

City Council Work Session Worksheet for February 19, 2019

**BACKGROUND:** City Council requested a work session to discuss a desire to go in a “whole new direction” for City of Brady with respect to goals, vision, and changes for 2020 budgets. Since that request, several Sand Plants announced closings and loss of jobs for our region. The railroad is also looking at removing the tracks, due to loss of business. The full effect of Sand Plant closures may take 2 to 3 years to determine. This meeting will kick-off goals for the 2020 budget direction.

Staff projects the immediate concern for the City will be the loss of electric and gas revenue of at least \$300,000 and loss of sales/property tax of another \$200,000. Currently, we have frozen 4 full-time positions and 3 part-time positions and are reducing expenses this fiscal year as feasible. Staff is focusing on the following areas for 2020 to reduce budget expenses: reviewing all staff positions; exploring savings in fleet maintenance (emergency and non-emergency vehicles); exploring new options for meeting electric regulations; reviewing and slowing down the CIP program or find other funding sources to implement (grants, EDC, HOT, county, hospital); exploring more grant opportunities; and studying options to share with BISD a school resource officer.

Council, staff and citizens have expressed the need to explore new opportunities.

Does Brady need to change (add/delete) items identified in the City-wide Comprehensive Plan?

Does Brady want to encourage private investment at Brady Lake by selling single family 2-3 acre lots on the North Shore of Brady Lake?

Does Brady want to focus on improving infrastructure, filling vacant buildings with small business / entertainment in the downtown area?

Does Brady want to focus on improving internet services for the community?

Does Brady want to promote the County Venue Tax to begin development of the GRW Complex for shooting sports, covered arena, 4-H programs/regional events?

Does Brady want to be the “Sportsman’s Paradise of Texas”? Hunting, fishing, trails, shooting sports, a decompression destination, etc.

Does the “True Heart of Texas” want to be a recognized Retirement Community? Dark-sky community? Scenic Community? Other?

“You are what you say you are.” Brady is \_\_\_\_\_.

**ADD NOTES TO SHARE:**

**CITY OF BRADY ADOPTED AND UPDATED IN 2017**

**\*\*Are these still valid?**

**MISSION**

The City of Brady strives to share its history and encourage the development of diverse housing, employment, infrastructure, and opportunity through transparent management and financing for all residents and employees.

**VISION**

The City of Brady endeavors to provide small town charm through complete customer service to residents and visitors alike.

**PURPOSE**

The City of Brady shall position itself as a regional leader for safety, an active lifestyle, and friendliness.

**VALUES**

City of Brady employees are passionate about serving the citizens through the core values of Safety, Integrity, Excellence, Accountability and Teamwork.

**Safety:** Safety is foremost in our minds and actions to insure personal safety as well as the care of our equipment, grounds, facilities and our community.

**Integrity:** To communicate and act honestly and accurately, establish credibility, mutual respect, and build trust.

**Excellence:** To work daily to achieve excellence in every interaction.

**Accountability:** To consistently strive to improve the overall organization, the community and ourselves.

**Teamwork:** The City team includes city staff, community partners, elected officials, board members and citizens – all working together to achieve superior community. Together we share responsibility and the mutual commitment towards the success of our community.

# Building a Community Vision

The technology challenge for a rural community is closing the gap between the digital infrastructure that is profitable for commercial providers but serves only part of the community and the infrastructure necessary to serve all community members. Local leaders, driven by a clear, aspirational vision of their community's future, can proactively address this gap.

By Michael Curri / *Strategic Networks Group*

**C**ommunities face many challenges. That is nothing new. However, the increasing breadth of the challenges and the accelerating pace of change are new. These stresses put more and more demands on community leaders to lead and keep pace in an ever-changing world, often with limited or decreasing budgets. Standing still will not solve these problems, yet a vision for moving forward is not a given, and developing one is no simple task.

Adapting to and embracing change requires a vision of the future to overcome inertia. Change will happen, either on your terms or on others' terms. This is especially true of changes in technology and, in particular, broadband, which is essential digital infrastructure for any community.

Like many cities today, Sanford, Florida, frequently receives requests from multiple service providers for access to rights-of-way and pole attachments for small-cell deployments. Dealing with such requests piecemeal places additional demands on municipal resources and is potentially disruptive. Worse, it forces officials to make decisions without the context of a broader strategy and vision.

In the absence of a vision for a community's digital infrastructure, technology choices will be imposed by residents' demands and commercial pressures from service providers. This can result

in an uncoordinated patchwork of solutions that the community must react to at an accelerating pace rather than an integrated platform of solutions that places the community in control of its future. It is up to local leaders to create a clear, aspirational vision for their community's future.

To help the city address these concerns, Strategic Networks Group and its engineering partner, Neel-Schaffer, reached out to Sanford's planning director, Russ Gibson, who is now considering workshops with the city's planning, permitting, and engineering groups about small cells, wireless technologies, and broadband and the FCC's recent actions on these subjects. The goal of the workshops is to provide city leaders and staff with a better understanding of where these technologies and policies are headed, how new technologies can benefit the city's businesses and residents, and how to mitigate any negative impacts to the community.

The city is also implementing a new permitting system to streamline the application and review process for any site development. Through these actions, Sanford is taking the first steps toward developing a vision that ensures its digital future.

## BUILDING BLOCKS OF A VISION

Each community needs to develop a set of guiding principles for its approach to

technology. These principles must be suited to the local political, legal, economic and cultural environment. For example, a city's vision might include the following components:

**1. Technology as an enabler for addressing needs**

A community's vision for technology should be founded on its sustainable development goals. Are these economic development opportunities, new ways of working together, improved access to educational opportunities or health care or other goals? Every community has its own priorities to meet current and expected needs. With clear goals and an aspirational vision, local leadership can identify the community's specific needs and the opportunities for technology to meet them. Technology solutions should look to the future and be assessed on their economic feasibility – that is, whether community benefits, which include municipal cost reductions, quality of service improvements and so forth, outweigh costs.

**2. Digital infrastructure as a platform for the entire community**

However it is implemented (built, financed, leased), digital infrastructure should be designed as a platform for the community – one that is integrated and uses or enables a mix of technologies. The platform becomes a basis for the community to enable services and applications for everyone.

Disparate service providers may request or demand permits and overbuilds on a piecemeal, ad hoc basis. Communities can avoid this problem by inviting providers to use digital infrastructure in which they do not have to invest, that has greater capacity than they would invest in and that reaches more households and businesses than they could afford to connect. Communities build and maintain roads because, although they are essential infrastructure for everyone,

A community's vision for technology should be founded on its sustainable development goals. These may include economic development, new ways of working together, improved access to education or health care and other goals.

there is no business case for the private sector to build them. Digital infrastructure may be viewed in the same way if communities factor in economic impacts, community benefits and smart community services.

**3. Community ownership along with partnerships and collaboration**

Community ownership of digital infrastructure enables leadership to better ensure that all community members have affordable, robust internet access and to manage municipal telecommunications and internet costs. Like road networks, digital infrastructure should be an enabling platform designed to be inclusive and adapt to evolving needs. Local investment in infrastructure lowers the barriers for service and content providers to bring their value to the community on a partnership or collaborative basis. Taking ownership of the digital future is a hard, complicated, long-term process – but necessary if a community is to be competitive and stay relevant in an increasingly online economy.

**4. Flexibility and scalability to meet changing needs and priorities**

Community needs and technological change can never be fully predicted, and the pace of change will only accelerate over time. A digital infrastructure platform must be flexible enough to meet the right needs at the right

time and open to technological advancement, and it must be able to scale to those needs when required.

**5. Competition and innovation**

Through an open approach, with the community platform as an enabling infrastructure (again, like roads), a community can welcome many providers of services and content that meet their standards and requirements. This encourages healthy competition as well as a wide set of complementary services. Community members themselves have the opportunity to provide innovative solutions for the benefit of the community as a whole. Rather than simply taking whatever external providers want to offer, the community, through its own priorities and needs, determines its future.

Whether your community, like many communities, is struggling to overcome poor broadband connectivity or whether you are looking toward smart-community services in anticipation of changing needs, you need a vision for your community's future. Your vision should be based on the unique characteristics of your community, your unique challenges and your long-term goals. ♦

*Michael Curri, a broadband economist, is founder and president of Strategic Networks Group, which quantifies the economic impacts of broadband and provides actionable intelligence for growth. He can be reached at mcurri@sngroup.com or 613-234-1549.*

**February 2019 Update**  
**City of Brady 2013 Comprehensive Implementation Plan**  
**Annual Progress Report**

What	When			status	completed
	Priority #1	Priority #2	Priority #3		
Goal 1: Create a Land Use Plan that promotes the development of quality housing options, recreation, tourism, Brady Lake and a diversified economy. (Reference Page 33)					
Recommendation 1: The vision for Brady Lake is recreational uses supplemented by housing. Reference Page 49					
Action Item 1: Update Zoning to reflect Future Land Use Plan (pg 45)					2014
Action Item 2: Add Lake Rec to Zoning Map & Use					Jan 2014
Action Item 3: Amend Zoning Ordinance to ensure buffers for residential and non-residential					2014
Action Item 4: Ensure funding to address maintenance and replacement of Boat docks				working on ord changes	owner expense
Action Item 5: Amend Zoning Ordinance to establish standards for Single Family around the lake				replat Davee and Dodge Heights	added SF-10 Nov 2014
Recommendation 2: Downtown as a vibrant destination. (Reference Page 51)					
Action Item 6: Land Use and Zoning Ordinance/Land Use Map need to match				City staff need to start review process	
Action Item 7: Evaluate developing park, tourism, rec in downtown and ID property to acquire				Need new Park Master Plan	
Action Item 8: Conduct survey of downtown business owners regarding needed improvements				Need to do with BEDC & TDA	
**P&Z and Council added living option to Central Business District (CBD) to attract more downtown				TruCountry Hotel now open	2014 added living to CBD
Recommendation 3: Keep and build upon central Brady's existing development (Reference Page 52)					
Action Item 9: Ensure that ZO text/map allow current eclectic mix use along Bridge Street				City staff need to start review process	
Action Item 10: Evaluate ZO to develop stds to improve appearance of buildings within central Brady				City staff need to start review process	



What	When			status	completed
	Priority #1	Priority #2	Priority #3		
Recommendation 4: Focus quality nonresidential development along South Bridge Street. (Reference Page 52)					
Action Item 11: Amend ZO text/map to ensure uses create a positive visual experience adjacent to S Bridge				City staff need to start review process	
Action Item 12: Allow rezoning of Industrial only when away from S. Bridge St and in accordance with Future Land Use Map				City staff need to start review process	
Recommendation 5: Maintain land uses along North Bridge Street and encourage infill development. (Reference Page 52)					
Action Item 13: Move Industrial off of North Bridge as available					Infill Ord approved 2015
Goal 2: Improve the City's transportation system by planning for new roadways to improve traffic flow and by prioritizing improvements and maintenance of existing roadways. (Reference Page 33)					
Recommendation 6: Plan for a reliever route for semi-truck traffic. (Reference Page 53)					
Action Item 14: Select reliever route for City				Need Resolution to request TXDOT to do a feasibility study	
Action Item 15: Communicate plan with TXDOT				Need I-14 plan	Brady has good contacts with TXDOT Brownwood
Recommendation 7: Plan for an additional creek crossing for Brady Creek. (Reference Page 54)					
Action Item 16: Evaluate options - Must be a TXDOT Project				I-14 will cross creek, if south of town	
Recommendation 8: In order to improve traffic flow around the courthouse, investigate alternatives to lane arrangements, parking, and traffic flow (i.e., one-way traffic versus two-way traffic). (Reference Page 54)					
Action Item 17: Evaluate Square Traffic - TXDOT study completed 2015 - one way traffic was worse				TXDOT will bid improvements later - 2 bids costs too high	plan removed due to historical nature of square

What	When			status	completed
	Priority #1	Priority #2	Priority #3		
Recommendation 9: Priority listing of roadway maintenance and improvement items. (Reference Page 54)					
Action Item 18: Address drainage issues with Hallum Draw				need funding	Drainage study completed in 2016
Action Item 19: Need City-wide Drainage Study					2016
Action Item 20: do a road condition analysis & address maintenance plans				Staff proposed-not funded	
Action Item 21: The City should maintain contact with TXDOT				N. Bridge and next 87W	done
Action Item 22: Develop a CIP process/policy				updated annually	5 year capital plans done
Goal 3: Plan for improvements to the City's infrastructure system (water, wastewater, electric lines, parks, physical buildings, etc.) to ensure quality services are available to residents, businesses and tourists. (Reference Page 33)					
Recommendation 10: Develop a CIP and action list for infrastructure improvements. (Reference Page 59)					
Action Item 23: Implement findings of engineering study for Brady Lake Dam				annual funding \$10K	2016
Action Item 24: Implement Water Conservation Plan					2014
Action Item 25: Address Radon				underway	2021 - done
Action Item 26: Develop Water Master Plan					2015
Action Item 27: Annually review on local water capacity for 20 years					done

What	When			status	completed
	Priority #1	Priority #2	Priority #3		
Action Item 28: Develop Wastewater Master Plan CIP and new WWTP				underway	2021
Action Item 29: Assess WWTP capacity				.6MG capacity	2017
Action Item 30: Assess small WW package plant for lake				too costly for current users	
Action Item 31: Conduct Inflow & Infiltration Study to maximize the efficiency of the Waste Water treatment plant					
Action Item 32: Conduct Electric MP and CIP				working on last 2 projects	Plan 2014 / all work done by 2020
Action Item 33: Conduct Facilities Assessment for Fire, EMS, PD				added Bldg for court/cc	2016
Action Item 34: Update baseball/softball facilities				need Park Master Plan for more grants	2 fields 2019
Action Item 35: Investigate feasibility of Multi-purpose recreation facility				purchased Activity Center - need funding	
Action Item 36: Investigate improvements for GRW and alternate uses				need venue tax funding	2018 Master Plan
Action Item 37: Add signage and develop marketing campaign				budget \$30k in HOT funds	
<b>Goal 4: Improve the City's visual appearance and identity. (Reference Page 34)</b>					
<b>Recommendation 11: Improve or maintain City regulations (zoning, etc.) to create a positive image from the roadway. (Reference Page 64)</b>					
Action Item 38: Amend ZO to reflect recommendations for storage, refuse, landscaping, facades, parking				BEDC could address facades	addressed storage containers & OH utilities
<b>Recommendation 12: Develop an incentive program to improve existing building and lots. (Reference Page 70)</b>					
Action Item 39: Develop plan to match or provide funding from façade and/or removal of pole signs				goal for BEDC	
Council goal: remove abandoned crime buildings - Demo Old Hospital				Teardown 2019-2020	Won Lawsuit 2018



What	When			status	completed
	Priority #1	Priority #2	Priority #3		
Action Item 40: Join Keep Texas Beautiful and use wildflowers to enhance image of corridors				need garden staff or volunteers	Joined KTB & won 2018
<b>Recommendation 13: Continue to develop a marketable identity for Brady. (Reference Page 70)</b>					
Action Item 41: Develop a branding strategy to communicate who Brady is and what the community is about, and why it is distinguishable from all other communities.				Sand Plant closure may impact need for new direction	Mission statement 2015
<b>Goal 5: Promote recreational opportunities to support tourism and to provide a benefit to local residents. (Reference Page 34)</b>					
<b>Recommendation 14: Investigate a Conference / Retreat Center. (Reference Page 71)</b>					
Action Item 42: Investigate feasibility of a conference /retreat center and sharing with GRW Complex				GRW Steering Committee - need funding	2018
Action Item 43: Investigate possible locations within City				need funding	
<b>Recommendation 15: Establish a Hunter's Festival. (Reference Page 71)</b>					
Action Item 44: Work with Chamber or business to establish Hunter's Festivals				added Hogtoberfest - Visit Brady - more events	annual dinner/auction
<b>Recommendation 16: Hold events in Downtown to foster community spirit / pride and social interaction (Reference Page 71) - need to expand downtown event areas (temp street closures)</b>					
Action Item 45: support local farmers market in downtown					annual since 2014
Action Item 46: Plan "Brady Trade Days" in Downtown				Visit Brady	
Action Item 47: Plan seasonal festivals and community activities in downtown				Visit Brady	
<b>Recommendation 17: Hold sports tournaments within the community (Reference Page 72)</b>					
Action Item 48: Assess facilities for sporting tournaments - shooting sports; basketball				Visit Brady / AgrLife	2020 -2 regulation baseball fields Constructed

What	When			status	completed
	Priority #1	Priority #2	Priority #3		
Recommendation 18: Downtown improvement (i.e., new park) along Brady Creek and connection to the train station, Heart of Texas Museum, and courthouse. (Reference Page 72)					
Action Item 49: Establish a plan to build a new park in the downtown that offers recreational opportunities and provides pedestrian connections to the train station, HOT Museum, and courthouse to improve downtown environment and provide for recreation/tourism, which would serve as a significant draw for residents and tourist to spend time in downtown.				BEDC need to focus on downtown improvements. Need Master Plan with the Tx Downtown Association.	
Action Item 50: create a plan for downtown streetscape elements to help enhance and beautify the downtown area				replace pecan trees on courthouse grounds; need potted plants	2017 TXDOT did a street tree plan that was removed due to parking needs

**City of Brady Leadership Team Bios**

**City Manager Kim Lenoir** has 23 years of senior city management and 8 years of senior county government experience. She is an honor graduate of Texas A&M University, had MBA studies at UTSA, and is Certified Public Manager from William P. Hobby Center for Public Service at Texas State University. Throughout her career she has been known as the person that could “get it done.” Before Brady, she had written and received over \$16 million in grants and managed over \$65 million in construction projects. Serving Brady for the past five years, she established the 5-year Community / Capital Improvement Plan (CIP) and equipment replacement program, major progress on the 30-year Comprehensive Plan, increased wages for city employees, reduced employee turn-over, reduced workers compensation rates with renewed emphasizes on improving our safety culture, produced balanced annual \$25 million budgets, and coordinated with the Texas Water Development Board to finally begin the construction of the water and wastewater system improvements. She has enjoyed working with City Councils to develop a shared vision for the direction of the community as things change year by year. Her philosophy for rural city government, is if the community is not changing for the better, it is dying. We need to have a shared vision to prepare our community for a better self.

**Director of Public Works/Project Manager Steven Miller** has over 30 years of public works experience. He is a graduate from the University of Alaska with a degree in Civil Engineering. Working for the City of Brady for the past 5+ years he enjoys contributing towards solving difficult problems regarding water treatment and sewer treatment. He has brought project management stability and his efforts has resulted in favorable funding from the Texas Water Development Board. Steven is always finding ways to improve customer service, energy efficiency and staying focused on the important issues that move the city forward.

**Director of Finance Lisa Remini** has a combined total of 30 years in the field of Finance. She is a graduate of Angelo State University with a 3.5 GPA holds a degree in Business Administration with a concentration in Finance. She achieved the status of Senior Bank Examiner early in her career while working with the Texas Department of Banking, and is a member of the Government Finance Officers Association. When she started working for Brady in 2001, the City had only \$200,000 in total cash and was near bankruptcy, today City of Brady has over \$14 million, representing 3 to 6 months in reserve balances for each major fund, with a relatively flat population growth. In her 20 years of service to the City, providing fiscal stability, accountability, and transparency to the City's finances and utility billing/collections is what she likes most about her employment. She has recovered over \$200,000 in over payments or under-billing through development of internal audits in her early years in Brady; taking the city through 2 financial refundings of debt, saving the City \$600,000; and developing fiscal policies, accounting systems, accountable budgeting practices and promoting fund balance reserves. Under Lisa's direction, the city achieved the Transparency Star Award from the State Comptroller and has improved its credit rating from “Baa” to a “AA-”. Her impressive list of accomplishments in Brady include, conducting a full computer software conversion for all financial and utility applications which has provided reliable accounting and financial savings to the city; implementing a City-wide IT program, networking primary city locations and developing protocols that promote data safety and security; developing the City's first website and leading in the progress of updating the current site; developing a strong financial department by implementing a Purchase Order system; implementing fiscal Best Practice Policies and Standard Operating Procedure documents; creating a strong and effective Budgeting process. She also made major improvements in Utility Billing and Collections by implementing an automated metering program, promoting a meter inventory process, creating a better utility application package, establishing operational procedure books, developing rate structures for 5 utility services, implementing programs for recovery of bad debt, and average billing. She has received

unqualified audits for 19 years, with no management letter of concern. As the auditor told the Council last year “Lisa runs a tight ship.” It is her pleasure to work for a small community and successfully guide the city’s fiscal practices to a sound financial position.

**Chief of Police Steve Thomas** has 28 years in law enforcement. He is an honorary summa cum laude graduate of Mountain State University with a Bachelor of Science in Administration of Criminal Justice. He has completed over 4,000 hours of continuing education hours through the Texas Commission on Law Enforcement and holds the following certifications: Master Peace officer, Advanced TCLOE Instructor, Police Instructor, Field Training Officer, Field Proficiency Officer, Firearms Proficiency Officer, Range Master, Patrol Rifle Instructor, Defensive Tactics Instructor, Sexual Assault and Family Violence Instructor, Standardized Field Sobriety Instructor, Pepper ball Instructor, Less than Lethal Weapons Instructor, Centurion Law Enforcement Instructor, Pressure Point Control Tactics Instructor, Stonewall Tactical Defensive Tactics Instructor, ALERRT Instructor, Texas School Safety Center Instructor, NRA Handgun and Home Safety Instructor. He has received specialized training in Advanced Tactical Training/Special Response (SWAT), Advanced Crisis Negotiations Certified, Certified Public Information Officer, Police Range Master, School Liaison Officer, Advanced Criminal Investigator, and Community Services Officer. He has been employed with the City of Brady for almost 4 years and has been helping citizens and visitors enjoy the best quality of life possible. He works diligently to be able to hold criminal offenders accountable for the trauma and loss they have caused their victims. In his time here in Brady he has found it a challenge to change perceptions of the Brady Police Department and is working hard to earn trust from our citizens as well as confidence.

**Chief of Fire/EMS Lloyd Perrin** is working on his 31<sup>st</sup> year of fire service and has loved every minute of it. He holds Texas Commission on Fire Protection commission with advanced levels, Instructor, Investigator, and Inspector; National Registry of Emergency Medical Technicians; licensed Paramedic; Texas State Board of Plumbing Examiners Master Plumber M-12206 and many years of continuous education. He has been serving Brady for a little over a year and has been able to introduce new EMS equipment to the crews, built trust in the community by teaching proper fire and safety protection and given support to the local EMS employees with the chance to build their careers to the paramedic level. Chief Perrin enjoys building and teaching the importance of the Fire/EMS service and how it is vital to the community.

**Director of Community Services/Building Official Dennis Jobe** is a Murray State graduate with over 20 years of experience in his profession. One of his greatest accomplishments was the completion of a \$4.3 million levy project for the City of Grand Prairie, as well as, several large planning and zoning cases. New to Brady, he considers working alongside city employees as some of the “best people he has ever worked with.” He enjoys working with citizens and has been able to communicate effectively despite the fact that at times it is challenging to administer codes knowing that it will take a financial toll to get back into compliance.

**City Secretary Tina Keys** has been faithfully serving the City of Brady for the past 5 years. She is always available to assist any citizen that comes into City Hall, ready to help solve any issue or problem that might be at hand. One of her greatest challenges is communicating with misinformed citizens.

**Human Resources Administrator Catalina Simms** has accumulated 25 years in human resources experience, three of which have been serving the City of Brady. Just recently, she oversaw the bidding and conversion of a new health insurance provider for every employee. The transition from TML to Aetna / Mutual of Omaha, saved the city \$140,000 in one year. She enjoys interacting with employees, interviewing and finding new employees, and answering insurance related questions.



**City of Brady Management Team (Action Team) Bios**

**PUBLIC WORKS DEPARTMENT:** **Electric Superintendent Joe Solis** has 35 years of experience in the electric field and has been working with the City of Brady for a combination of 19 years. He holds certification from the Texas A&M Engineering Extension Service Lineman Academy. Joe and his crew work hard to provide our citizens with reliable power as well as insuring their safety. A career goal for him is to finish rebuilding the electrical system before his retirement. He is very involved with the Mission of Brady and the beautification of the City of Brady.

**Gas Superintendent Danny Galindo** has over 30 years of experience in the gas division. He is known by many as the “most generous supervisor.” In the gas field, everyday has a different set of tasks and learning experience. Natural gas is a very dangerous element, Danny has the whole community of Brady on his shoulders. He is constantly on the lookout for the safety of the community, knowing that he keeps people safe is what he loves most about his job. The gas division has been working on the replacement of gas mains throughout the city. There are certainly not enough hours in the day and not enough days in the week for all that needs to be accomplished.

**Solid Waste/Recycling/Landfill Superintendent Jim Kidd** has been serving the City of Brady for a combined total of 24 years and is a four-year veteran of the United States Army. Jim started up the recycling program for the city. It all started with a metal garden shed where old magazines used to be dumped, since then the recycling program has grown tremendously. He enjoys working with heavy equipment and finds satisfaction in seeing how a flat land surface turns into a pit to be filled.

**Water/Wastewater Superintendent Gary Jacobson** has served the city for a combined total of 25 years, with the difficulty in retaining water/wastewater employees Gary is a very important asset to the city. He loves being out in the field every day, tackling any challenge that might arise. A long time Brady resident, he is very involved with the community and loves participating in all of our Keep Brady Beautiful clean up events.

**Wastewater Treatment Plant Superintendent Marty Martin** has been serving the City of Brady for 25 years, holding a B license in waste water and C license in surface water. He is very excited for the new waste water treatment plant and assisted in the development of the construction plans. The new plant will help him overcome his current challenges of managing such an obsolete plant.

**Streets/Drainage Superintendent Dugan Sewell** has acquired 50 years of experience in his line of work, 5 years of which has been for the City of Brady. He was instrumental in procuring a vibratory flat wheel roller used to get compaction needed in paving dirt work and the Asphalt Zipper, a large milling machine used to recycle existing street material which in turn cuts cost of repairs by as much as 50%. Well aware that it is next to impossible to make everyone happy, he is still able to look back at the end of the day and see evidence of what he and his crew have accomplished.

**COMMUNITY SERVICES DEPARTMENT:** **Public Property Maintenance/Lake/Golf Director Stephen Morgan** has over 25 years of experience in his line of work, and holds pesticide, aquatics and pool operator certifications. Serving Brady for the past 8 years Stephen has enjoyed working with his crew to help make Brady beautiful so that visitors will want to come back and for citizens to be proud of where they live. He was able to help turn a \$100,000 deficit into a profitable venture at Brady Lake. He loves what he does and hopes he can make an impact on his employees doing what they love to do, too.

**Airport Manager Lisa Perry** was employed with the United Space Alliance as a logistics analyst to the Space Shuttle Crew Escape team for 9 years before she began working with the City of Brady, she has been here for 3 years. She worked beside long-time Airport Manager Joe Mosier for nearly a year to

gain his knowledge of the airport business. She has helped the Airport be more cost effective with a breakthrough at the end of fiscal year 2017 and a 24% increase in volume of fuel sold to general aviation pilots and business pilots in fiscal year 2018. She works successfully with the TXDOT Aviation Grant programs. She looks forward to continuing to expand her knowledge of aviation and is always looking forward to new ideas and initiatives to help the airport be more self-sufficient resulting in added value to our community and region.

**Senior Center Director Rosie Aguirre** originally a basketball star from Lohn, she has been working with senior citizens for the past 9 years, 6 of which have been for the City of Brady. She is extremely proud for getting the Senior Center to where it is at today having acquired grants that have made a positive impact. She enjoys interacting with the elderly on a daily basis a serving yummy food.

**Code Compliance Officer Walter Holbert** has 4 years of code compliance experience which he attained at the City of Murphy. He moved to Brady eight months ago, and he has been involved in the demolition of four structures. His focus is to try to get citizens to understand that code compliance is good for everyone and for the city.

**FINANCE AND ADMINISTRATION DEPARTMENTS:** **Utility Billing Manager Letha Moore** has 10 years of experience in the utility division, 1 of which is for the City of Brady. She loves a challenge and is willing to work with even the most difficult of customers. She is building up her team to excel in customer service as well as building moral in the work place by promoting a positive attitude.

**Purchasing Agent Dorsey Bustamante** has been working in purchasing for the past 28 years, 5 of which have been for the City of Brady. She oversees the purchasing needs of all the departments, risk management, asset disposal, accidents and claims, city-wide inventory, fleet maintenance and assists in writing policies and procedures. Dorsey is always available to lend a helping hand to any department in need, she has recently been involved with helping animal control by spreading animal care awareness.

**Municipal Court Clerk/Assistant City Secretary Valerie Gonzalez** is a graduate from Texas A & M International University with a degree in Business Administration with a concentration in Management. She began working for Brady in March of 2017. She saw an opportunity to move stagnant court cases and in turn has had a positive financial impact. Through her employment with the city she was able to attain Court Clerk Certification Level 2 through the Municipal Court Clerk Certification Program in cooperation with Texas State University San Marcos. Her favorite part of the job is organizing employee events. She feels it is important for coworkers that do not get to interact with one another on a daily basis to have a day to participate in these events and get to know one another. She is constantly trying to provide the best customer service to the public.

**POLICE DEPARTMENT:** **Police Captain Michael Hudson** has 23 years of experience in law enforcement, serving Brady for over 13 years and is a certified TCOLE and Taser instructor. Captain Hudson has dedicated his life to helping citizens in need and making a difference in people's lives. He works cases diligently to ensure that justice is served and that the parties at fault receive full punishment. He assists the officers and works with the District Attorney Office in preparing sound cases for the District Court in McCulloch County.

**Animal Control Officer Chantal Solis** has been working with animals and the city for almost 3 years. She finds satisfaction in being "their voice" and has been able to rescue and relocate roughly 400 animals. The relocation of these animals is made possible through several connections that she has made with several organizations. She loves animals and her job. The appreciation she receives from the community for her efforts makes it all worth it.

**City of Brady Contact List - February 2019**

<u>DEPARTMENT / TITLE</u>	<u>NAME</u>	<u>EXT</u>	<u>EMAIL</u>
<b>CITY HALL - (325) 597-2152 / Fax (325) 597-2068</b>			
<b>CITY COUNCIL (325) 597-2152 ext 207</b>			
Mayor	Anthony Groves	207	<a href="mailto:agroves@bradytx.us">agroves@bradytx.us</a>
Mayor Pro Tem, Place 5	Jim Griffin		<a href="mailto:jgriffin@bradytx.us">jgriffin@bradytx.us</a>
Council Member, Place 1	Rey Garza		<a href="mailto:rgarza@bradytx.us">rgarza@bradytx.us</a>
Council Member, Place 2	Missi Davis		<a href="mailto:mdavis@bradytx.us">mdavis@bradytx.us</a>
Council Member, Place 3	Jeffrey Sutton		<a href="mailto:jsutton@bradytx.us">jsutton@bradytx.us</a>
Council Member, Place 4	Jane Huffman		<a href="mailto:jhuffman@bradytx.us">jhuffman@bradytx.us</a>
<b>CITY MANAGER OFFICE (325) 597-2152</b>			
City Manager	Kim Lenoir	209	<a href="mailto:klenoir@bradytx.us">klenoir@bradytx.us</a>
City Secretary	Tina Keys	207	<a href="mailto:tkeys@bradytx.us">tkeys@bradytx.us</a>
Asst CS/Administrative Assistant	Valerie Gonzalez	200	<a href="mailto:vgonzalez@bradytx.us">vgonzalez@bradytx.us</a>
Project Administrator	FROZEN		
<b>HUMAN RESOURCES (325) 597-2152 ext 208</b>			
Human Resources Administrator	Catalina Simms	208	<a href="mailto:csimms@bradytx.us">csimms@bradytx.us</a>
<b>MUNICIPAL COURT (325) 597-2156 or (325) 597-2152 ext 211</b>			
Municipal Court Clerk	Valerie Gonzalez	211	<a href="mailto:vgonzalez@bradytx.us">vgonzalez@bradytx.us</a>
Municipal Court Judge	Justin T. Owens	211	<a href="mailto:jtowens@bradytx.us">jtowens@bradytx.us</a>
Prosecutor (City Attorney)	Sarah Griffin		
<b>SENIOR CENTER (325) 597-2946 / Fax (325) 597-3912</b>			
Senior Center Supervisor	Rosie Aguirre		<a href="mailto:raquirre@bradytx.us">raquirre@bradytx.us</a>
Senior Center Cook	Lisa Kidd		
Senior Center Cook's Aide-PT	Mary Lou Rodriguez		
Senior Center Meal Driver-PT	Esmerelda Huerta		
Senior Ctr. Receptionist/Clerk-PT	Douglas Avants		
<b>FINANCE DEPARTMENT (325) 597-2152</b>			
Director of Finance	Lisa Remini	204	<a href="mailto:lremini@bradytx.us">lremini@bradytx.us</a>
Finance Assistant	Karyna Phillips	210	<a href="mailto:kphillips@bradytx.us">kphillips@bradytx.us</a>
AP/AR/Payroll Clerk	Vacant	206	
IT Contract Services	In-Code	and	McLane Solutions
<b>CUSTOMER SERVICE / UTILITY BILLING (325) 597-2152</b>			
Utility Manager	Letha Moore	201	<a href="mailto:lmoore@bradytx.us">lmoore@bradytx.us</a>
Customer Service Clerk	Jennifer Hudson	202	<a href="mailto:jhudson@bradytx.us">jhudson@bradytx.us</a>
Customer Service Clerk	Destiny Galindo	203	<a href="mailto:dmgalindo@bradytx.us">dmgalindo@bradytx.us</a>
Meter Technician	George Calderon	215	<a href="mailto:gcalderon@bradytx.us">gcalderon@bradytx.us</a>
<b>PURCHASING DIVISION SERVICE CENTER (325) 597-1808 or 597-2244 / FAX (325) 597-0556</b>			
Purchasing Agent	Dorsey Bustamante	203	<a href="mailto:dbustamante@bradytx.us">dbustamante@bradytx.us</a>
Mechanic/Fleet Maintenance	Alfonso Ramos	212	<a href="mailto:aramos@bradytx.us">aramos@bradytx.us</a>
<b>VISIT BRADY - TOURISM (325) 597-3491</b>			
Director	Erin Corbell		<a href="mailto:erin@bradytx.com">erin@bradytx.com</a>
Assistant	Taylor Hoffpauir		<a href="mailto:taylor@bradytx.com">taylor@bradytx.com</a>
<b>BRADY TYPE B ECONOMIC DEVELOPMENT CORPORATION (325) 320-6463</b>			
President	Jason Valdez		<a href="mailto:jvaldez@cnbbrady.com">jvaldez@cnbbrady.com</a>
VP	Don Miller		<a href="mailto:lsqranch@gmail.com">lsqranch@gmail.com</a>
Director	Vacant		

**City of Brady Contact List - February 2019**

<u>DEPARTMENT / TITLE</u>	<u>NAME</u>	<u>EXT</u>	<u>EMAIL</u>
<b>SERVICE CENTER (325) 597-1808 or 597-2244 / FAX (325) 597-0556</b>			
<b>PUBLIC WORKS (325) 597-2244</b>			
Director of Public Works	Steven Miller	206	<a href="mailto:smiller@bradytx.us">smiller@bradytx.us</a>
Water Treatment Plant Operator	Vacant		
Utility Specialist	FROZEN		
<b>WASTEWATER TREATMENT PLANT</b>			
Waste Water Treatment Plant Supt.	Marty Martin		<a href="mailto:mmartin@bradytx.us">mmartin@bradytx.us</a>
WWTP Plant Operator	Darrell Dossey		<a href="mailto:ddossey@bradytx.us">ddossey@bradytx.us</a>
WWTP Maintenance I-PT	Vacant - Summer Only		
<b>STREETS / DRAINAGE (325) 597-2244</b>			
Streets Superintendent	Dugan Sewell	211	<a href="mailto:dsewell@bradytx.us">dsewell@bradytx.us</a>
Heavy Equipment Operator	Wayne Fletcher		
Heavy Equipment Operator	Tim Richardson		
Lead Maintenance II	Manuel Perez		
Maintenance I	Elvy Ortega		
<b>ELECTRIC (325) 597-2244</b>			
Electric Distribution Supt.	Joe Solis	207	<a href="mailto:jsolis@bradytx.us">jsolis@bradytx.us</a>
Electric Distribution Lineman A	Jimmy Williams		
Electric Distribution Lineman A	David Avila		
Electric Distribution Lineman B	Johnny Williams		
<b>WATER DISTRIBUTION - WASTEWATER COLLECTIONS (325) 597-2244</b>			
Water/Waste Water Supt.	Gary Jacobson	204	<a href="mailto:giacobson@bradytx.us">giacobson@bradytx.us</a>
Senior Foreman	Vernon Canter		<a href="mailto:vcanter@bradytx.us">vcanter@bradytx.us</a>
Water Crew Leader II	FROZEN		
Water Crewman I	Vacant		
Water Crewman I	William Sidwell		
Water Crewman-PT Seasonal	Cecil Starks		
Water Crewman-PT Seasonal	Vacant		
Water Crewman-PT Seasonal	FROZEN		
Water Crewman-PT Seasonal	FROZEN		
<b>GAS (325) 597-2244</b>			
Gas Superintendent	Danny Galindo	216	<a href="mailto:dgalindo@bradytx.us">dgalindo@bradytx.us</a>
Compliance Records / Mapping	Anyssa Aguirre	213	<a href="mailto:aaquirre@bradytx.us">aaquirre@bradytx.us</a>
Gas Technician II	Johnny Cook		<a href="mailto:jcook@bradytx.us">jcook@bradytx.us</a>
Gas Technician II	Santos "Jr" Hernandez		
Gas Technician I	Raymond Gonzales		<a href="mailto:rgonzales@bradytx.us">rgonzales@bradytx.us</a>
<b>SOLID WASTE/RECYCLING (325) 597-2244 (Landfill 325-597-1667)</b>			
Solid Waste Superintendent	Jim Kidd	208	<a href="mailto:jkidd@bradytx.us">jkidd@bradytx.us</a>
Commercial Dumpster Driver	Andrew Hernandez		
Landfill Heavy Equipment Operator	Brandon Roberts		
Landfill Heavy Equipment Operator	John Bain		
Residential Refuse Truck Driver	Fabian Hernandez		
Maintenance I	Asa Moreno		
Maintenance I	Vacant		
Utility Maintenance I	Isaac Soto		
Landfill Scale House Attendant	Sherry Morgan		
Compliance Coordinator (50%)	Silvia Diaz		



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<u>DEPARTMENT / TITLE</u>	<u>NAME</u>	<u>EXT</u>	<u>EMAIL</u>
<b>COMMUNITY SERVICES DEPARTMENT 325-597-2244</b>			
Director of Community Service/Building Official	Dennis Jobe	217	<a href="mailto:djobe@bradytx.us">djobe@bradytx.us</a>
Assistant to Community Services	Kathryn Meroney		<a href="mailto:kmeroney@bradytx.us">kmeroney@bradytx.us</a>
<b>STREET SANITATION (325) 597-2244 ext 217</b>			
Street Sweeper Driver-PT	Barry Richardson		
Street Spraying/ Cleaning Maintenance - FT	Vacant		
<b>CODE ENFORCEMENT / BUILDING PERMITS (325) 597-2244</b>			
Code Compliance Officer	Walter Holbert	201	<a href="mailto:wholbert@bradytx.us">wholbert@bradytx.us</a>
Compliance Coordinator 50%	Silvia Diaz	202	<a href="mailto:sdiaz@bradytx.us">sdiaz@bradytx.us</a>
<b>PPM (Public Property Maintenance) (325) 597-2244 ext 210</b>			
PPM / Lake/ Golf/ Aquatics Superintendent	Stephen Morgan	210	<a href="mailto:smorgan@bradytx.us">smorgan@bradytx.us</a>
PPM Maintenance II	Juan Gonzalez		
PPM Maintenance I	Martin Barron		
PPM Maintenance I	George Eary		
PPM Maintenance I	Manuel Martinez		
PPM Maintenance I	Xavier Torres		
<b>CEMETERIES (325) 597-2244 ext 210</b>			
PPM Maintenance I	Daniel Solis		
<b>BRADY LAKE - 847 Fife St. (325) 597-1823</b>			
Lake & Parks Administrative Asst.	Sonja Smith		<a href="mailto:Bradylake@bradytx.us">Bradylake@bradytx.us</a>
Lake Maintenance I	Michael Adams		
Lake Crewman-PT	Vacant		
Lake Store Attendant-PT	Mancel Gassett		
<b>GOLF COURSE (325) 597-6010 / Fax (325) 597-4137</b>			
Golf Superintendent	Mark Hamersly		<a href="mailto:Bradygolf@bradytx.us">Bradygolf@bradytx.us</a>
Groundskeeper - FT	Jacob Richardson		
Golf Groundscrewman-PT	Joe Carriger		
Golf Groundscrewman-PT	Jory Richardson		
Golf Pro Shop Attendant - FT	Jenny Perez		
Golf Pro Shop Attendant-PT	Tori D. Hill		
Golf Pro Shop Attendant-PT Summer Only	Vacant		
Golf Pro Shop Attendant-PT Summer Only	Vacant		
<b>PPM - AQUATICS (325) 597-2244 ext 210 SWIMMING POOL (325) 597-4022</b>			
PPM - Aquatics	Stephen Morgan		<a href="mailto:smorgan@bradytx.us">smorgan@bradytx.us</a>
Summer Only: Pool Manager			
Assistant Pool Manager			
Lead Lifeguards			
Lifeguards			
<b>AIRPORT (325) 597-1461 / Fax (325-792-9151)</b>			
Airport Manager	Lisa Perry		<a href="mailto:lperry@bradytx.us">lperry@bradytx.us</a>
Airport Lead Lineserviceman	Andrew Williams		<a href="mailto:bradysales@centex.net">bradysales@centex.net</a>
Airport Lineserviceman-PT	Kent Day		
Airport Lineserviceman-PT	FROZEN		

**City of Brady Contact List - February 2019**

<u>DEPARTMENT / TITLE</u>	<u>NAME</u>	<u>EXT</u>	<u>EMAIL</u>
<b>FIRE DEPARTMENT (325) 597-2311</b>			
Fire/EMS Chief	Lloyd Perrin		<a href="mailto:lperrin@bradytx.us">lperrin@bradytx.us</a>
Intermediate EMT/ Firefighter	Kylie Harmon		<a href="mailto:kharmon@bradytx.us">kharmon@bradytx.us</a>
<b>EMS DEPARTMENT (325) 597-2311</b>			
<b>Assistant Fire/EMS Chief - EMS Director</b>	<b>FROZEN</b>		
Administrative Assistant/EMT	Rosie Salas		<a href="mailto:rsalas@bradytx.us">rsalas@bradytx.us</a>
Lt. Firefighter/EMT - B	Vacant		
Lt. Firefighter/Paramedic - A	Priscilla Campbell		<a href="mailto:pcampbell@bradytx.us">pcampbell@bradytx.us</a>
Lt. Firefighter/EMT - C	Vacant		
Paramedic	Lynne White		<a href="mailto:lwhite@bradytx.us">lwhite@bradytx.us</a>
Paramedic	Michael Morton		
Firefighter/Paramedic	Ashley Barnett		
Firefighter/Paramedic	Bill Woolsey		
Firefighter/Paramedic	David Pegues		
Firefighter/Paramedic	Westleigh Crain		
Firefighter/Paramedic	Scott Gillaspia		
Firefighter/Paramedic	Jeremy Ramon		
Firefighter/Paramedic	Vacant		
Basic EMT/ Firefighter	Colton Cantu		
Intermediate EMT/ Firefighter	Michael Bowers		
Basic EMT/ Firefighter	Christian Bohannon		
Basic EMT/ Firefighter	Jaron Shahan		
Basic EMT/Firefighter-PT	Marcos Villarreal		
<b>POLICE DEPARTMENT (325) 597-2121 / Fax (325) 597-9081</b>			
Police Chief	Steve Thomas		<a href="mailto:stthomas@bradytx.us">stthomas@bradytx.us</a>
Police Captain	Michael Hudson		<a href="mailto:mhudson@bradytx.us">mhudson@bradytx.us</a>
Records Clerk	Grant Hall		<a href="mailto:ghall@bradytx.us">ghall@bradytx.us</a>
Police Sergeant	Randy Batten -K9		<a href="mailto:rbatten@bradytx.us">rbatten@bradytx.us</a>
Police Sergeant	Vacant		
Patrol Officer	Ricardo Chaires		<a href="mailto:rchaire@bradytx.us">rchaire@bradytx.us</a>
Patrol Officer	Kevin Jimenez		<a href="mailto:kjimenez@bradytx.us">kjimenez@bradytx.us</a>
Patrol Officer	Jason Lavender -K9		<a href="mailto:jlavender@bradytx.us">jlavender@bradytx.us</a>
Patrol Officer	Kyle Sheard		<a href="mailto:ksheard@bradytx.us">ksheard@bradytx.us</a>
Patrol Officer	Trevor Sutton		<a href="mailto:tsutton@bradytx.us">tsutton@bradytx.us</a>
Patrol Officer	Sammuel Zapata		<a href="mailto:szapata@bradytx.us">szapata@bradytx.us</a>
Evidence Custodian	Vacant		
TAC Officer	FROZEN (Gloria Stone retires 2/28)		<a href="mailto:gslone@bradytx.us">gslone@bradytx.us</a>
<b>ANIMAL CONTROL (325) 597-2121 / Fax (325) 597-9081</b>			
Animal Control Officer	Chantal Solis		<a href="mailto:csolis@bradytx.us">csolis@bradytx.us</a>
Animal Control Officer	Marcos Gracia		<a href="mailto:mgracia@bradytx.us">mgracia@bradytx.us</a>
<b>COMMUNICATIONS (325) 597-2121 / Fax (325) 597-9081</b>			
Communications Officer I	Jasmine Ables		<a href="mailto:jables@bradytx.us">jables@bradytx.us</a>
Communications Officer I	Brenda Fairchild		<a href="mailto:bfairchild@bradytx.us">bfairchild@bradytx.us</a>
Communications Officer I	Victoria Hernandez		<a href="mailto:vhernandez@bradytx.us">vhernandez@bradytx.us</a>
Communications Officer I	Rae Armke		<a href="mailto:ramke@bradytx.us">ramke@bradytx.us</a>

CITY OF BRADY ORGANIZATION CHART 2019 - updated 2/19

