of shipping routes or energy supply), then the Contract Sum shall be equitably adjusted by an amount reasonably necessary to cover such increases, together with any additional costs and expenses incurred by Contractor arising therefrom (including freight, delivery, transportation, and supplier/subcontractor surcharges). Additionally, where the delivery of materials, goods, or equipment is delayed as a result of shortage or unavailability (including fuel/energy shortages), Contractor shall not be liable for any additional costs or damages associated with such delay(s), and the Contract Time shall be equitably adjusted therefor.

13. Fire sprinkler system.
14. Contingency for cost escalation.
15. Cost for temporary office.

3. *This estimate opinion is based on the following clarifications & assumptions:*
    1. Assumed that the cost for temporary power and water during construction will be paid by the Owner.
    2. Building height is assumed to be 15'.
    3. Included a total of 3,500 SF for sidewalks or flatwork and 1,500LF for curbs.
    4. Exterior façade to include 20% glass, 35% stone veneer and 45% metal wall panels.
    5. Assumed 1,500SF covered parking with steel structure and metal roof. Covered parking to include 8 parking spots.
    6. Walls at sally port to be 8" exterior CMU partitions.
    7. Wall for holding cells to be 8" interior CMU partitions.
    8. Includes base cabinets & upper cabinets at breakroom, base cabinets at counter service and reception desks at multipurpose room.
    9. Assumed all offices to have cubicles as shown in sketch. Doors, frames & hardware have not been included in these areas.
    10. 1ea transaction window included at the counter service and interior storefronts included at conference room and interview room.
    11. Included acetelated wood soffits at the entry porch.
    12. 15 ea. double stacked lockers included.

JOERIS

Hill Country Village - New City Hall

September 8, 2026 | Total Building Area (SF): 5,500

Pending

Reduced Building SF ~ 5,500SF (PEMB Option)

DESCRIPTION		QUANTITY	UNIT	TOTAL
010000 - General Requirements				
011000.010	Construction Technology	1.00 ls	$12,000.00	$12,000
011000.010	Dumpsters	26.00 ea	$601.00	$15,626
011000.020	Portable Toilets	12.00 mo	$735.00	$8,820
011000.030	Hand Wash Stations	12.00 mo	$320.00	$3,840
011000.080	Daily Clean Up	10.00 mo	$3,160.00	$31,600
011000.090	Final Clean Up	5,500.00 sf	$0.32	$1,786
011000.160	Final Sweeping Of Paved Areas	1.00 mo	$3,880.00	$3,880
011000.190	Dust Control - Entry Floor Mats	6.00 mo	$150.00	$900
011000.200	Temporary Electric Hookup	1.00 ea	$1,500.00	$1,500
011000.210	CPS Temporary Electrical Service Ext	1.00 ls	$2,200.00	$2,200
011000.220	Temp Electric & Water - BY OWNER	0.00 ls	$45,000.00	$0
011000.290	Storage Trailers 1 EA	12.00 mo	$425.00	$5,100
011000.300	Storage Trailer Delivery & Return	2.00 ea	$400.00	$800
011000.320	Incidental Equipment	4.00 mo	$3,432.00	$13,728
011000.380	Equipment Delivery & Return	4.00 ea	$300.00	$1,200
011000.390	Equipment Fuel	4.00 mo	$500.00	$2,000
011000.400	Small Tools	1.00 ls	$2,500.00	$2,500
011000.490	Temporary Fence w/ Screen	1,689.07 lf	$16.65	$28,117
011000.510	Temporary Gates	2.00 ea	$500.00	$1,000
011000.540	Temporary Fire Extinguishers	5.00 ea	$80.00	$400
TOTAL: 010000 - General Requirements				**$136,997**
024000 - Demolition				
020100.001	Demo Existing Building	3,680.03 sf	$10.00	$36,800
020100.010	Demo Existing Animal Kennels	1.00 ea	$3,000.00	$3,000
020100.010	Demo Existing Covered Parking	1.00 ea	$5,000.00	$5,000
020100.010	Demo Existing Ramp & Guardrails	225.69 sf	$10.00	$2,257
TOTAL: 024000 - Demolition				**$47,057**
033000 - Concrete				
033000.001	5" SOG w/Grade Beams	5,500.00 sf	$23.00	$126,500
033000.003	Sidewalk/Flatwork	2,500.00 sf	$6.50	$16,250
033000.004	Curbs	1,500.00 lf	$20.00	$30,000
033000.006	ADA Ramps	2.00 ea	$750.00	$1,500
033000.007	Dumpster Pad	473.77 sf	$15.00	$7,106
033000.009	Light Pole Bases	3.00 ea	$1,500.00	$4,500
033000.010	Flag Pole Foundation	2.00 ea	$2,500.00	$5,000
033000.011	Set & Fill Pipe Bollards	4.00 ea	$300.00	$1,200
033000.013	Covered Parking Steel Column Footings	4.00 ea	$1,500.00	$6,000
033000.013	Locker Bases	26.58 lf	$50.00	$1,329
033000.013	Misc Concrete - Building & Site	1.00 ls	$20,000.00	$20,000
TOTAL: 033000 - Concrete				**$219,385**
033500 - Decorative Concrete				
033300.170	Polished Concrete	3,484.86 sf	$7.50	$26,136
033300.180	Sealed Concrete	1,127.91 sf	$1.50	$1,692
033500.001	Floor Transitions	1.00 ls	$500.00	$500
033500.001	Install & Remove Floor Protection at Polished Concrete	3,484.86 sf	$1.50	$5,227
033500.001	Moisture Testing	8.51 ea	$200.00	$1,701
033500.001	Sawcut & Grout Joints Allowance	1.00 ls	$2,500.00	$2,500
TOTAL: 033500 - Decorative Concrete				**$37,757**
042000 - Masonry				
042000.001	8" Exterior CMU Partitions	1,212.11 sf	$15.00	$18,182

Pending

Reduced Building SF ~ 5,500SF (PEMB Option)

DESCRIPTION		QUANTITY	UNIT	TOTAL
081100.001	Hollow Metal / Wood Door	23.00 ea	$950.00	$21,850
081100.001	Hollow Metal Doors at Holding Cells	2.00 ea	$2,000.00	$4,000
081100.002	Hollow Metal Door Frame, Single	21.00 ea	$550.00	$11,550
081100.003	Hollow Metal Door Frame, Double	1.00 ea	$800.00	$800
081100.004	Hardware Allowance	23.00 ea	$1,000.00	$23,000
081100.004	Hardware for Holding Cell Doors Allowance	2.00 ea	$3,000.00	$6,000
081100.005	Aluminum Door Hardware Allowance	4.00 ea	$2,500.00	$10,000
TOTAL: 081100 - Doors, Frames, & Hardware - supply				**$77,200**
083000 - Overhead Doors & Grilles				
083313.010	Overhead Coiling Door, Manual, 9'x12'	1.00 ea	$8,000.00	$8,000
TOTAL: 083000 - Overhead Doors & Grilles				**$8,000**
084000 - Glass & Glazing				
084000.001	2' x 7' Interior Aluminum Sidelite at Interview	14.00 sf	$70.00	$980
084000.001	7' x 7' Interior Aluminum Storefront at Conference Room	47.00 sf	$70.00	$3,290
084000.001	Aluminum Doors	4.00 LEAF	$3,500.00	$14,000
084000.001	Aluminum Framed Storefront, Exterior	1,170.00 sf	$80.00	$93,600
084000.001	Transaction Window	1.00 ea	$3,000.00	$3,000
TOTAL: 084000 - Glass & Glazing				**$114,870**
092000 - Drywall | Acoustical				
092100.001	Perimeter Backup Walls	4,907.73 sf	$13.00	$63,801
092100.002	Interior Gypsum Board Partitions	5,624.61 sf	$11.00	$61,871
092100.003	Gypsum Board Partitions, Moisture Resistant	1,350.00 sf	$13.50	$18,225
092100.004	Gypsum Board Ceilings	1,472.29 sf	$15.00	$22,084
092100.005	Gypsum Board Ceilings, Moisture Resistant	350.92 sf	$17.00	$5,966
092100.007	2 x 2 ACT Ceiling Tiles	2,260.00 sf	$7.50	$16,950
092100.008	Acoustical Wood Ceiling	323.41 sf	$30.00	$9,702
092100.009	Acoustical Wall Paneling Allowance	1.00 ls	$10,000.00	$10,000
092100.010	Misc Drywall	1.00 ls	$5,000.00	$5,000
TOTAL: 092000 - Drywall | Acoustical				**$213,598**
093000 - Tile				
093000.001	Ceramic Floor Tile at Restrooms	350.92 sf	$11.00	$3,860
093000.001	Ceramic Tile Base	150.00 lf	$11.00	$1,650
093000.001	Ceramic Wall Tile at Restrooms, 4'H	580.00 sf	$15.00	$8,700
093000.001	Ceramic Wall Tile at Shower, 9'H	180.00 sf	$15.00	$2,700
093000.001	Floor Transitions	1.00 ls	$500.00	$500
093000.001	Install & Remove Floor Protection	350.92 sf	$1.50	$526
093000.001	Moisture Testing	1.00 ea	$200.00	$200
TOTAL: 093000 - Tile				**$18,136**
096800 - Resilient & Carpet Floor				
096500.020	Resilient Base	1,335.00 lf	$2.50	$3,338
TOTAL: 096800 - Resilient & Carpet Floor				**$3,338**
099000 - Painting & Coating				
099000.001	Paint Exposed Ceilings	526.00 sf	$5.00	$2,630
099000.001	Paint New Ceilings	1,823.00 sf	$3.50	$6,381
099000.001	Paint New Walls	17,508.00 sf	$2.50	$43,770
099900.010	Misc Paint	1.00 ls	$5,000.00	$5,000
099900.010	Paint CMU + Blockfill	2,596.00 sf	$3.00	$7,788
099900.010	Paint CMU at Dumpster Enclosure	290.00 sf	$3.50	$1,015
099900.010	Paint HM Doors & Frames	23.00 sf	$150.00	$3,450
TOTAL: 099000 - Painting & Coating				**$70,034**

Pending

Reduced Building SF ~ 5,500SF (PEMB Option)

DESCRIPTION		QUANTITY	UNIT	TOTAL
230000 - HVAC				
230000.000	HVAC- Residential Equipment	5,500.00 sf	$25.00	$137,500
230000.000	Misc HVAC	1.00 ls	$5,000.00	$5,000
230000.000	Test & Balance	5,500.00 sf	$0.50	$2,750
TOTAL: 230000 - HVAC				**$145,250**
260000 - Electrical				
260000.000	Electrical	5,500.00 sf	$50.00	$275,000
260000.000	Misc Electrical	1.00 ls	$10,000.00	$10,000
260000.000	Site Electrical	5,500.00 ls	$5.00	$27,500
TOTAL: 260000 - Electrical				**$312,500**
271000 - Data & Telecom Systems				
271000.001	Data Cabling System	0.00 sf	$6.00	$0
TOTAL: 271000 - Data & Telecom Systems				**$0**
272400 - Audio Visual Systems				
272400.001	Audio Visual System	0.00 sf	$5.00	$0
TOTAL: 272400 - Audio Visual Systems				**$0**
282300 - Security Systems & Cameras				
280600.060	Security & Access Control	0.00 sf	$12.50	$0
TOTAL: 282300 - Security Systems & Cameras				**$0**
283100 - Fire Alarm				
283100.001	Fire Alarm	5,500.00 sf	$3.50	$19,250
TOTAL: 283100 - Fire Alarm				**$19,250**
310000 - Earthwork				
310000.001	Remove Existing Trees	30.00 ea	$100.00	$3,000
310000.002	Modify Existing Parking Lot, Drive & Flatwork	1.00 ls	$10,000.00	$10,000
310000.004	Infill at Existing Building Demo	273.00 cy	$10.00	$2,730
310000.005	Building Pad Excavation & Haul-Off	1,300.00 cy	$10.00	$13,000
310000.006	3.5' Fill at Building Pad	1,300.00 cy	$25.00	$32,500
310000.007	Excavation, Grading & Haul-Odd for New Parking Lot	3,500.00 sf	$1.00	$3,500
310000.008	Medium Duty Asphalt (3"HMAC | 12" Flex Base | 6" MC)	3,500.00 sf	$6.00	$21,000
310000.008	Seal Coat Existing Parking Lot	13,991.09 sf	$2.00	$27,982
310000.011	Misc Site Demo & Clearing	1.00 ls	$10,000.00	$10,000
310000.012	Subsurface Utility Locates	1.00 ls	$15,000.00	$15,000
310000.013	Dewatering	1.00 ls	$10,000.00	$10,000
310000.013	Misc Earthwork	1.00 ls	$20,000.00	$20,000
310000.013	Site Grading	1.00 ls	$30,000.00	$30,000
TOTAL: 310000 - Earthwork				**$198,712**
312500 - Erosion Control				
312500.001	Erosion Control Measures	1.00 ls	$15,000.00	$15,000
312500.001	Maintenance of Erosion Control	12.00 mo	$500.00	$6,000
312500.001	SWPPP Plan Preparation	1.00 ls	$1,500.00	$1,500
TOTAL: 312500 - Erosion Control				**$22,500**
321700 - Striping & Signs				
321700.001	"NO PARKING" Stencling	1.00 ea	$250.00	$250
321700.001	ADA Parking Signs	2.00 ea	$500.00	$1,000
321700.001	ADA Stall Striping	2.00 ea	$250.00	$500
321700.001	Crosshatch Striping	150.00 sf	$2.00	$300
321700.001	Crosswalk Striping	375.00 sf	$2.00	$750
321700.001	Misc Striping & Signage	1.00 ls	$2,500.00	$2,500

JOERIS

Hill Country Village - New City Hall

September 8, 2026 | Total Building Area (SF): 5,500

Pending

Reduced Building SF ~ 5,500SF (Stick Frame Option)

DESCRIPTION		QUANTITY	UNIT	TOTAL
010000 - General Requirements				
011000.010	Construction Technology	1.00 ls	$12,000.00	$12,000
011000.010	Dumpsters	26.00 ea	$601.00	$15,626
011000.020	Portable Toilets	12.00 mo	$735.00	$8,820
011000.030	Hand Wash Stations	12.00 mo	$320.00	$3,840
011000.080	Daily Clean Up	10.00 mo	$3,160.00	$31,600
011000.090	Final Clean Up	5,500.00 sf	$0.32	$1,786
011000.160	Final Sweeping Of Paved Areas	1.00 mo	$3,880.00	$3,880
011000.190	Dust Control - Entry Floor Mats	6.00 mo	$150.00	$900
011000.200	Temporary Electric Hookup	1.00 ea	$1,500.00	$1,500
011000.210	CPS Temporary Electrical Service Ext	1.00 ls	$2,200.00	$2,200
011000.220	Temp Electric & Water - BY OWNER	0.00 ls	$45,000.00	$0
011000.290	Storage Trailers 1 EA	12.00 mo	$425.00	$5,100
011000.300	Storage Trailer Delivery & Return	2.00 ea	$400.00	$800
011000.320	Incidental Equipment	4.00 mo	$3,432.00	$13,728
011000.380	Equipment Delivery & Return	4.00 ea	$300.00	$1,200
011000.390	Equipment Fuel	4.00 mo	$500.00	$2,000
011000.400	Small Tools	1.00 ls	$2,500.00	$2,500
011000.490	Temporary Fence w/ Screen	1,689.07 lf	$16.65	$28,117
011000.510	Temporary Gates	2.00 ea	$500.00	$1,000
011000.540	Temporary Fire Extinguishers	5.00 ea	$80.00	$400
TOTAL: 010000 - General Requirements				**$136,997**
024000 - Demolition				
020100.001	Demo Existing Building	3,680.03 sf	$10.00	$36,800
020100.010	Demo Existing Animal Kennels	1.00 ea	$3,000.00	$3,000
020100.010	Demo Existing Covered Parking	1.00 ea	$5,000.00	$5,000
020100.010	Demo Existing Ramp & Guardrails	225.69 sf	$10.00	$2,257
TOTAL: 024000 - Demolition				**$47,057**
033000 - Concrete				
033000.001	5" SOG w/Grade Beams	5,500.00 sf	$23.00	$126,500
033000.003	Sidewalk/Flatwork	2,500.00 sf	$6.50	$16,250
033000.004	Curbs	1,500.00 lf	$20.00	$30,000
033000.006	ADA Ramps	2.00 ea	$750.00	$1,500
033000.007	Dumpster Pad	473.77 sf	$15.00	$7,106
033000.009	Light Pole Bases	3.00 ea	$1,500.00	$4,500
033000.010	Flag Pole Foundation	2.00 ea	$2,500.00	$5,000
033000.011	Set & Fill Pipe Bollards	4.00 ea	$300.00	$1,200
033000.013	Covered Parking Steel Column Footings	4.00 ea	$1,500.00	$6,000
033000.013	Locker Bases	26.58 lf	$50.00	$1,329
033000.013	Misc Concrete - Building & Site	1.00 ls	$20,000.00	$20,000
TOTAL: 033000 - Concrete				**$219,385**
033500 - Decorative Concrete				
033300.170	Polished Concrete	3,484.86 sf	$7.50	$26,136
033300.180	Sealed Concrete	1,127.91 sf	$1.50	$1,692
033500.001	Floor Transitions	1.00 ls	$500.00	$500
033500.001	Install & Remove Floor Protection at Polished Concrete	3,484.86 sf	$1.50	$5,227
033500.001	Moisture Testing	8.51 ea	$200.00	$1,701
033500.001	Sawcut & Grout Joints Allowance	1.00 ls	$2,500.00	$2,500
TOTAL: 033500 - Decorative Concrete				**$37,757**
042000 - Masonry				
042000.001	8" Exterior CMU Partitions	1,212.11 sf	$15.00	$18,182

JOERIS

Hill Country Village - New City Hall

September 8, 2026 Total Building Area (SF): 5,500

Pending

Reduced Building SF ~ 5,500SF (Stick Frame Option)

DESCRIPTION		QUANTITY	UNIT	TOTAL
081000 - Doors, Frames, & Hardware - Install				
081000.001	Hardware Adjustments	27.00 ea	$50.00	$1,350
081000.001	Install Door, Frames & Hardware	23.00 ea	$350.00	$8,050
081000.001	Unload Door, Frames & Hardware	23.00 ea	$50.00	$1,150
TOTAL: 081000 - Doors, Frames, & Hardware - Install				**$10,550**
081100 - Doors, Frames, & Hardware - supply				
081100.001	Hollow Metal / Wood Door	23.00 ea	$950.00	$21,850
081100.001	Hollow Metal Doors at Holding Cells	2.00 ea	$2,000.00	$4,000
081100.002	Hollow Metal Door Frame, Single	21.00 ea	$550.00	$11,550
081100.003	Hollow Metal Door Frame, Double	1.00 ea	$800.00	$800
081100.004	Hardware Allowance	23.00 ea	$1,000.00	$23,000
081100.004	Hardware for Holding Cell Doors Allowance	2.00 ea	$3,000.00	$6,000
081100.005	Aluminum Door Hardware Allowance	4.00 ea	$2,500.00	$10,000
TOTAL: 081100 - Doors, Frames, & Hardware - supply				**$77,200**
083000 - Overhead Doors & Grilles				
083313.010	Overhead Coiling Door, Manual, 9'x12'	1.00 ea	$8,000.00	$8,000
TOTAL: 083000 - Overhead Doors & Grilles				**$8,000**
084000 - Glass & Glazing				
084000.001	2' x 7' Interior Aluminum Sidelite at Interview	14.00 sf	$70.00	$980
084000.001	7' x 7' Interior Aluminum Storefront at Conference Room	47.00 sf	$70.00	$3,290
084000.001	Aluminum Doors	4.00 LEAF	$3,500.00	$14,000
084000.001	Aluminum Framed Storefront, Exterior	1,170.00 sf	$80.00	$93,600
084000.001	Transaction Window	1.00 ea	$3,000.00	$3,000
TOTAL: 084000 - Glass & Glazing				**$114,870**
092000 - Drywall | Acoustical				
092100.004	Gypsum Board Ceilings	1,472.29 sf	$15.00	$22,084
092100.005	Gypsum Board Ceilings, Moisture Resistant	350.92 sf	$17.00	$5,966
092100.007	2 x 2 ACT Ceiling Tiles	2,260.00 sf	$7.50	$16,950
092100.008	Acoustical Wood Ceiling	323.41 sf	$30.00	$9,702
092100.009	Acoustical Wall Paneling Allowance	1.00 ls	$10,000.00	$10,000
092100.010	Misc Drywall	1.00 ls	$5,000.00	$5,000
TOTAL: 092000 - Drywall | Acoustical				**$69,702**
093000 - Tile				
093000.001	Ceramic Floor Tile at Restrooms	350.92 sf	$11.00	$3,860
093000.001	Ceramic Tile Base	150.00 lf	$11.00	$1,650
093000.001	Ceramic Wall Tile at Restrooms, 4'H	580.00 sf	$15.00	$8,700
093000.001	Ceramic Wall Tile at Shower, 9'H	180.00 sf	$15.00	$2,700
093000.001	Floor Transitions	1.00 ls	$500.00	$500
093000.001	Install & Remove Floor Protection	350.92 sf	$1.50	$526
093000.001	Moisture Testing	1.00 ea	$200.00	$200
TOTAL: 093000 - Tile				**$18,136**
096800 - Resilient & Carpet Floor				
096500.020	Resilient Base	1,335.00 lf	$2.50	$3,338
TOTAL: 096800 - Resilient & Carpet Floor				**$3,338**
099000 - Painting & Coating				
099000.001	Paint Exposed Ceilings	526.00 sf	$5.00	$2,630
099000.001	Paint New Ceilings	1,823.00 sf	$3.50	$6,381
099000.001	Paint New Walls	17,508.00 sf	$2.50	$43,770
099900.010	Misc Paint	1.00 ls	$5,000.00	$5,000

Pending

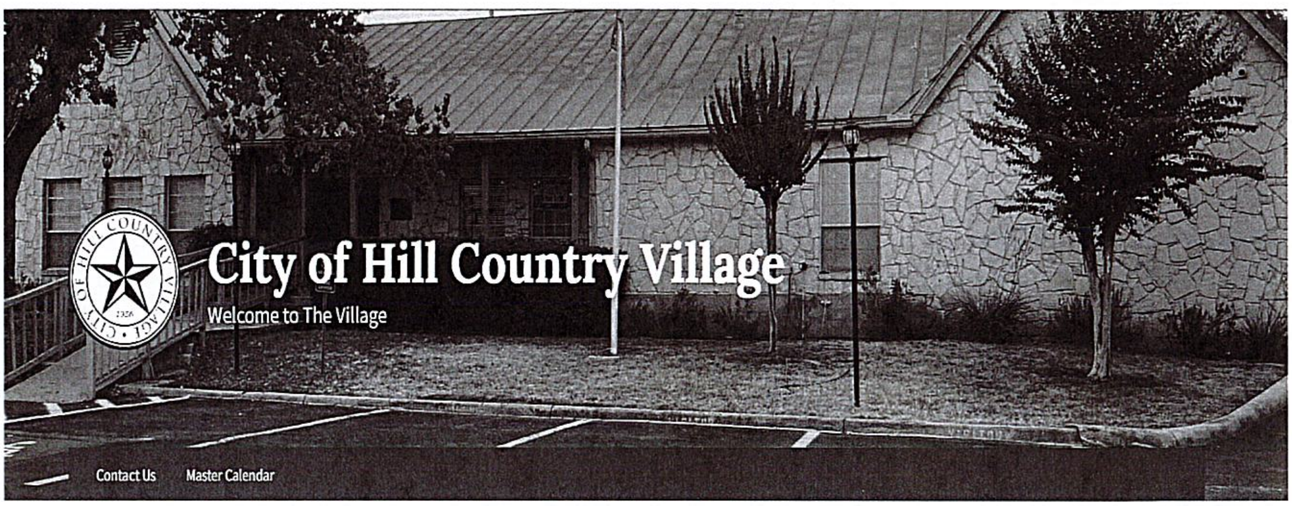
Reduced Building SF ~ 5,500SF (Stick Frame Option)

DESCRIPTION		QUANTITY	UNIT	TOTAL
TOTAL: 220000 - Plumbing				**$142,500**
230000 - HVAC				
230000.000	HVAC- Residential Equipment	5,500.00 sf	$25.00	$137,500
230000.000	Misc HVAC	1.00 ls	$5,000.00	$5,000
230000.000	Test & Balance	5,500.00 sf	$0.50	$2,750
TOTAL: 230000 - HVAC				**$145,250**
260000 - Electrical				
260000.000	Electrical	5,500.00 sf	$50.00	$275,000
260000.000	Misc Electrical	1.00 ls	$10,000.00	$10,000
260000.000	Site Electrical	5,500.00 ls	$5.00	$27,500
TOTAL: 260000 - Electrical				**$312,500**
271000 - Data & Telecom Systems				
271000.001	Data Cabling System	0.00 sf	$6.00	$0
TOTAL: 271000 - Data & Telecom Systems				**$0**
272400 - Audio Visual Systems				
272400.001	Audio Visual System	0.00 sf	$5.00	$0
TOTAL: 272400 - Audio Visual Systems				**$0**
282300 - Security Systems & Cameras				
280600.060	Security & Access Control	0.00 sf	$12.50	$0
TOTAL: 282300 - Security Systems & Cameras				**$0**
283100 - Fire Alarm				
283100.001	Fire Alarm	5,500.00 sf	$3.50	$19,250
TOTAL: 283100 - Fire Alarm				**$19,250**
310000 - Earthwork				
310000.001	Remove Existing Trees	30.00 ea	$100.00	$3,000
310000.002	Modify Existing Parking Lot, Drive & Flatwork	1.00 ls	$10,000.00	$10,000
310000.004	Infill at Existing Building Demo	273.00 cy	$10.00	$2,730
310000.005	Building Pad Excavation & Haul-Off	1,300.00 cy	$10.00	$13,000
310000.006	3.5' Fill at Building Pad	1,300.00 cy	$25.00	$32,500
310000.007	Excavation, Grading & Haul-Odd for New Parking Lot	3,500.00 sf	$1.00	$3,500
310000.008	Medium Duty Asphalt (3"HMAC | 12" Flex Base | 6" MC)	3,500.00 sf	$6.00	$21,000
310000.008	Seal Coat Existing Parking Lot	13,991.09 sf	$2.00	$27,982
310000.011	Misc Site Demo & Clearing	1.00 ls	$10,000.00	$10,000
310000.012	Subsurface Utility Locates	1.00 ls	$15,000.00	$15,000
310000.013	Dewatering	1.00 ls	$10,000.00	$10,000
310000.013	Misc Earthwork	1.00 ls	$20,000.00	$20,000
310000.013	Site Grading	1.00 ls	$30,000.00	$30,000
TOTAL: 310000 - Earthwork				**$198,712**
312500 - Erosion Control				
312500.001	Erosion Control Measures	1.00 ls	$15,000.00	$15,000
312500.001	Maintenance of Erosion Control	12.00 mo	$500.00	$6,000
312500.001	SWPPP Plan Preparation	1.00 ls	$1,500.00	$1,500
TOTAL: 312500 - Erosion Control				**$22,500**
321700 - Striping & Signs				
321700.001	"NO PARKING" Stencling	1.00 ea	$250.00	$250
321700.001	ADA Parking Signs	2.00 ea	$500.00	$1,000
321700.001	ADA Stall Striping	2.00 ea	$250.00	$500
321700.001	Crosshatch Striping	150.00 sf	$2.00	$300

CITY OF
HILL COUNTRY VILLAGE

STAFFING & OPERATIONAL ASSESSMENT

FINAL REPORT



SUBMITTED BY: GILBERT PERALES

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EXECUTIVE SUMMARY

An introductory discussion with Council Members Allison Francis and Greg Blasko, followed with a discussion with Mayor Heather Chandler and City Administrator/Police Chief Frank Morales, centered on the need to assess current staffing levels; workload and job responsibilities; review permit fee schedules; and legacy contracts. The goal is to identify personnel and leadership gaps that could expose the city to daily risks or liabilities because local, state or federal requirements and mandates are not being addressed in a timely manner. Just as important is to determine whether there is a need for additional professional assistance, i.e., full or part-time City Administrator, Assistant to the City Administrator or City Secretary.

The City of Hill Country Village, hereinafter referred to as "City", is a small community surrounded, on three sides, by the City of San Antonio. Considered an enclave, it relies on San Antonio and Bexar County for the provision of many of its services: including water, wastewater, electric, detention services, property tax services, and dispatch. Other services are provided through third party agreements, i.e., legal, engineering, inspections, auditing, IT, and financial management.

Not unlike other small communities, the City maintains a lean staff commensurate with its existing financial capacities. As with all other similarly positioned communities, City staff are assigned multiple responsibilities. 4640In this scenario, the margin for error is thin, as the same few hands touch nearly every administrative function. Compounding the issue is the contractual arrangement for the provision of financial management services, which ideally should be a dedicated resource within the organization.

City administration is staffed with 3.5 FTE's responsible for the administration of a very complex, 24/7/365, operation (3 Administrative staff and a P/T City Administrator) and they perform admirably. The challenge for the City is sustainability, not necessarily just today, but in the very near future. Today, the City operates with a single incumbent serving in a dual capacity as City Administrator and Chief of Police. While the current arrangement has served the community well, a vacancy in this dual role position would be difficult to replicate.

An individual lacking the values and loyalty of the current incumbent could become an organizational risk which could evolve into a governance issue. If the governing body opted to simply seek a replacement for the dual role, besides a much higher compensation package, they would have to develop clearly documented expectations, with clearly defined responsibilities, and a plan for handling situations when conflicts of interest or ethical issues occurred. My recommendation regarding staffing is focused not just on addressing the current organizational challenges but also ensuring we are addressing both sustainability and business continuity concerns.

In addition to evaluating staffing levels and responsibilities, I also reviewed contracts for services, employee health insurance benefits, and permit fees. I will provide clear, actionable recommendations that are practical, scalable, and aligned with the city's expectations.

INTRODUCTION

The CoHCV is a small community surrounded, on three sides, by the City of San Antonio. Considered an enclave, it relies on San Antonio and Bexar County for the provision of many of its services: including water, wastewater, electric, detention services, property tax services, and dispatch. Other services are provided through third party agreements, i.e., legal, engineering, inspections, auditing, IT, and financial management.

Not unlike other small communities, the City maintains a lean staff commensurate with its existing financial capacities. As with all other similarly positioned communities, City staff are assigned multiple responsibilities. In this scenario, the margin for error is thin, as the same few hands touch nearly every administrative issue. Compounding the issue is the contractual arrangement for the provision of financial management services, which ideally should be a dedicated internal resource to the organization. The city is staffed with 3.5 FTE's responsible for the administration of a very complex, 24/7/365, operation (3 Administrative staff and a P/T City Administrator) and they perform admirably.

The challenge for the City is sustainability, not necessarily just today, but in the very near future. The current organizational structure benefits the organization and community financially, not necessarily operationally. With a limited staff, coordination, training, and cross-training become integral to the success of the operation. Any impact to staffing, e.g., employment separation or an extended medical episode, could have a direct influence on the sustainability of service levels.

On August 5th, after the special council meeting, a question was posed relative to my engagement "What work is not getting done?" A question that, on the surface, seems valid and appropriate; IF, one is only content with measuring output. The right question(s) is really "What more can we do and/or can we do it better?"

Staffing levels are never evaluated solely by headcount. The focus is to determine if staffing levels, organizational structure, employee skills, and work processes align with the community's service expectations and strategic objectives. Often, performance issues can be attributed to a combination of budget limitations, staff shortages, compensation, inefficient processes, outdated technology, lack of training, or unclear role definitions than simply too few employees…the answer lies in having: **the right people + right responsibilities + adequate resources + effective processes + appropriate technology.**

Leadership establishes the direction, but organizational capacity determines how much of that direction can actually be accomplished. When staffing and resources fall below what is required to perform essential functions, even strong leaders can become trapped in a cycle of crisis management, employee fatigue, and declining service quality.

STAFFING/OPERATIONS: FOCUS

When I first met with Councilmembers Francis and Blasko, my proposed assignment was to conduct a staff and operational assessment with a focus on the City Administrator position. When I had my second meeting with Mayor Chandler and City Administrator/Chief of Police Morales, my focus was redirected to a staff and operational assessment with a focus on an "assistant type", possibly part time, to assist the City Administrator with his day-to-day tasks.

During my first on-site visit I realized that simply "creating a position" to assist the City Administrator, would be short sided and leave the city vulnerable in the near term. The issues with staffing at the executive level extend beyond simply adding an "assistant to the city administrator" without taking into consideration the eventual retirement of the incumbent and the weaknesses inherent with the arrangement for financial services.

In my last conversation with the Mayor, I made it clear that during my review, the organizational need extended beyond our original discussion to include evaluating three roles, City Administrator, chief of police and financial manager, and developing a scenario that would address the short term needs of the city administrator, address the need for a clear succession plan for the eventual replacement of the city administrator, and address the need to strengthen the current weaknesses in the financial process, while remaining cognizant of the City's financial position, current and long term.

How I arrived at this conclusion…on my initial visit I was provided with the workstation assigned to the City's Financial Manager. Surprisingly, this critical function is being performed under a professional services agreement. The firm providing these "essential" services is contractually obligated (under the current MOU) to provide 6 hours per week of actual on-site financial management services. There are provisions to provide additional on-site services at an additional cost.

Financial management is one of the most important functions in any operation, cities included. A city can have excellent police officers, public works crews, and municipal court staff, but without sound financial management it cannot sustain those services or maintain the public's trust. For an organization, financial management is not simply an accounting function – it is a strategic leadership responsibility. Every policy decision has financial implications. An organization must balance community expectations with available resources while ensuring today's decisions do not create tomorrow's financial problems.

"Good financial management enables every other municipal service. Without it, even the best operational plans/services cannot be successfully implemented or delivered".

STAFFING/OPERATIONS: EVALUATION

Once I started my review and commenced my on-site visits, I recognized that the challenges to current staff and existing organizational processes were more comprehensive and had to be addressed not just for the immediate timeframe but with an eye on the future.

The City's administrative functions are the responsibility of 3.5 FTEs. Each responsible for different services provided by municipal organizations, including day-to-day management, Permitting, Human Resources, Municipal Court, Collections, City Secretarial duties, Contract Management, Customer Service (telephonic, walk-up, and electronic), records retention, etc. Inclusive, the three individuals serving in the "front" office are expected to be well versed on each other's responsibilities to minimize any impacts to business continuity during short or long-term absences from the office.

In every local jurisdiction, in addition to support staff, there are three major roles that can have a direct impact on the success of an organization: City Administrator, Chief of Police and Financial Services Manager.

1. The combination of two of the most demanding positions in every city, City Administrator and police chief *, expose the city to risks relative to the ever-changing landscape created legislatively or contractually. Coordinating the demands of both positions creates structural and governance challenges.

   The biggest issue is that the same individual is simultaneously responsible for the overall administration of the municipality and for commanding one of the city's most sensitive departments. There are limited time and reduced capacity issues which directly impact the incumbent's attention to both positions leading to a risk of one or both functions receiving less than the optimum attention. Compounding this is the lack of daily attention to the City's financial management (see #2 below). This doesn't even consider other demands such as maintaining strong relationships with elected officials and citizens, training requirements (necessary to remain up to date on the ever-changing landscape of each respective position), building strong relationships with other leaders in the region, etc.

   Of equal concern is the lack of a succession plan for both positions…if, and when, the current incumbent decides to separate from the City, the impact to the organization will impact the City's ability to maintain any business continuity.

   ***This arrangement existed briefly in only one other community, Ranger (which was subject to AG opinion Article XVI, section 40 of the Texas constitution, which prohibits dual office holding in certain circumstances), that arrangement has been eliminated with the appointment of a police chief.**

2. Financial management is just as important a function. A city can have excellent police officers, public works crews, and municipal court staff, but without sound financial management it cannot sustain those services or maintain the public's trust.

   For City Administrators and elected officials, financial management is not simply an accounting function – it is a strategic leadership responsibility. Every policy decision has financial implications. A City Administrator must balance community expectations with available resources while ensuring today's decisions do not create tomorrow's financial problems.

   "Good financial management enables every other municipal service. Without it, even the best operational plans/services cannot be successfully implemented or delivered".

Financial management in your City is a procured service. This arrangement can create significant operational and financial risks. The issue is not necessarily the hours themselves, nor the capabilities of the provider, it is whether the hours provide enough bandwidth to meet the organization's financial needs amidst all the complexities inherent in governmental accounting, reporting requirements, internal controls, and, just as important, the simple task of meeting the day-to-day needs of staff.

Major risks include, but are not limited to: insufficient financial oversight, delayed financial reporting, weak internal controls, issues with accounts payable, timing on depositing cash, processing payments, reconciling bank accounts, recording transactions, preparing and reviewing financial reports; limited budget management; cash flow problems, inadequate grant and restricted-fund oversight, and reduced management support. These risks represent concerns relative to the operational needs of the organization, of more immediate concern is the provider's access to sensitive financial information from a remote location that has not been vetted for cybersecurity controls. Inclusive is the apparent lack of liability insurance to protect the city in case our financial information is exposed to a cybersecurity event.

3. Administrative staff, with responsibilities including all municipal administrative functions, are directly impacted by their reliance on the operational realities described above. Administratively, while the group functions admirably and at a high level, full-time administrative and financial oversight could infuse much needed guidance leading to increase productivity, building resilience and becoming more efficient.

STAFFING/OPERATIONS: OBSERVATIONS

While my time on site has been short, it appears that daily demands on the City Administrator are the norm and not the exception. Diminished resource availability, specifically in leadership and financial management, can significantly undermine an operation's effectiveness and efficiencies. The problem is not a lack of leadership capability…it is a lack of organizational capacity to execute the organization's priorities. This fact is compounded with the City Administrator also serving as Chief of Police…performing two of the most important responsibilities in every municipality. The absence of a permanent financial manager exacerbates the situation and has shifted the incumbent's responsibilities from strategic to reactive mode resulting in impacts to service delivery and affecting organizational leadership.

A couple of observations on these demands:

- On Tuesday, August 4, 2026, one day prior to the city's Special Council Meeting, the City Administrator asked for a specific financial report relevant to the budget presentation. One of the administrative assistants responded that the report would be completed on the day of the Special Council Meeting, and that the Financial Manager would be present in the afternoon of the meeting (August 5th) to remain in compliance with the weekly contractual commitment.
    - As stated earlier, good financial management enables every other municipal service. Without it even the best operational plans/services cannot be successfully implemented or delivered. A

scenario where the city administrator has to depend on a third-party provider's availability is not an effective or efficient use of time and can result in ineffective communication to staff, elected officials and the community.

- The challenge for the existing financial services provider is the lack of institutional knowledge that can only be acquired and accumulated through daily interaction with staff. Because finance is an integral part of day-to-day city functions and service delivery, the lack of personal interaction and interface with staff impacts the timely provision of financial tools that lead to unnecessary delays for decision makers resulting in ineffective communication with the community and elected officials.

- On Wednesday, August 5, the City Administrator, during his normal "drive-around" activities, noted and inquired about a current permit on a roofing project. Said inquiry led to the discovery that the project was proceeding without the appropriate permits.

- On Thursday, August 6, during the Special City Council Meeting, the City Administrator was asked to inspect a portion of a road that appeared to be failing.

STAFFING/OPERATIONS: RECOMMENDATION

With this in mind, I recommend the City Council consider the creation of a fulltime Assistant to the City Administrator/Financial Services Manager position that would be dedicated to assisting the City Administrator with day-to-day activities, i.e., providing follow-up on citizen inquiries, daily administrative functions, etc. The position would also provide the organization with daily financial management creating efficiencies to the financial functions of the operation…no longer dependent on contractually obligated constraints. The position would also be available to provide flexibility and relief to both the permitting and municipal court functions of the operation, especially when existing staff are in training, or absent from the office. Coupled with additional cross-training, the administrative staff should see increased capacity and improved efficiency.

Succession Plan: This position would also allow the city to develop a much-needed succession plan for the City Administrator's position. The City Administrator would ensure the individual in the proposed position receives the necessary training to assume the City Administrator role once the incumbent decides to separate from the City.

Funding: The current budget proposal includes funding for a leadership position, coupled with the proposed cost for financial services, there are sufficient funds for the added position, estimated at $100,000. The City should have sufficient time to identify additional funding for a Chief of Police position which would become vacant once the current incumbent separates from the City.

REVIEW: CONTRACTED SERVICES

Legacy contracts that have been carried forward without a comprehensive review are not an optimal or viable solution for any organization, especially for smaller municipalities, where contracts can represent a significant percentage of the operating budget. Key benefits reflect competitive market pricing, competitive and procurement integrity, improved accountability, updates contract expectations, reduces legal and financial risk, improves budget forecasting, and strengthens vendor management.

The objective isn't simply to cut costs. It is to make sure that every significant municipal expenditure is necessary, competitively priced, properly authorized, adequately documented, and producing measurable value for taxpayers.

LEGAL SERVICES CONTRACT

On the 14th day of December 2006, Ordinance 1000 was passed and approved authorizing the City to enter into an agreement with the firm **Langly & Banack, Inc.**, for the provision of legal services to the city.

- Local Government Best Practices recommend cities consider issuing RFP/RFQs every 3-5 years for certain professional services contracts, particularly, legal, audit, and engineering (smaller jurisdictions).
- **Recommendation is for the city to consider issuing an RFP/RFQ for legal services, term would be an initial 3-years with 2 optional 1-year extensions.**

AUDIT SERVICES CONTRACT

On the 29th day of July 2026, the City engaged the firm **abip CPAs/Advisors**, for the provision of auditing services. This engagement is considered annually.

- Local Government Best Practices recommend cities consider issuing an RFP/RFQs every 3-5 years for certain professional services contracts, particularly, legal, audit, and engineering (small communities).
- In this instance, a multi-year engagement would often reduce procurement and proposal costs. Audit firms can spread startup and planning costs over several years, which may result in more stable or lower annual fees. The audit team will develop greater institutional knowledge of the organization's operations, accounting systems, internal controls, and unique risks. It will provide improved audit efficiencies, better long-term planning, and a stronger working relationship.
- **Recommendation is for the city to consider issuing an RFP/RFQ for auditing services, term would be an initial 3-years with 2 optional 1-year extensions.**

INFORMATION TECHNOLOGY SERVICES CONTRACT

Contract for IT Services has been in effect since 2004(?). A search of city files/records did not produce a copy of the existing contractual arrangement.

- **Recommendation is to codify actual contractual arrangement to help identify expectations and opportunities, e.g.:**

    a. Training opportunities (?)
    b. Equipment upgrade (?)
    c. Software update (?)
    d. Software upgrades (?)

FINANCIAL SERVICES CONTRACT

Memorandum of Understanding (MOU) entered into between the CoHCV and VAL3XO, LLC, on June 14, 2023, to provide services as the city's Chief Financial Officer (CFO). Consultant provides onsite personnel for a maximum of 6 hours per week and a fixed monthly rate of $2,000. Any additional time may be charged $150/hr. (current MOU is under consideration for an extension with increased rates)

- **Recommendation is to evaluate this contract against the defined scope of a permanent position responsible for day-to-day administrative and financial management responsibilities.**

ENGINEERING SERVICES CONTRACT

Engineering Services

On March 20, 2025 the CoHCV entered into an agreement with Freeland Turk Engineering Group, LLC, for the provision of engineering services. Terms of the agreement are for 5-years, renewals will be by written instrument establishing a new term.

- **Recommendation is to follow best practices and consider issuing an RFP/RFQ for engineering services upon the termination of the initial terms of this contract (2030).**

My overall recommendation would also include the creation of a spread sheet tracking all existing Legacy contracts.

REVIEW: HEALTH INSURANCE BENEFITS DESIGN

Contacted representative for the city's Insurance provider, Mr. Derrick Benn, Sales Executive for TX Health Benefits Pool, to identify health plan options and designs. A brief discussion about insurance options and designs identified opportunities to modify existing health plan designs that could result in lower costs with minimal or no impact to employee costs.

Option 1. Review included obtaining claims data for the previous year to identify the number of participants that reached their "deductible" maximum, results: 2 plan participants; and of those individuals, how many reached their "out-of-pocket" maximum, results: 1 plan participant. These findings allow the City to consider raising both "deductible" and "out-pf-pocket" maximums which would result in lower costs to the city without impacting employee+ costs.

Option 2. Consider a HDHC (High Deductible Health Coverage) plan with a "Health Savings Account" option. TX Health has introduced "Next Level" which is their HDHC plan. Staff will be briefed on the benefits of this option.

REVIEW: PERMIT FEES

Permit Fees, or User Fees, in a municipality serve several important purposes. They are generally intended to recover costs associated with reviewing, processing, inspecting, and administering permits, while also ensuring that the project/development complies with applicable laws and safety standards. The primary purposes are cost recovery, protecting public health and safety, ensuring regulatory compliance, managing development, and is a fair allocation of costs…taxpayers should not be subsidizing a service benefitting an individual property owner or developer (user fee).

A comparison of the City's current fee structure with surrounding smaller municipalities recognizes several opportunities to adjust some existing fees; however, overall, the City's fee structure is comparable to most smaller municipalities.

Following is a breakdown of your fee categories and my recommendation(s) within each category:

- Administrative Fees
  - Add Credit Card Convenience Fees – average is 4%
  - Add Abatement Fee – average is $100 per hour with a 2-hour minimum; plus Lien fees
- Alarm Permit Fees
  - Consider separating all False Alarms after the initial 3 and adding an individual penalty
- Alcoholic Beverages – no changes
- Animal Control Fees
  - Consider amending Boarding fees to include adding a 20% administrative fee
- Certificates Of Occupancy – no changes
- City Attorney Fees – no changes
- Engineering Fees – no changes
- Fire Inspection Fees – no changes
- Garage Sale Permits – no changes
- Health Inspections
  - Food Establishment Licenses – no changes
  - Septic Fees – no changes
- Platting Fees – no changes
- Street Name Change Fees – no changes

- Police Fees – no changes
- Tree Permits – no changes
- Golf Cart Permits – no changes
- Building Permits - Commercial – no change
- Signs
    - Consider adding a fee for Electronic Billboards
- Variance Requests – no change
- Building Permits - Residential – no change
- Demolition – no change
- Electrical Permit
    - Consider adding a Temporary Meter Loop (TML) permit $100
- HVAC – no change
- Plumbing – no change
- Roofing – no change
- Other Structures – no change
- Driveways – no change
- Fencing – no change
- Garages – no change

MISCELLANEOUS REVIEWS

JOB DESCRIPTIONS

Job descriptions are essential tools for effective human resource management. They improve recruitment, clarify expectations, support performance evaluation, and contribute to employee satisfaction and organizational success.

- CoHCV job descriptions need to be either updated or created for two positions. Of the four administrative staff, only the City Administrator and Administrative Assistant positions have up to date job descriptions on file.

Job descriptions have been created for the proposed Assistant to the City Administrator/Financial Services Manager position, and the two missing job descriptions for existing administrative staff. The proposed job descriptions will be included in the electronic report.

The following hyperlink is a publication issued by TML that aids local government leaders in analyzing their communities https://www.tml.org/DocumentCenter/View/4535/Analyzing-Your-City-Final-050824

ORDINANCE ___1327___

AN ORDINANCE ADOPTING THE BUDGET OF THE CITY OF HILL COUNTRY VILLAGE, TEXAS, FOR FISCAL YEAR 2026-2027, BEGINNING OCTOBER 1, 2026 AND ENDING SEPTEMBER 30, 2027, AND ORDERING THE SAME FILED WITH THE CITY ADMINISTRATOR AND COUNTY CLERK

WHEREAS, the budget for the fiscal year beginning October 1, 2026 and ending September 30, 2027 was duly presented and a Public Hearing was held by the City Council of the City of Hill Country Village, Texas, and public notice of said Public Hearing was caused to be given by the City Council and modifications have been made to said proposed budget and are incorporated therein.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF HILL COUNTRY VILLAGE, TEXAS:

The budget for the City of Hill Country Village, Bexar County, Texas, for the fiscal year beginning October 1, 2026, and ending September 30, 2027, attached to this Ordinance is hereby adopted, and it is ordered that a true copy of the budget as adopted be filed with the City Administrator and County Clerk with the following stipulations:

1. The budget includes revised fiscal appropriations for revenue, appropriated fund balance, and expenditures, salary table, pay ranges for positions, and authorized positions summarized in the attached document.

2. Expenditures in the General Fund shall be controlled at the fund level;

3. The Capital Project Fund shall be budgeted by project;

4. The Grants-in-Aid Fund shall be budgeted by each grant's project date;

5. Funds other than the General Fund and Capital Project Fund shall be controlled by line item;

6. The Economic Development Corporation budget is not included in the adoption of the City's budget;

7. No expenditure of funds of the City of Hill Country Village shall be made during said fiscal year except in compliance with such adopted budget;

8. The City's Investment Policy, contained herein, has been reviewed and is reaffirmed;

9. The City's Investment Officers are the City Administrator, Administrative Assistant, and Bookkeeper/Court Clerk; and

10. All sections of ordinances in conflict with this ordinance are hereby repealed.

PASSED AND APPROVED THIS 17TH DAY OF SEPTEMBER, 2026.

____
Heather Chandler
Mayor

ATTEST:

____
Frank Morales
City Administrator

ORDINANCE # 1328

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF HILL COUNTRY VILLAGE, TEXAS, ADOPTING AND LEVYING THE TAX RATE ON ALL TAXABLE PROPERTY WITHIN THE CORPORATE LIMITS OF THE CITY OF HILL COUNTRY VILLAGE, TEXAS, FOR THE YEAR 2026

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF HILL COUNTRY VILLAGE, TEXAS, that:

The City Council of the City of Hill Country Village, Texas, does hereby adopt and levy the tax rate on $100 valuation for the City of Hill Country Village, Texas, for the tax year 2026 as follows:

$0.195	FOR THE PURPOSE OF MAINTENANCE AND OPERATIONS
$0.00	FOR THE PAYMENT OF PRINCIPAL AND INTEREST
$0.195	TOTAL ADOPTED TAX RATE FOR 2026

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

THE TAX RATE WILL EFFECTIVELY BE RAISED BY 32.72 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A $100,000 HOME BY APPROXIMATELY $48.08.

Read, approved, and adopted this 17th day of September, 2026, by record roll call vote.

____
Heather Chandler, Mayor

ATTEST:

____
Frank Morales, City Administrator /
City Secretary

September 2, 2026

Summary of Increases by Tax Rate Increase and Market Value
Based on 2026 Calculated Taxes

		AVERAGE INCREASE at the Following Tax Rates		
Taxable Value	**378 Total Homes**	**0.165¢ (2¢ per 100 increase)**	**0.180¢ (3.5¢ per 100 increase)**	**0.195¢ (5¢ per 100 increase)**
200k - 999k	190	$145	$254	$363
1M - 2M	144	$269	$472	$674
2M - 3M	25	$466	$815	$1,164
3M - 4M	8	$697	$1,220	$1,742
4M+	11	$1,564	$2,737	$3,910

Please Note: These numbers are an AVERAGE for each Taxable Value Category.
Increases are based on the number of homes in each Taxable Value Category.

RESOLUTION 2026-166

A RESOLUTION RATIFYING THE PROPERTY TAX INCREASE REFLECTED IN THE ADOPTED FISCAL YEAR 2026-27 CITY BUDGET

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF HILL COUNTRY VILLAGE, TEXAS:

The fiscal year 2026-27 budget adopted by the City Council of the City of Hill Country Village, Texas will require raising more revenue from property taxes than in the previous year.

The City Council of the City of Hill Country Village, Texas, does hereby ratify the property tax increase reflected in the fiscal year 2026-27 budget of the City of Hill Country Village, Texas.

PASSED AND APPROVED THIS 17th DAY OF SEPTEMBER 2026.

____

Heather Chandler
Mayor

ATTEST:

____

Frank Morales
City Administrator

City of Hill Country Village

Cash Balances

	As of 8/31/2026	
Texas Partners Bank Accounts		
1001 · General Operations (includes Payroll, etc.)	437,426	
1005 · Capital Project Fund	8,102	
1007 · Debt Service Fund	4,184	
1010 · Road Maintenance Fund	1,467	
1040 · Special Revenue	35,420	Increased from Prior Month
Total Partners Bank	486,599	49,132
Texas Class Investment		
03-1012 · TX Class Road Maintenance-0005	1,729,497	
04-1006 · TX Class Capital Project-0003	4,827,599	
10-1030 · TX Class Economic Dev Corp-0002	45,210	
01-1003 · TX Class General Operation-0001	1,439,312	
SR91003 TX Class Special Revenue-0004	373,710	Increased from Prior Month
Total Texas Class Investments	8,415,329	27,359

Combined Totals:

General Fund :	1,876,738
Capital Project :	4,835,701
Debt Service :	4,184
Road Maintenance :	1,730,965
Economic Development Corporation :	45,210
Special Revenue :	409,130
Total as of Aug 31,2026	8,901,928
Prior Month Total	9,243,739
Net Change from Prior Month versus Current Month (+ / -)	76,491

FIVE-MONTH CASH PERFORMANCE SUMMARY

April 30 through August 31, 2026 | Live-linked to the five monthly cash balance tabs

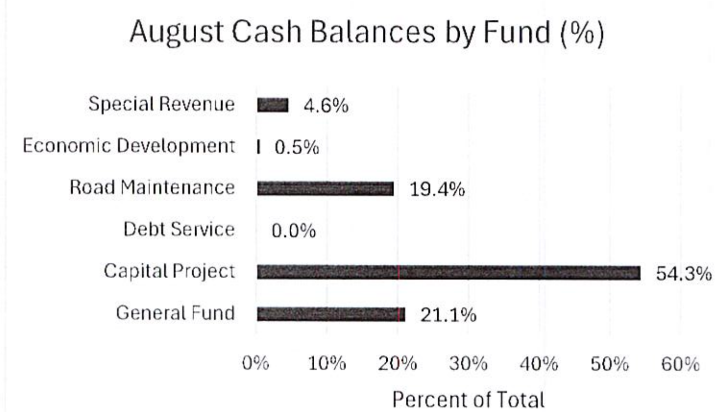
Story in brief: August cash totaled $8.90M, increasing $76.5K (0.9%) from July. Across April through August, total cash declined $266.5K (2.9%), with the lowest balance recorded in July. TX Class investments represent 94.5% of August liquidity and bank cash represents 5.5%. Capital Project is the largest fund at 54.3% of total cash.

TOTAL CASH	MONTHLY NET CASH FLOW	MONTH-OVER-MONTH %	TX CLASS % OF CASH
$8.90M	**$76,491**	**0.9%**	**94.5%**
31-Aug-26	August versus July	August versus July	August liquidity mix

AUGUST 2026 CASH BALANCE MIX

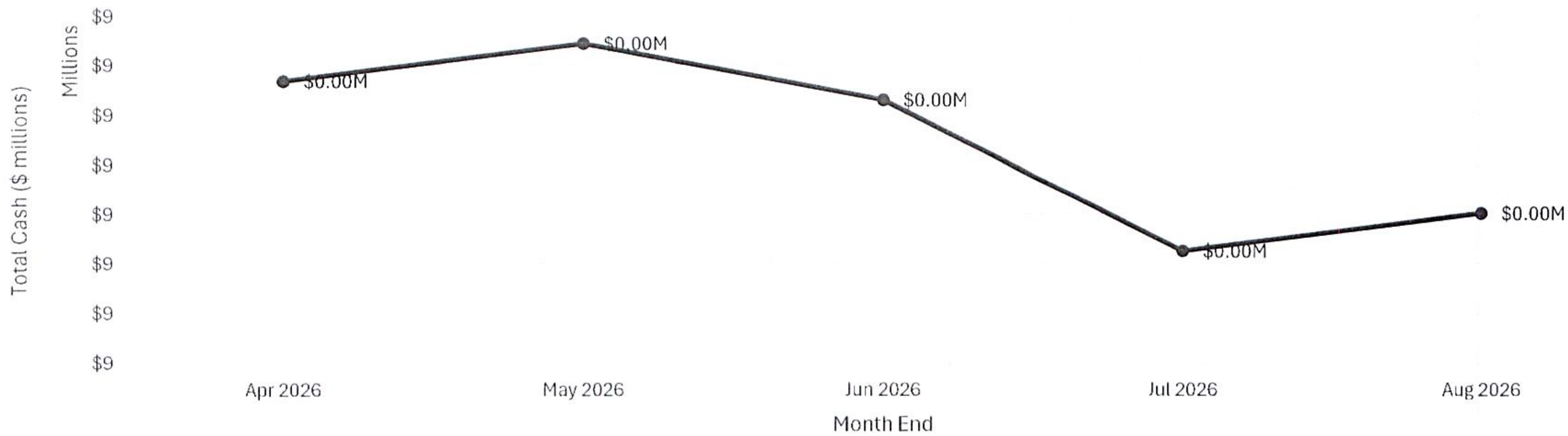
Fund	Balance	% of Total
General Fund	$1,876,738	21.1%
Capital Project	$4,835,701	54.3%
Debt Service	$4,184	0.0%
Road Maintenance	$1,730,965	19.4%
Economic Development	$45,210	0.5%
Special Revenue	$409,130	4.6%
Total	$8,901,928	100.0%

Five-month movement	Amount	Percent	
April to August	($266,525)	(2.9%)	Debt Payment was in July

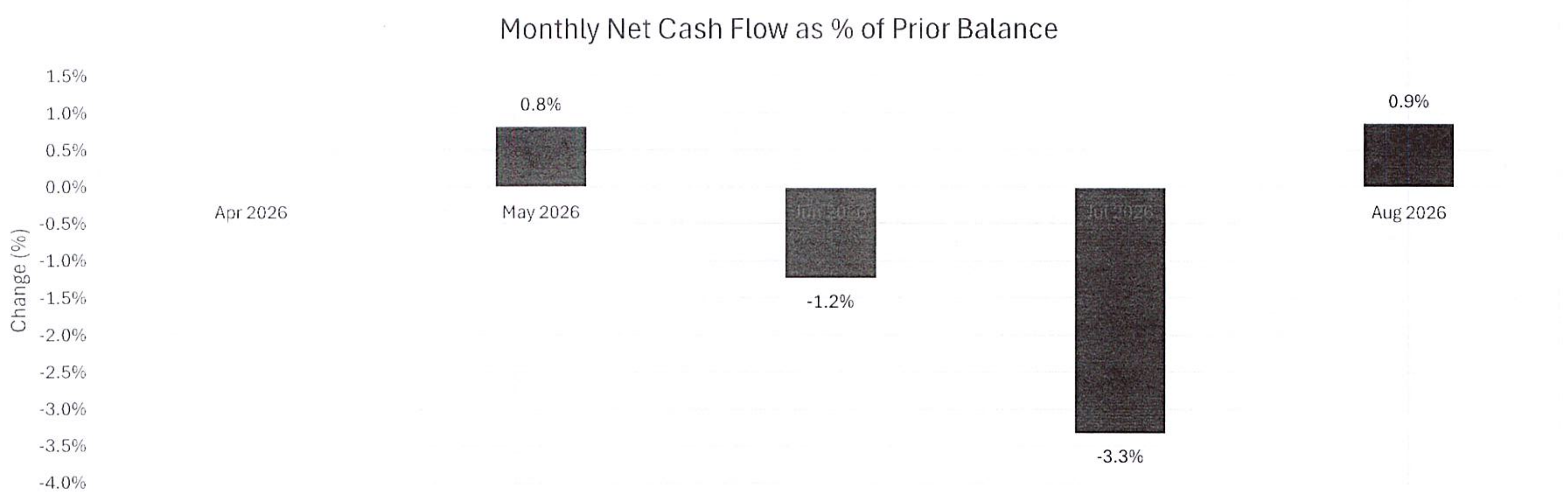


TOTAL CASH TREND

Total Cash Balance: April–August 2026



MONTHLY NET CASH FLOW AND CHANGE %



Scope: Cash Balances 04.30.2026 through Cash Balances 08.31.2026 only. Net cash flow equals each month-end total less the immediately preceding month-end total.

NOTICE OF A PUBLIC MEETING

Notice is hereby given that a meeting of City Council of the City of Hill Country Village (hereinafter the "City") will be held at 116 Aspen Lane, Hill Country Village, Texas, on September 17, 2026, at 5:30 p.m. for the purpose of considering and taking action on all matters on the agenda for the meeting, including approval of an agreement with the law firm of Linebarger Goggan Blair & Sampson, LLP as special counsel to perform all legal services necessary to collect delinquent property taxes and authorizing the execution of such agreement.

The agreement to be considered is necessary for the delinquent taxes owed to the City to be collected in the most effective manner. The City desires that such delinquent tax, penalties and interest be collected as provided in the Texas Tax Code.

The Linebarger Goggan Blair & Sampson, LLP firm is fully qualified to provide this representation, being the largest delinquent tax collection law firm in the State of Texas, as well as the United States and having been engaged in this specialized legal service for more 50 years. In addition, the Linebarger Goggan Blair and Sampson, LLP firm possesses infrastructure and technology, such as call center technology, that the City does not currently possess.

Linebarger Goggan Blair & Sampson, LLP has represented the City for over 40 years with competence and professionalism, in the collection of delinquent property taxes, beginning in 1986.

The specialized legal services required by this agreement cannot be adequately performed by the attorneys and supporting personnel of the City due to the high cost of implementing the appropriate infrastructure and technology and employing sufficient in- house attorneys and staff with the level of experience and competence necessary to perform these activities.

Linebarger will be compensated on a contingent fee basis as provided in the Texas Tax Code Sections 6.30, 33.07, 33.08, 33.11, and 33.48. These Texas Tax Code sections specifically provide for an additional penalty on delinquent taxes to compensate collection attorneys. A contract to pay inside or outside attorneys on an hourly basis would represent an additional cost to the City.

Entering into the proposed agreement is in the best interests of the residents of the City because the delinquent taxes will be professionally and competently collected without the additional costs to the City of implementing infrastructure and technology, and employing in-house personnel or paying outside counsel on an hourly fee basis which would otherwise be required.

STATE OF TEXAS §
COUNTY OF BEXAR §

RESOLUTION

A RESOLUTION TO EXTEND CONTRACT FOR THE COLLECTION OF DELINQUENT TAXES PROVIDED BY LINEBARGER GOGGAN BLAIR & SAMPSON, LLP

WHEREAS, City of Hill Country Village contracted with **Linebarger Goggan Blair & Sampson, LLP**, a private law firm, to enforce the collection of all delinquent taxes, penalty and interest by virtue of a written contract dated **February 19, 2010**, a copy of which is attached hereto as ***EXHIBIT A*** (the "Contract"); and

WHEREAS, Linebarger Goggan Blair & Sampson, LLP has provided the **City of Hill Country Village** with reports demonstrating its comprehensive efforts to collect taxes for the **City of Hill Country Village** and to fulfill all terms of the Contract; and

WHEREAS, the Contract provides for three renewal terms for periods of five (5) years each and the City Council of the City of Hill Country Village as heretofore exercised two (2) of such renewal terms; and

WHEREAS, the City Council of the City of Hill Country Village desires to exercise the third of such renewal options of the Contract with **Linebarger Goggan Blair & Sampson, LLP** for a period of five (5) years beginning May 25, 2023 and expiring on May 24, 2028.

NOW, THEREFORE, BE IT RESOLVED AND ORDERED by the **City Council of the City of Hill Country Village** that:

Section 1. The Contract between the **City of Hill Country Village** and the law firm of **Linebarger Goggan Blair & Sampson, LLP** for delinquent tax collection is hereby renewed for a period of five (5) years beginning May 25, 2023, and expiring on May 24, 2028.

Section 2. The document attached hereto as ***EXHIBIT B*** and titled "Action Approving Contract with Linebarger Goggan Blair & Sampson, LLP" is adopted and the Mayor is hereby authorized to sign the Action Approving Contract with Linebarger Goggan Blair & Sampson, LLP.

Section 3. This Resolution shall take effect immediately from and after its passage in accordance with the provisions of law.

PASSED AND APPROVED this 17th day of September, 2026.

City of Hill Country Village

By: ______________________________
HEATHER CHANDLER, MAYOR

ATTEST:

____
FRANK MORALES, CITY ADMINISTRATOR

EXHIBIT A

{See attached}

CONTRACT FOR THE COLLECTION OF DELINQUENT TAXES

THE STATE OF TEXAS
COUNTY OF BEXAR

THIS CONTRACT is made and entered into by and between the **CITY OF HILL COUNTRY VILLAGE**, a political subdivision of the State of Texas, acting herein by and through its governing body, and **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP**, Attorneys at Law.

I.

CITY OF HILL COUNTRY VILLAGE agrees to retain and does hereby retain **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP** to enforce by suit or otherwise the collection of all delinquent taxes, penalty, and interest, on behalf of the **CITY OF HILL COUNTRY VILLAGE.** Taxes owed to the **CITY OF HILL COUNTRY VILLAGE** shall become subject to this agreement upon the following dates, whichever occurs first:

(a) On February 1 of the year in which the taxes become delinquent if a previously filed tax suit is then pending against the property subject to the tax;

(b) On the date any lawsuit is filed with respect to the recovery of the tax if the tax is delinquent and is required to be included in the suit pursuant to TEX. TAX CODE § 33.42(a);

(c) On the date of filing any application for tax warrant where recovery of the tax or estimated tax is sought and where the filing of an application for tax warrant by **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP** is at the request of the Tax Assessor-Collector acting on behalf of the **CITY OF HILL COUNTRY VILLAGE;**

(d) On the date of filing any claim in bankruptcy where recovery of the tax is sought;

(e) In the case of delinquent tangible personal property, on the 60th day after the February 1 delinquency date; or

(f) On July 1 of the year in which the taxes become delinquent.

II.

LINEBARGER GOGGAN BLAIR & SAMPSON, LLP is to call to the attention of the collector or other officials any errors, double assessments, or other discrepancies coming under their observation during the progress of the work, and is to intervene on behalf of the **CITY OF HILL**

COUNTRY VILLAGE in all suits for taxes hereafter filed by any taxing unit on property located within its geographical limits.

III.

CITY OF HILL COUNTRY VILLAGE agrees to furnish delinquent tax statements to **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP** on all property within the taxing jurisdiction. **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP** will furnish forms for said statements on request and will assume responsibility for having penalty and interest computed on statements before such statements are mailed to property owners.

IV.

LINEBARGER GOGGAN BLAIR & SAMPSON, LLP agrees to file suit on and reduce to judgment and sell any property located within the **CITY OF HILL COUNTRY VILLAGE** against which a tax lien would prevail, provided **CITY OF HILL COUNTRY VILLAGE** will furnish the necessary data and information as to the name, identity, and location of the necessary parties, and legal description of the property to be sold. **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP** agrees to sue for recovery of the costs as court costs as provided by Tex. Tax Code Ann. Sec. 33.48 (Vernon 1992).

V.

LINEBARGER GOGGAN BLAIR & SAMPSON, LLP agrees to make progress reports to the **CITY OF HILL COUNTRY VILLAGE** upon request, and to advise the **CITY OF HILL COUNTRY VILLAGE** of all cases where investigation reveals taxpayers to be financially unable to pay their delinquent taxes.

VI.

CITY OF HILL COUNTRY VILLAGE agrees to pay to **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP** as compensation for services required herein, the following amounts:

(a) Fifteen percent (15) of the amount of all 2004 and prior year taxes, penalty and interest subject to the terms of this contract as set forth in Paragraph I above, collected and paid to the collector of taxes during the term of this contract, as and when collected; and

(b) Twenty percent (20%) of the amount of all 2005 and subsequent year taxes, penalty, and interest subject to the terms of this contract as set forth in Paragraph I above, collected and paid to the collector of taxes during the term of this contract, as and when collected.

All compensation above provided for shall become the property of **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP** at the time payment of taxes, penalty, and interest is made to the collector. The collector shall pay over said funds monthly by check.

VII.

The obligations of **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP** will extend to the collection of delinquent *ad valorem* taxes and *ad valorem* taxes not then delinquent that are involved in Bankruptcy or Eminent Domain proceedings, and **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP** will be entitled to receive its fee of 20% (twenty percent) of all taxes, penalties, and interest collected pursuant to said proceedings. **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP** agrees that its fee of 20% of all taxes, penalties, and interest shall be collected from delinquent taxpayers such that the CITY OF HILL COUNTRY VILLAGE will receive 100% of the taxes, penalties, and interest collected.

VIII.

This contract is drawn to cover a period of five (5) years beginning retroactively to May 16, 2008 and ending May 15, 2013. The **CITY OF HILL COUNTRY VILLAGE** shall have the option, exercisable at any time that this contract is in force, to renew and extend this contract on its identical terms for three (3) additional five (5) year periods. The first extension will go into effect May 16, 2013. On termination of this contract, **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP** shall have an additional six months after termination to reduce to judgment all suits filed prior to the date last mentioned, and provided further that **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP** shall handle to conclusion all suits in which trial court judgments are obtained during the period of this contract and which are appealed by any party. In consideration of the terms and compensation herein stated, **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP** hereby accepts said retention and undertakes the performance of this contract as above written. The **CITY OF HILL COUNTRY VILLAGE** shall have the right to sooner terminate this contract for cause, giving thirty (30) days' written notice of such intention, with a statement of the cause or reasons for such termination, after giving **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP** reasonable opportunity of explaining or rectifying the same. In case of such termination, **LINEBARGER GOGGAN BLAIR & SAMPSON, LLP** shall be entitled to receive and retain all compensation due up to the date of said termination.

IX.

This contract is executed on behalf of the **CITY OF HILL COUNTRY VILLAGE** by the presiding officer of its governing body who is authorized to execute this instrument by order heretofore passed and duly recorded in its minutes.

WITNESS the signatures of all parties hereto in triplicate originals this, the 18th day of February, AD 2010, at BEXAR COUNTY, TEXAS.

CITY OF HILL COUNTRY VILLAGE

By: ______________________
KIRK W. FRANCIS
Mayor

LINEBARGER GOGGAN BLAIR & SAMPSON, LLP

By: ______________________
CLIFTON F. DOUGLASS III
Managing Partner – San Antonio

EXHIBIT B

{See attached}

ACTION APPROVING CONTRACT
WITH LINEBARGER GOGGAN BLAIR & SAMPSON, LLP

After having provided adequate notice as required by Sec. 2254.1036 of the Texas Government Code, the Agreement for Delinquent Tax Collection Services with Linebarger Goggan Blair & Sampson, LLP is approved and Heather Chandler, Mayor is authorized to execute this Agreement.

After exercising its due diligence, the City Council of City of Hill Country Village finds that:

1. There is a substantial need for the legal services to be provided pursuant to the Agreement for Delinquent Tax Collection Services;

2. These legal services cannot be adequately performed by the attorneys and supporting personnel of the City at a reasonable cost;

3. These legal services cannot reasonably be obtained from attorneys in private practice under a contract providing only for the payment of hourly fees, without regard to the outcome of the matter, because of the nature of delinquent tax penalties provided by Texas Tax Code Sections 6.30, 33.07, 33.08, 33.11, and 33.48 and because the City does not have the funds to pay the estimated amounts required under a contract only for the payment of hourly fees;

4. Linebarger Goggan Blair & Sampson, LLP, is well qualified and competent to perform the legal services required to comply with the terms of this contract;

5. Linebarger Goggan Blair & Sampson, LLP has provided these specialized legal services to the City of Hill Country Village in the past and the City has been well satisfied with the quality and outcome of the legal services provided.

6. The contract with Linebarger Goggan Blair & Sampson, LLP is the result of an arm's length transaction between the City of Hill Country Village and Linebarger Goggan Blair & Sampson, LLP and is fair and reasonable.

PASSED, APPROVED AND ADOPTED this _____ day of ________, 2026

CITY OF HILL COUNTRY VILLAGE

____

By: Heather Chandler
Mayor

ATTEST:

____

Frank Morales
City Administrator

ORDINANCE NO. 1329

AN ORDINANCE AMENDING ARTICLE II OF CHAPTER 58 OF THE CODE OF ORDINANCES OF THE CITY OF HILL COUNTRY VILLAGE REGARDING CONSTRUCTION OBLIGATIONS OF PERSONS DOING CONSTRUCTION IN THE PUBLIC RIGHTS-OF-WAY, AND ADDING PROVISIONS FOR REIMBURSEMENT OF CITY COSTS AND FOR VIOLATIONS OF ARTICLE II OF CHAPTER 58 BEING PUNISHABLE BY A FINE NOT LESS THAN $100.00 NOR MORE THAN $500.00, WITH EACH DAY A VIOLATION OCCURS BEING A SEPARATE OFFENSE

WHEREAS, it has come to the attention of the City Council of the City of Hill Country Village that construction in the public rights-of-way has been undertaken and that it would be appropriate to make revisions to Article II of Chapter 58 of the Code of Ordinances to (a) add a requirement for certification by a licensed civil engineer as to the necessity of cutting into road surfaces constructed or applied in the past 10 years, (b) add a provision for reimbursement to the City for costs incurred by the City for a civil engineer to review plans for and construction work in the City right-of-way, and (c) add a provision regarding the penalty for violations of Article II of Chapter 58 of the Code of Ordinances.

NOW, THEREFORE, it is ordained by the City Council of the City of Hill Country Village that:

Section 1. Subpart 3 of Section 58-26 of the Code of Ordinances is hereby revised to read as follows:

(3) A person shall perform operations, excavations, and other construction in the public rights-of-way in accordance with all applicable city requirements, including the obligation to use trenchless technology whenever commercially economical and practical and consistent with obligations on other similar users of the public right-of-way. The city shall waive the requirement of trenchless technology if it determines that the field conditions warrant the waiver, based upon information provided to the city by the person. All excavations and other construction in the public rights-of-way shall be conducted so as to minimize interference with the use of public and private property. A person shall follow all reasonable construction directions given by the city in order to minimize any such interference. Road surfaces constructed or applied in the past ten years will not be cut unless (1) a licensed civil engineer certifies to the city that such cutting into such surfaces is the only way to accomplish the needed work, and (2) approval is granted by the city.

Section 2. Subpart 14 is hereby added to Section 58-26 of the Code of Ordinances to read as follows:

(14) Reimbursement of city costs. The person for whose benefit construction work is done in the right-of-way shall reimburse the city for any costs incurred by the city for an engineer engaged by the city to review plans and/or construction work. Such reimbursement must be made within 30 days of the city's invoice for such costs to such person.

Section 3. Section 58-32 is hereby added to the Code of Ordinances to read as follows:

Sec. 58-32. Violations

Any violation of this article shall be punishable by a fine not less than $100.00 nor more than $500.00. Each day a violation occurs shall be a separate offense.

Section 4. The City Administrator or Permits Clerk shall arrange for publication of the caption of this Ordinance in the official newspaper of the City on or before the ______ day of _______________, 2026.

Section 5. This Ordinance will be effective on the _____ day of _______________, 2026.

____
HEATHER CHANDLER, Mayor

ATTEST:

____
Frank Morales, Interim City Secretary