

AGENDA

**NOTICE OF PUBLIC MEETING
WASHINGTON COUNTY COMMISSIONERS COURT
TUESDAY, MARCH 10, 2026 9:00 A.M.
WASHINGTON COUNTY COURTHOUSE
COMMISSIONERS COURT CHAMBERS #103
100 EAST MAIN STREET
BRENHAM, TEXAS**

REGULAR SESSION AGENDA

1. Invocation, Robert Mabrey, Faith Mission. (Commissioner Hanath)
2. Pledge of Allegiance. (Commissioner Hanath)
3. Discussion and possible action on the approval of pending Washington County Expo Rental Regulations Contracts. (Harrison Williams, EXPO Director)
4. Discuss and Possibly Act upon the Adoption of the Three-Year Economic Development Strategic Plan for Brenham | Washington County Economic Development. (Teresa Rosales, Economic & Community Development Director)
5. Discussion and possible action on the approval of the Commissioners Court meeting minutes of February 2026. (Nicholas Prenzler, County Clerk)
6. Discussion and possible action on the approval of a Professional Services Agreement between Washington County and Tyler Technologies, Inc. for Enterprise Justice implementation services for the County Clerk, District Clerk, County Court, and District Court, in an amount not to exceed \$198,734, and authorizing the County Judge to execute the agreement. (Carli Koehne, District Clerk & Nicholas Prenzler, County Clerk)
7. Discussion and possible action on the approval of the appointment of the EMS Director for the pay rate exceeding the 6% allowable amount in accordance with the county policy. (Amber Skalka, HR Director)
8. Discussion and possible action on the approval to utilize the services of Public Sector Personnel Consultants to conduct the Washington County Salary Survey in an amount not to exceed \$26,500.00, and authorizing the County Judge to execute any necessary agreements or documents related to these services. (Amber Skalka, HR Director)
9. Discuss and possibly act upon a budget amendment for line item 010-2200-55700 (EMS machinery & equipment) from 010-0600-55800 (other contingency). (Shawna Hollis, Auditor)
10. Discuss a Formal Notice from Industry Communications for a new service line installation in the county right-of-way of Bascome Lane, Precinct 4. (Wesley Stolz, County Engineer)

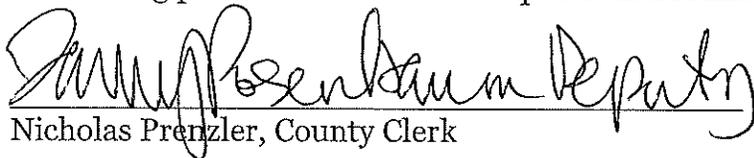
11. Discussion and possible action on the approval of the acceptance of a donation of \$150,784.93 from Magnolia Oil and Gas Operating LLC for roadway improvements on Koether Road, Moye Road, and Bascome Lane (Permit #2022-4001), Precinct 4. (Wesley Stolz, County Engineer)
12. Presentation of the Engineering and Development Services Department quarterly report. (Wesley Stolz, County Engineer)
13. Discussion and possible action on the approval of accounts payable. (Peggy Kramer, Treasurer)
14. Adjourn meeting.

Witness my hand this 4th day of March 2026.



John Durrenberger, County Judge

Came to my hand at 4:15 P.m. on the 4th day of March 2026 and executed at 4:15 P.m. on the 4th day of March, 2026 by posting a true copy on the bulletin board located on the first floor of the Washington County Courthouse and true copies at the main entrance doors of said courthouse, these being places convenient to the public in Brenham, Washington County, Texas.



Nicholas Prenzler, County Clerk

AGENDA ITEM

#1

Invocation, Robert Mabrey, Faith Mission (Commissioner Hanath)

AGENDA ITEM

#2

Pledge of Allegiance. (Commissioner Hanath)

AGENDA ITEM

#3

Discussion and possible action on the approval of pending Washington County Expo Rental Regulations Contracts. (Harrison Williams, EXPO Director)



Washington County Expo

"AT THE CENTER OF IT ALL"

March 3rd, 2026

To: Judge John Durrenberger & Commissioners Court

There are (6) contracts this week:

REF#2812: Evvaylois Academy School of Beauty – Graduation – VIP - June 2026

REF#2810: Washington County Peace Officer Ass. – Drive Thru Fundraiser – SALES - March 2026

REF#2809: Yesenia Zendejo – Graduation – VIP – May 2026

REF#2779: Wonderhill Farm – Fundraiser – SALES – October 2026

REF#2778: WoodmenLife Chapter 4645 – Christmas Party – EVENT CENTER – December 2026

REF#2776: Dr. Bennie Lee Graves – Retirement Party – EVENT CENTER – August 2026

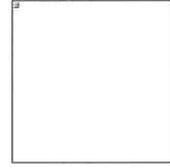
Thank you,

Harrison Williams - Director
Washington County Expo

AGENDA ITEM

#4

Discuss and Possibly Act upon the Adoption of the Three-Year Economic Development Strategic Plan for Brenham | Washington County Economic Development. (Teresa Rosales, Economic & Community Development Director)



Marketing Alliance

Three-Year Economic Development Strategic Plan

1

5 Strategic Priorities

1. Business Retention and Expansion
2. Targeted Business Recruitment
3. Marketing and Promotion
4. Workforce and Talent Development
5. Entrepreneurship and Innovation

2

Targeted Industries

Advanced Food and Beverage Processing



Biomedical Supplies and Packaging



Ag-Tech and Animal Health



Precision Metal and Equipment Manufacturing



Value-Add Wood Products and Modular Housing Components



3

Alignment with Bigger. Better. Texas.

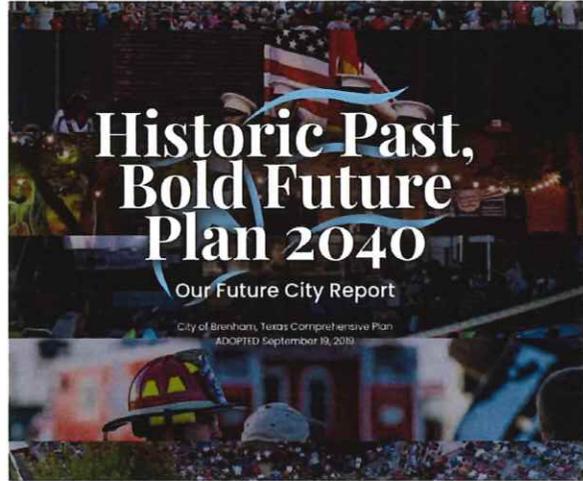


- ✓ Shared Target Industries
- ✓ Workforce Development Synergies
- ✓ Infrastructure and site readiness
- ✓ Rural Competitiveness and Balanced Growth

4

Alignment with Brenham Plan 2040

- ✓ Downtown Revitalization
- ✓ Housing Diversity and Affordability
- ✓ Infrastructure Investment and Growth Management
- ✓ Transportation and Connectivity
- ✓ Governance and Interagency Collaboration

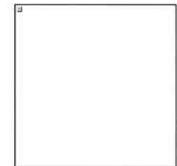


5

5

Next Steps – Implementation Framework

- Share Plan with Stakeholders ✓
- Tools and Activities Identified ✓
- Continue to work with Marketing Alliance on Site Selection Prospects (Phase 2)



Marketing Alliance

6



Brenham | Washington County
Economic Development

THREE-YEAR ECONOMIC DEVELOPMENT STRATEGIC PLAN
October 1, 2025 to September 30, 2028

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INTRODUCTION

The City of Brenham and Washington County are experiencing real and measurable growth. Positioned between three of the fastest-growing metro areas in Texas, the region is seeing increased interest from businesses, developers, and new residents alike. With this momentum comes a need for thoughtful planning. The catalyst of this plan was the desire to confirm whether the County's targeted industries remain the right fit and to determine what new industries could shape a stronger future. The economic landscape must be ready not only to support the businesses already here, but also to attract industries that will help the community thrive in the decades ahead.

Unlike most Texas cities, Brenham and Washington County bring a distinctive mix of scale, character, and community values to the table. That difference required a strategic plan designed with a unique approach, not a cookie-cutter model. This plan reflects a careful balance of quantitative data and qualitative insights, blending metrics with the perspectives of local stakeholders to create strategies that are practical, measurable, and true to the region's identity.

This Strategic Plan provides a focused, results-driven roadmap to guide Brenham and Washington County's continued growth. While many partners contribute to the region's economic success, this plan emphasizes the activities that fall specifically within the scope and responsibility of Brenham | Washington County Economic Development. It is also recognized that some of these activities are already being carried out by the organization. Those efforts should continue and, where applicable, be more formally structured and measured according to the metrics defined in this plan.

Brenham and Washington County have long taken a deliberate approach to growth... one that values stability, civic pride, and a deep connection to place. That identity is more than cultural; it's a competitive advantage. Employers and residents alike appreciate Brenham and Washington County's clarity of purpose and commitment to doing things the right way. The challenge moving forward is to protect those defining traits while positioning the region for long-term economic opportunity.

This three-year strategy lays out a clear set of priorities and actionable steps that will allow the county to grow competitively without compromising the quality of life that makes Brenham and Washington County truly distinctive. In addition to qualitative insights offered by stakeholders, this strategy is grounded in an analysis of regional and state-level data, benchmarking against peer communities, and alignment with the 2025-2029 Texas Economic Development Strategic Plan. It examines key factors such as labor force trends, site readiness, industry targets, infrastructure capacity, and marketing positioning to provide a comprehensive view of the region's current status and future potential.

The core of the plan is organized around five strategic priority areas:

1. Business Retention and Expansion
2. Targeted Business Recruitment
3. Marketing and Promotion
4. Workforce and Talent Development
5. Entrepreneurship and Innovation



EXECUTIVE SUMMARY

The economic trajectory of the City of Brenham and Washington County will be shaped by intentional decisions and a commitment to proven strategies. As the county navigates challenges related to site availability, infrastructure, workforce and housing, this plan serves as a practical framework for driving progress. Grounded in economic development best practices, it provides the guidance and structure needed to help the community pursue prosperity with clarity and confidence.

The strategies presented in this document are relevant to the current realities, resources and potential of the City of Brenham and Washington County. It builds on existing collaboration among public, private, and institutional partners... partnerships that must remain strong as the region moves forward. Rather than a checklist or aspirational vision, this is a practical, action-oriented roadmap to guide activities, investments, and decisions from October 1, 2025, through September 30, 2028.

At the core of the plan are five strategic priority areas identified through best practices, stakeholder input and reinforced by data analysis. The first is **Business Retention and Expansion**, focused on strengthening relationships with existing employers and supporting their continued growth. The second is **Targeted Business Recruitment**, which aims to attract high-potential industries that align with the region's assets and long-term goals. A third area, **Marketing and Promotion**, includes efforts to elevate the visibility of the City of Brenham and Washington County among site selectors, business leaders, and other key audiences. **Workforce and Talent Development** serves as the fourth priority area, ensuring the region can supply the skilled labor needed to support current employers and future investment. Rounding out the framework is **Entrepreneurship and Innovation**, which emphasizes support for startups and small businesses, helping to cultivate a more dynamic, diverse, and resilient local economy.

Each of these areas includes a practical set of measurable actions that can be implemented, tracked, and refined over time. Together, they form a focused and intentional framework to guide economic growth in a way that aligns with the county's strengths and aspirations.

Priority One: Business Retention and Expansion

Supporting existing businesses is one of the most effective and cost-efficient strategies for economic development. This priority centers on building strong relationships with local employers, proactively addressing challenges, and creating a supportive environment for long-term growth. Activities such as structured business visits, executive engagement, centralized resource development, and roundtables are aligned with national best practices in Business Retention and Expansion (BRE) and will be detailed further in the plan.

Priority Two: Targeted Business Recruitment

Attracting the right companies to Brenham and Washington County requires a strategic approach inspired by and aligned with the Greater Brazos Partnership plan. This priority centers on identifying high-potential industry sectors that reflect both the region's collective strategy and Brenham's unique strengths in infrastructure, workforce, and logistics. A focused business attraction plan will guide recruitment efforts and ensure consistency with broader regional goals, supported by customized, professional marketing materials. Outreach will be carried out through targeted lead generation, site selector engagement, and curated familiarization tours (both in-person and virtual) to showcase the county's competitive assets to drive meaningful investment.

Priority Three: Marketing and Promotion

Raising the visibility of Brenham and Washington County as a business destination requires clear, consistent messaging across digital, print, and in-person channels. This priority emphasizes the development of a unified marketing strategy, an optimized web presence, and professional marketing assets that reflect the county's strengths. It also includes expanded outreach through media and social platforms, while empowering local partners to serve as ambassadors. Together, these efforts will sharpen the region's voice, tell its story more effectively, and elevate its presence with site selectors, business leaders, and key stakeholders.

Priority Four: Workforce and Talent Development

A skilled, adaptable workforce is essential to long-term economic success. This priority centers on aligning education and training efforts with employer needs,





strengthening partnerships with schools and training providers, and making workforce resources more accessible. Key initiatives include regularly assessing talent gaps, enhancing career and technical education pathways, promoting existing programs, and deepening industry-education collaboration. At the same time, marketing efforts will aim to attract and retain skilled talent by highlighting the county's quality of life and career opportunities.

Priority Five: Entrepreneurship and Innovation

Fostering entrepreneurship and innovation will strengthen the local economy by supporting homegrown business growth, diversifying revenue sources, and positioning the region as a place where ideas and startups can thrive. Brenham | Washington County Economic Development can expand its impact by complementing existing SBDC services, filling gaps through new resources, visibility tools, and programming. Key efforts include developing a centralized small business resource hub, launching a business acceleration program for growth-stage and underserved entrepreneurs, encouraging co-working and innovation spaces, hosting high-visibility pitch events and showcases, and expanding access to capital through localized microgrant or loan programs. Together, these initiatives aim to build a more resilient and inclusive entrepreneurial ecosystem.

Expected Results

If a single economic development professional, supported by administrative resources and strong regional partners, is executing the five identified priority areas (**Business Retention and Expansion, Targeted Business Recruitment, Marketing and Promotion, Workforce and Talent Development, and Entrepreneurship and Innovation**), measurable progress can be achieved over the next three years.

In **Business Retention and Expansion (BRE)**, the team member could complete 20 to 25 visits with local employers



yearly, tracking insights in the current EDOiQ CRM system and identifying 5 to 6 priority challenges to address. These efforts could help retain or expand 3 to 5 businesses and strengthen long-term employer relationships.

For **Targeted Business Recruitment**, the city and county could build and begin executing a focused recruitment strategy aimed at 3 to 4 high-potential industry sectors. Yearly outreach efforts could include 30 to 40 contacts with prospects, site selectors, or partners, with the potential to land 1 to 2 significant project wins and develop a pipeline of interest for future years.

Marketing and Promotion efforts could include 1 to 2 major digital campaigns annually, refreshed marketing collateral, and more consistent storytelling across web, print, and social media. A key milestone would be the launch of a new, dynamic website that serves as a 24/7 marketing platform... equipped to tell the region's story, feature available sites, host data dashboards, and drive lead generation. This enhanced digital presence could improve SEO performance, elevate brand perception, and increase engagement with key audiences nationwide.

Within **Workforce and Talent Development**, the team member should continue to facilitate annual employer roundtables or surveys, coordinate with partners to support new or enhanced career pathways, and collaborate on efforts to promote the region's workforce advantages. As being done currently, continue to promote opportunities online at www.washcotxjobs.com. Over three years, these efforts and partnerships could help connect 50 to 75 residents with new training or job placement opportunities.

In **Entrepreneurship and Innovation**, up to 5 startups or small business expansions could be supported yearly through events, curated resources, and access to capital or mentorship. A localized resource hub could reach hundreds of users annually, while pitch nights and showcases could help build momentum and visibility for local ventures.





**STRENGTHS, WEAKNESSES,
OPPORTUNITIES AND THREATS**

SWOT ANALYSIS

BRENHAM | WASHINGTON COUNTY ECONOMIC DEVELOPMENT

This internal analysis evaluates the organizational readiness of Brenham | Washington County Economic Development. It considers how current tools, systems, and staffing are supporting progress, and where additional improvements could strengthen project delivery, stakeholder alignment, and long-term capacity. The SWOT framework provides a clear structure for understanding internal strengths and weaknesses alongside external opportunities and threats. In this case, it draws on stakeholder feedback, data review, and benchmarking against peer organizations to assess how the team is positioned to deliver on its mission.

The following bullets highlight key organizational strengths, weaknesses, opportunities, and threats, offering a focused view of the dynamics that shape Brenham | Washington County Economic Development's ability to succeed.

Strengths

- » Brenham | Washington County Economic Development is more communicative than in years past. Increased transparency has helped rebuild trust and strengthen community confidence, creating a stronger foundation for collaboration, stakeholder engagement, and long-term support for key initiatives.
- » Experienced leadership with strong local support and networks. Long-standing trust among partners supports collaboration and quick problem-solving.
- » New staff have added technical expertise and private-sector experience, especially in data analysis and project tracking.
- » Regional research support from Greater Brazos Partnership helps extend local capacity without requiring new hires.
- » Dedicated incentive funds in City and County budgets support flexibility and responsiveness.
- » Reputation for consistency and professionalism with business decision makers and site consultants provides a competitive advantage.

Weaknesses

- » Limited team capacity stretches internal resources across core functions like business retention, recruitment, marketing, and compliance... diluting focus, slowing strategic progress, and making it harder to pursue new opportunities or respond quickly to emerging needs.
- » Current marketing efforts lack the storytelling depth and creative execution needed to fully capture and communicate the unique strengths of the City of Brenham and Washington County. Compelling copy, smart design, video testimonials, and interactive maps can bring the community's story to life... engaging target audiences and elevating perception.

Opportunities

- » Continue to provide an annual update, delivered as a presentation and as a formal report on the new Brenham | Washington County economic development website. This will enhance transparency, highlight measurable progress, and reinforce the community's commitment to sustained implementation and accountability.
- » Partnering more formally with Blinn, SBDC, and Greater Brazos Partnership can fill capacity gaps in workforce training, small business support, and grant development.
- » Recruit a network of local business leaders to act as ambassadors for the region. These champions could assist with business attraction efforts, provide peer input on retention challenges, and serve as credible voices in marketing materials or familiarization tours.
- » Expand the current, internal performance dashboard to regularly track KPIs across all five priority areas, helping staff focus efforts, demonstrate accountability, and support data-informed decision-making for future initiatives.



- » Develop a professional development program for the economic development team, including certifications, site selector engagement, and best practice exchanges with peer communities to stay current and increase team capacity.
- » Strengthen collaboration with utility partners and real estate professionals by formalizing their role in marketing, recruitment, and BRE efforts, ensuring their insights are regularly integrated into strategy and execution.

Threats

- » Competing communities are increasing staff and marketing budgets, which could leave the City of Brenham and Washington County under-resourced in a fast-moving market.
- » Public skepticism toward incentives and development decisions can surface if transparency is not consistently reinforced. In Brenham and Washington County, incentive discussions and votes take place in open sessions with press present, and all agreements are filed in accordance with state requirements. Even with these safeguards, clear communication remains essential. Explaining how projects are evaluated, how incentives are awarded, and what the long-term community benefits will be helps ensure residents see the process as both fair and effective.
- » In a tight labor market, workforce development programs may struggle to keep pace with employer needs, especially if training resources or partner alignment are limited. Gaps in coordination could undermine talent pipelines and delay business expansion.
- » Entrepreneurship and small business efforts could stall without sufficient local champions or funding tools in place. If partners defer to one another without a lead convener, promising ventures may go unsupported, reducing overall business dynamism.



An aerial, high-angle photograph of a multi-lane highway interchange and surrounding industrial or commercial area. The highway curves through the center of the frame, with several lanes in each direction. To the right of the highway, there are numerous industrial buildings, parking lots filled with cars, and some commercial structures. The background shows a dense residential or commercial area with many smaller buildings. The entire image has a light blue tint and a semi-transparent white overlay. The text "TARGET INDUSTRIES" is centered in a bold, dark blue font.

TARGET INDUSTRIES

TARGET INDUSTRIES

ADVANCED FOOD AND BEVERAGE PROCESSING

Strategic Rationale

Advanced food and beverage processing is a well-established industry in the City of Brenham and Washington County and represents one of the most dependable and culturally-aligned targets for future growth. It builds upon the community's proven track record of success in the sector while offering a path to incremental expansion that supports infrastructure investments, skilled employment, and regional agriculture.

Blue Bell Creameries and Del Sol Foods stand as long-term examples of how food production can thrive in the City of Brenham and Washington County, supporting families, reinforcing local identity, and operating in a way that respects the community's expectations for quality and stability. These companies offer more than economic value. They provide a model of how industry and community can grow together.



Looking ahead, national trends point toward smaller, more agile processing facilities that prioritize regional logistics, food safety, and product innovation. The City of Brenham and Washington County's location, infrastructure, and workforce put it in a strong position to attract the next generation of companies in this evolving sector.

Industry Outlook

Food and beverage processing is shifting toward regionalization, traceability, and automation. These trends are creating opportunities for mid-sized communities with the ability to support specialized production and cold-chain logistics. Key factors driving the sector include:

- » Supply chain re-shoring: Companies are bringing operations closer to domestic markets to reduce delays and ensure resilience. Texas has been a major beneficiary of this shift.
- » Growth of mid-sized brands: Emerging food and beverage companies are seeking expansion sites outside major metros, where costs are lower and logistics remain strong.
- » Rising demand for clean-label and specialty foods: Consumers increasingly want minimally processed, health-oriented products. This has fueled growth in companies seeking smaller facilities with high food safety standards.
- » Cold-chain investment: National cold storage capacity has expanded significantly since 2021, reflecting the growing need for perishable logistics tied to regional production hubs.
- » Technology integration: Food manufacturers are investing in automation and digital controls, requiring more skilled labor and reducing reliance on high-volume, low-skill operations.

Competitive Position

The City of Brenham and Washington County offers a highly competitive environment for food and beverage processing based on several key advantages:

- » Proven operational success: Nationally recognized employers like Blue Bell and Del Sol Foods demonstrate that large-scale food production can operate efficiently and responsibly in the City of Brenham and Washington County.
- » Existing cold-chain infrastructure: The community has refrigerated warehousing, logistics providers, and utility systems suited to food-grade operations, shortening ramp-up times for new employers.
- » Available industrial sites: Multiple shovel-ready properties are in development, including sites with potential rail access. These locations are being prepared to support advanced manufacturing with key infrastructure such as water, gas, and broadband utilities.
- » Workforce and training assets: Blinn College and Brenham ISD offer training in logistics, process technology, and industrial maintenance. Local employers benefit from a labor pool accustomed to quality standards and shift-based operations.
- » Market access: With close proximity to Houston, Austin, San Antonio, and Dallas, companies can serve over 10 million consumers while avoiding urban congestion, permitting delays, and high land costs.



- » Utility capacity: Needed and expected water and wastewater upgrades can ensure long-term availability for process-intensive operations. This will position the City of Brenham and Washington County ahead of many peer communities struggling with system constraints.
- » Cultural fit: Food manufacturers, especially those that are privately held or family-owned, value consistency, trust, and shared values. The City of Brenham and Washington County provides an environment where those expectations are met.

Conclusion

Advanced food and beverage processing is a practical, proven, and high-fit industry. As the sector evolves, the community's longstanding reputation, available infrastructure, and commitment to workforce readiness make it a preferred location for companies that want to grow responsibly and stay for the long term.

PRECISION METAL AND EQUIPMENT MANUFACTURING

Strategic Rationale

Precision metal and equipment manufacturing is a natural extension of Washington County's industrial base. It complements existing businesses, leverages the region's skilled workforce, and offers scalable growth aligned with community values that emphasize steady, long-term investment.

This sector forms the backbone of American manufacturing, supporting industries such as energy, construction, agriculture, and logistics. These industries are all deeply rooted in Texas. These businesses typically invest significantly in equipment, value workforce expertise, and seek communities that provide stability, robust infrastructure, and room for expansion. Washington County meets these criteria.

Current employers in the region, including oilfield service providers, machine shops, and Bencor's circuit-board operation, demonstrate that advanced fabrication, precision assembly, and custom equipment work can thrive here. With strategic site development underway and a growing focus on workforce training, Brenham is well positioned to attract additional investment in this critical industry.

Industry Outlook

Precision metal manufacturing is experiencing growth, driven by several key trends:

- » Reshoring of manufacturing: Companies are bringing operations back to the U.S. to mitigate supply chain



disruptions, increasing demand for domestic precision manufacturing facilities.

- » Technological advancements: Adoption of automation, robotics, and advanced CNC machines is enhancing production efficiency and precision, requiring a more skilled workforce.
- » Growth in key sectors: Industries such as aerospace, defense, and renewable energy are expanding, driving demand for precision metal components and equipment.
- » Emphasis on quality and customization: There is a growing need for high-quality, customized metal products, favoring manufacturers capable of small-batch, specialized production.

Competitive Position

Washington County offers several advantages that make it a compelling location for metal and equipment manufacturers seeking expansion or relocation:

- » Established local capabilities: A network of small and mid-sized machine shops and service firms already exists in the county. These firms offer contract machining, welding, fabrication, and electronics assembly. This creates a foundation for supplier networks and contract manufacturing relationships.
- » Skilled workforce pipeline: With programs in industrial technology, welding, and mechatronics, Blinn College provides a direct path for developing the advanced skills required in modern fabrication environments. The region's emphasis on hands-on training aligns well with industry expectations.
- » Industrial site readiness: Pad-ready acreage with utility access is under active development. This is particularly attractive for firms shipping heavy or oversized goods.
- » Strategic logistics position: Located between Houston and Austin and served by U.S. 290 and State Highway 36, Brenham offers efficient access to ports, energy corridors, and OEMs across the state. The region is well suited for firms serving multiple metro markets without the regulatory friction of urban industrial zones.
- » Reliable power and infrastructure: Metal and equipment



manufacturing often relies on high electric loads and gas service. Brenham benefits from the support of Bluebonnet Electric Cooperative and ongoing water and wastewater upgrades, ensuring that growth can occur without service disruptions.

- » Cultural alignment: Equipment and metalworking companies tend to value straightforward permitting, long-standing community relationships, and a skilled workforce that takes pride in quality work. These are areas where the City of Brenham and Washington County excel.

Conclusion

Precision metal and equipment manufacturing fits Washington County in both scale and spirit. It rewards the kind of reliability, technical skill, and work ethic that already define the region's economy. As the industry continues to modernize, companies will seek out communities that can supply talent, sites, and long-term operational certainty. Brenham and Washington County's position is clear: it offers a stable base, room to grow, and a workforce built for precision. With targeted infrastructure and continued investment in technical education, the region is poised to welcome new employers that strengthen what the community already does well.

BIOMEDICAL SUPPLIES AND PACKAGING

Strategic Rationale

Biomedical supplies and packaging offers Washington County a pathway into a durable, high-value segment of the manufacturing economy. It is an industry that values operational cleanliness, workforce precision, and long-term facility investment. These attributes align well with the community's infrastructure, training systems, and development philosophy.



While the broader biomedical field often brings to mind research labs and hospitals, the packaging and supply side is fundamentally a manufacturing operation. It includes the production of sterile wraps, tubing, diagnostic containers, surgical kits, PPE, and medical-grade plastics. These are high-margin, regulated products consumed in volume by health systems across the country.

Washington County already supports advanced manufacturing in electronics, food-grade environments, and custom fabrication. These sectors share important overlaps with biomedical production: attention to cleanliness, repeatable processes, and supply chain reliability. With rising demand and increasing interest in near-shore facilities, the county has a clear opportunity to support the manufacturing side of healthcare in a way that matches its scale and capabilities.

Industry Outlook

The biomedical supplies and packaging industry has seen sustained growth driven by demographic trends, expanded healthcare spending, and regulatory shifts that favor traceability and domestic sourcing. Key factors shaping the sector include:

- » Post-COVID supply chain reconfiguration: Health systems and suppliers are shifting production back to the U.S. after pandemic-era disruptions exposed risks in overseas sourcing.
- » Growth in outpatient and home healthcare: More procedures are taking place outside hospitals, increasing demand for single-use, pre-packaged, sterile supplies that can be shipped directly to providers and patients.
- » Emphasis on automation and clean environments: Modern facilities rely on automated systems for inspection, sealing, and traceability, creating demand for technicians, maintenance personnel, and quality control professionals.
- » Regulatory stability: Compliance with FDA and ISO standards encourages long-term investment in purpose-built facilities and stable communities with predictable permitting.
- » Texas is becoming increasingly competitive in attracting medical manufacturing, especially along the I-35 and I-45 corridors. Smaller communities with reliable infrastructure, a capable workforce, and proximity to regional distribution centers are seeing new investment. Many of these firms are seeking to decentralize while maintaining strict GMP (Good Manufacturing Practice) compliance.



Competitive Position

Washington County is well positioned to attract biomedical supplies and packaging firms based on several competitive advantages:

- » Proximity to major medical hubs: Located roughly 100 miles from the Texas Medical Center, the world's largest concentration of healthcare institutions, Brenham offers strategic access without the real estate costs and regulatory congestion of urban areas.
- » Clean-site industrial potential: Pad-ready sites can be configured to meet ISO-class cleanroom and food-grade standards. Utilities and high-speed fiber enhance site appeal for regulated manufacturers.
- » Workforce with transferable skills: The City of Brenham and Washington County's workforce includes food production operators, circuit-board assemblers, and logistics staff experienced in GMP and traceability protocols. Programs at Blinn College can be tailored to meet FDA and ISO training needs, especially in quality assurance and mechatronics.
- » Low seismic and climate risk: Compared to Gulf Coast counties or California, Brenham offers low exposure to hurricanes, earthquakes, and regulatory volatility. These conditions are attractive to insurers and compliance officers.
- » Cultural alignment: Biomedical manufacturing brings clean, technical jobs with minimal traffic or land use impacts. Firms in this sector tend to be privately held, quality-focused, and operationally conservative. These traits align well with local expectations.
- » Infrastructure capacity and readiness: Water and wastewater upgrades are underway, and the community benefits from stable electric service. These utilities support water-intensive processes such as sterilization, rinsing, and cooling.

Conclusion

Biomedical supplies and packaging presents Washington County with a strategic opportunity to grow its industrial base without compromising its identity. The industry values the very strengths this community offers: stability, quality, and long-term thinking. As healthcare continues to evolve, Washington County is prepared to offer a reliable home for companies that make the products patients and providers count on every day.

AG-TECH AND ANIMAL HEALTH

Strategic Rationale

Ag-tech and animal health represent a future-focused sector that fits naturally within Washington County's agricultural roots. Rather than reshaping the local economy, this target builds on existing land uses, cultural identity, and practical strengths. It offers a path for Washington County to support innovation in livestock care, precision agriculture, and ag-manufacturing without straining infrastructure or disrupting the character of the community.

These industries are not centered on high-visibility campuses or large urban payrolls. Instead, they focus on applied science, equipment reliability, and measurable improvements in how farmers and ranchers produce food and care for animals. Most of the companies in this space are small to mid-sized, led by technical founders or rural entrepreneurs. They are seeking testbeds, modest-scale manufacturing sites, and access to real-world users. Washington County offers all three.

This is a long-term strategy and should be approached with realistic expectations. Firms in ag-tech and animal health are often capital-efficient but slow to scale. Recruitment tends to happen through relationships rather than broad marketing campaigns. Still, when the right company finds the right setting, the return is steady, values-aligned, and enduring.

Industry Outlook

The agriculture and veterinary sectors are undergoing rapid transformation as technology continues to change how land and livestock are managed. Several national trends reinforce the strength of this target:

- » Precision agriculture as the new standard: Producers now expect tools for soil sensors, yield mapping, and remote irrigation systems. These technologies require testing environments on real farms to refine and validate their effectiveness.
- » Growth in veterinary diagnostics and pharmaceuticals: Smaller firms using lean models and contract manufacturing are driving innovation in this space. They need clean sites, utility-ready facilities, and trusted logistics, but do not require dense urban centers.
- » Rising investment in livestock and pet health: With global protein demand increasing, producers are focused on solutions related to genetics, nutrition, and disease management.
- » Public and private funding growth: Investment, particularly from land-grant universities such as Texas A&M, continues to rise in this sector. This supports



commercialization efforts and helps firms scale faster.

- » These trends favor communities that offer land access, workforce stability, and institutional proximity. Washington County is well-positioned across all three factors.

Competitive Position

The region brings together multiple assets that strengthen its case as a destination for ag-tech and animal health operations:

- » Proximity to Texas A&M and the RELLIS Campus: Located less than 50 miles away from one of the world's leading institutions in veterinary medicine and agricultural research, Brenham provides access to institutional support without the costs and congestion of urban environments.
- » Agricultural landscape and ranching infrastructure: The county's farms and ranches serve as real-world testing environments for precision equipment, diagnostics, and feed technologies.
- » Workforce and training alignment: Blinn College offers programs in welding, electrical systems, and industrial maintenance that match the skill needs of ag-tech and light manufacturing firms.
- » Right-sized industrial land and utilities: Washington County offers 10 to 30-acre build-ready sites equipped with broadband, water, and gas service. These are well suited for companies in this sector, which rarely need massive campuses
- » Cultural alignment with founders and operators: Many entrepreneurs in this field have backgrounds in farming or veterinary sciences. They tend to choose communities that understand land stewardship and production cycles, which makes Brenham a natural fit.
- » Supportive ecosystem for early-stage firms: Some companies may require flexible space or shared services in the early stages. Local organizations such as the SBDC and Brazos Valley EDC can provide valuable support without placing demands on local budgets or staffing.

Conclusion

Ag-tech and animal health offer Washington County a pathway to grow an innovative and resilient sector that is deeply aligned with the region's values and economy. This opportunity is not likely to bring overnight transformation, but it does bring steady, meaningful gains. With the right partnerships, sites, and support, Washington County can become a home for companies that improve the future of food and animal care while respecting the pace and integrity of rural life.

VALUE-ADD WOOD PRODUCTS AND MODULAR HOUSING COMPONENTS

Strategic Rationale

Value-add wood products and modular housing components represent a practical and community-aligned target industry for Washington County. These sectors directly address one of the region's most pressing challenges: the need for attainable, workforce-oriented housing for young professionals, families, and essential employees. By supporting the production of materials that enable faster, more affordable home construction, the county can respond to its housing shortage while also generating steady jobs, taxable value, and supply chain resilience.

This target is not focused on large-scale timber operations or raw material processing. Instead, it prioritizes smaller to mid-sized manufacturers that specialize in engineered products such as cabinetry, roof trusses, panelized floor and wall systems, and modular home components. These firms produce goods that streamline on-site construction and reduce labor intensity, making housing development more cost-effective and scalable.

Such operations are clean, land-efficient, and compatible with general industrial zoning. They also provide skilled and semi-skilled production roles that align with Brenham's existing workforce strengths in mechanics, materials handling, and equipment operation.

Industry Outlook

The housing and construction materials sector is evolving rapidly as national demand for affordable homes continues to outpace supply. In response, builders are adopting new methods and materials to increase output while managing cost and labor constraints. Key industry trends include:

- » Expansion of off-site construction methods: National builders are embracing panelized and modular techniques to reduce labor needs, standardize quality, and speed up timelines.



- » Rising cost of traditional site-built construction: Labor shortages and rising wages are prompting builders to source pre-fabricated elements that reduce time and cost per home.
- » Increased urgency around housing affordability: Local governments, employers, and developers are under pressure to expand attainable housing options. Modular and panelized systems offer one of the few scalable ways to respond quickly.
- » Growth of workforce housing developers: A growing number of developers specialize in workforce and middle-income housing, creating demand for dependable, regional suppliers of modular components and materials.
- » Sustainability and material efficiency: Factory-built components often generate less waste and allow for better material control, aligning with evolving environmental standards and developer preferences.
- » Together, these trends point toward a growing opportunity for communities that can support regional housing demand by producing the components that make homes more accessible.
- » Workforce alignment with production needs: Brenham's labor pool includes welders, assemblers, and heavy equipment operators. These are transferable skills commonly required in modular assembly, cabinet manufacturing, and materials processing.
- » Business-friendly permitting and operations environment: Washington County offers a regulatory climate that supports practical investment. Unlike dense metros, where manufacturing projects may face opposition or delays, the region provides a clear, predictable path to occupancy.
- » Strong market fit for small to mid-sized firms: Companies in this space are often privately owned, regionally focused, and interested in locations that offer community support, reasonable overhead, and long-term operational consistency. Washington County matches these priorities closely.

Competitive Position

Washington County is well suited to attract companies in this sector and support their long-term success, based on several core advantages:

- » Clear and growing housing demand: Median home prices in Washington County have risen nearly 50 percent in the past five years. Local employers are increasingly concerned about housing affordability, particularly for entry-level and mid-career workers.
- » Proximity to growing regional housing markets: Brenham is within two hours of multiple high-growth exurban counties around Houston, Austin, and Bryan-College Station. This provides manufacturers with broad access to builders without the land costs or permitting burdens of urban locations.
- » Available industrial land with utility access: Current site development efforts include parcels with 5 to 20 acres, suitable for wood product and modular component firms. These sites include access to power, water, sewer, and broadband, as well as space for truck maneuvering and materials storage.
- » Logistical access to timber supply chains: While not a timber-producing county, Brenham sits close to East Texas lumber yards and distributors, enabling consistent inbound deliveries of dimensional wood and engineered products.

Conclusion

Value-add wood products and modular housing components offer a unique opportunity for Washington County to address a local need while growing its tax base and industrial sector. These firms supply critical materials to solve the region's housing challenge and generate jobs that reflect the area's existing workforce strengths. With suitable sites, transportation access, and a culture that supports steady investment, Brenham is in a strong position to attract companies that want to build the homes working families need while operating in a way that aligns with community values.





PRIORITIES

PRIORITY AREAS AND KEY INITIATIVES

PRIORITY AREA 1: BUSINESS RETENTION AND EXPANSION

Supporting and strengthening existing businesses is one of the most effective strategies for economic growth. This priority area focuses on building strong relationships with local employers, understanding their challenges, and helping them grow in place. The following activities reflect national best practices in business retention and expansion (BRE):

Key Initiatives:

» Establish a Structured Business Visitation Program

Develop a proactive and data-informed Business Retention and Expansion program focused on building relationships with employers who have the most significant impact on the local economy. This includes major tax contributors, top employers by workforce size, high-growth companies with expansion potential, and businesses showing early signs of risk (such as workforce challenges, leadership changes, or space constraints).

The program should prioritize a minimum of 20 targeted company visits per year, guided by a standardized outreach calendar. Each visit should be structured around a consistent set of questions that gather insights on workforce needs, capital investment plans, regulatory issues, and satisfaction with local services. The EDOiQ CRM system will be used to capture feedback, track follow-up actions, and ensure accountability across the team and partner organizations.

To maximize impact, visits should include both executive-level engagement and operational perspectives, where possible. By identifying business challenges early and aligning support resources effectively, the BRE program can help retain jobs, facilitate expansions, and build long-term loyalty with the region's most important employers.

» Launch an Executive Call Program for Key Employers

Each year, proactively engage C-suite and senior leadership from 15 to 18 of the county's most significant employers through a formal Executive Call Program. Focus efforts on companies in Washington County's key target industries, such as advanced manufacturing, logistics and distribution, agriculture and food processing, professional services, and healthcare, to ensure alignment with the sectors driving local economic growth.

These structured, high-level conversations will gather critical

insights on workforce, supply chain, infrastructure, and expansion needs. The program acts as both a relationship-building initiative and a business intelligence tool, helping to identify potential risks or opportunities before they surface publicly. Insights should be tracked in a shared CRM, with follow-up actions coordinated across local and regional partners as needed.

Executed consistently, this annual outreach will strengthen trust with anchor employers, inform strategy, and reinforce Brenham | Washington County Economic Development's role as a connector, problem solver, and advocate for business success.

» Create a Business Support Resource Hub

Develop an online Business Support Resource Hub as part of a new, dynamic economic development website. This hub should serve as a go-to destination for existing businesses seeking tools, contacts, and guidance related to workforce training, financing, expansion planning, permitting, and navigating local and state processes.

Given the small size of the economic development team, centralizing these resources digitally ensures broader reach, 24/7 accessibility, and operational efficiency. The site should be designed for easy navigation and include downloadable guides, relevant partner links, contact directories, and FAQ sections. It's also important to actively promote the resource hub through social media, newsletters, and partner organizations to ensure local employers know where to turn for support, without relying solely on team availability.

This investment not only expands capacity but reinforces Brenham | Washington County Economic Development's role as a responsive, modern connector for business growth.



» Host Semi-Annual Industry Roundtables

Continue to convene semi-annual roundtable events tailored to the region's target industries to foster dialogue between local employers, educators, and workforce partners. These sessions will create a structured space to recognize trends, discuss shared challenges, and identify collaborative opportunities that support retention, talent development, and supply chain resilience.

In line with economic development best practices, these roundtables will be intentionally designed to build trust, strengthen communication channels, and ensure local leaders feel heard and supported. Each event will include curated content, such as a guest speaker, panel, or facilitated discussion, on timely topics affecting that industry (e.g., automation, workforce retention, federal funding opportunities, regulatory shifts, etc.).

As the convener, Brenham | Washington County Economic Development will ensure the format is business-friendly (e.g., breakfast or lunch format, 90 minutes or less), with clear takeaways and opportunities for follow-up. Outcomes from these sessions can inform policy recommendations, program development, and public-private initiatives that keep Washington County competitive and responsive to business needs.

PRIORITY AREA 2: TARGETED BUSINESS RECRUITMENT

Attracting the right companies to the region requires a data-driven approach, proactive outreach, and strong messaging. This priority focuses on aligning recruitment efforts with Brenham and Washington County's competitive advantages and positioning the region for high-impact investment.

Key Initiatives:

» Define and Refine Target Industry Segments

Use recent data, peer benchmarking, and stakeholder feedback to refine the region's Target Industries, aligning



recruitment efforts with existing workforce, infrastructure, and site readiness advantages. Based on work related to this strategic plan, Brenham and Washington County's Target Industries include advanced food and beverage processing, precision metal and equipment manufacturing, biomedical supplies and packaging, ag-tech and animal health, and value-add wood products and modular housing components. Within these categories, focus should be placed on high-value sub-sectors that align with local capabilities and long-term growth goals. Industry targets should be reviewed annually to stay responsive to economic shifts and community priorities.

» Develop a Strategic Business Attraction Plan

Build a focused recruitment strategy with clearly defined goals, timelines, and outreach tactics tailored to Brenham and Washington County's target industries, while ensuring alignment with the Greater Brazos Partnership plan. This strategy should integrate national and regional market trends, site and building availability, and input from local stakeholders to shape realistic, high-impact recruitment targets. As part of this effort, leverage research, data tools, and best practice frameworks from the Southern Economic Development Council (SEDC) to inform industry targeting, messaging, and engagement strategies.

» Create Customized Marketing Collateral

To compete effectively for national and international projects, Brenham and Washington County should elevate the quality and consistency of their marketing materials. This includes developing industry-specific one-pagers, pitch decks, and digital landing pages that clearly communicate the region's value proposition for each Target Industry. Equally important is the launch of a new, modern, mobile-optimized economic development website that functions as a central platform for storytelling, property visibility, lead generation, and investor engagement.

The website should be built with strong search engine performance, seamless user navigation, and integration with virtual tour and GIS tools. To ensure this work is strategic and effective, the organization should engage a marketing partner with deep experience in economic development and a track record of producing materials that resonate with site selectors, brokers, and corporate executives.

» Conduct Proactive Outreach and Lead Generation

Effective business recruitment requires consistent, well-documented outreach to companies that align with the region's Target Industries. This includes identifying and contacting prospective firms through industry trade shows, curated lead lists, targeted site selector engagement, and warm introductions from state and regional partners.



Each outreach effort should be tracked in the EDOiQ CRM system to ensure continuity, enable follow-ups, and analyze conversion trends over time. Nurturing prospects through a disciplined cadence of communication, via email, calls, or personalized outreach, is essential for building trust and advancing opportunities.

This outreach should be closely aligned with the conference and trade show participation strategy outlined later as a Special Section in this Strategic Plan, ensuring the organization is showing up in the right rooms, with the right messaging, to generate leads and make meaningful industry connections.

» **Host Familiarization Tours and Virtual Site Tours**

FAM tours are a proven economic development tool to showcase a community's assets directly to decision-makers, influencers, and site consultants. For Brenham | Washington County, these tours present an opportunity to attract companies already exploring larger markets like Houston, Austin or Dallas but who may be unaware of the strategic, cost-effective advantages the region offers in terms of logistics, workforce, and quality of life.

To maximize impact, FAM tours should be thoughtfully curated and tightly scheduled, offering immersive experiences that highlight key industrial sites, workforce assets, infrastructure readiness, and community amenities. Engaging local employers, educational institutions, and civic leaders during the tour builds authenticity and trust, which are two critical factors in site selection decisions.

When in-person visits are not feasible, virtual experiences must rise to the same level of professionalism and

interactivity. Brenham | Washington County Economic Development can deploy high-quality virtual tours that integrate drone footage, facility walk-throughs, leadership testimonials, and interactive GIS-based site maps. These tools provide decision-makers with a clear and compelling understanding of the region, including its people, properties, and potential, before they ever step foot in the community.

Integrating both FAM and virtual tours into the broader recruitment strategy ensures that the region competes on equal footing with larger metros while distinguishing itself through accessibility, responsiveness, and a clear value proposition.

PRIORITY AREA 3: MARKETING AND PROMOTION

Building awareness of Brenham and Washington County as a business destination requires intentional, consistent outreach across multiple channels. This priority focuses on sharpening the city and county's voice, telling the story, and elevating its visibility with site selectors, companies, and strategic partners.

Key Initiatives:

» **Develop a Unified Regional Marketing Strategy**

To elevate visibility and attract strategic investment, Brenham | Washington County Economic Development must lead with a clear, compelling, and consistent marketing approach. This starts with a unified regional marketing strategy that defines key audiences (such as site selectors, industry leaders, talent, and community stakeholders), core



messages, preferred communication channels, and success metrics. It's not enough to simply promote available sites. Messaging must convey the county's full value proposition: its workforce readiness, livability, location advantages, and forward-thinking leadership.

Equally important is understanding how the messaging strategy for Brenham and Washington County fits within the broader context of regional economic development narratives. This includes recognizing how the area is positioned within the Houston-Dallas-Austin triangle and coordinating messaging and branding with regional allies to avoid fragmentation or mixed signals in the market. A cohesive approach ensures that prospects see a clear and confident message about why this region is ideal for growth.

This strategy should extend beyond traditional marketing tactics to include brand storytelling, partner amplification, and regular audits to keep materials current and competitive. Investing in strong narrative alignment, across website content, social media, advertising, earned media, and pitch materials, builds the credibility and resonance needed to compete in a crowded national and international marketplace.

» **Create a New Online Destination for Economic Development**

To compete in today's economic development landscape, Brenham | Washington County must operate with a best-in-class digital foundation. A new, modernized economic development website is essential, not just as a source of information, but as a dynamic marketing platform that drives lead generation, increases engagement, and reinforces the region's competitiveness. This new website should be optimized for search performance, featuring a strategic

keyword strategy, interactive property maps, compelling visual content, and a seamless user experience that works across all devices.

» **Launch a Social Media and Digital Marketing Campaign**

Beyond the website, a strong digital presence also requires consistent, high-quality content distribution across social media, particularly LinkedIn, where engagement with site selectors, consultants, and business leaders is most effective. A professional, well-maintained LinkedIn presence can amplify success stories, share thought leadership, and boost credibility within key networks.

To further elevate visibility, the marketing plan should include a digital advertising campaign in leading economic development publications such as *Site Selection*, *Area Development*, *Business Facilities*, and *Expansion Solutions*. These platforms are widely read by corporate decision-makers and location advisors, offering a valuable opportunity to place Brenham and Washington County on the radar of those actively exploring new sites. Combining owned, earned, and paid digital strategies will ensure the region stands out in an increasingly competitive national and international market.

» **Produce Professional Marketing and Recruitment Materials**

A strong toolbox of print and digital collateral is essential for telling the county's story in a clear, compelling, and competitive way. Brenham | Washington County Economic Development should invest in producing modern, professional-grade materials, including brochures, industry-specific one-pagers, community profiles, and trade show handouts, that reflect the region's assets and target industries.



In parallel, refining and standardizing RFP and RFQ response templates will help present a polished, consistent message to prospects and site selectors evaluating the region. These materials should incorporate up-to-date visuals, local success stories, and clear data that align with the region's value proposition. Having a ready-to-deploy library of print-ready and digital resources ensures the organization can respond quickly and confidently to opportunities as they arise.

» **Expand Media and Public Relations Outreach**

Proactive media engagement can significantly elevate Brenham | Washington County's visibility with both regional and national audiences. The organization should build relationships with key journalists, editors, and media outlets in nearby metros such as Houston, Austin, and Dallas to help place earned media stories about business wins, development milestones, and community progress. These relationships can lead to increased coverage in influential business publications and regional news outlets.

Simultaneously, the team should cultivate connections with media partners in the economic development space, including *Site Selection*, *Area Development*, *Business Facilities*, and *Expansion Solutions*, to position Brenham | Washington County as a forward-thinking and competitive community. Thought leadership articles, feature stories, and guest commentary can all help reinforce the region's momentum and credibility with site selectors, consultants, and prospective companies.

» **Support Local Stakeholders, Creating Brand Ambassadors**

Empowering a broad network of local champions is critical to reinforcing a consistent, positive message about Brenham | Washington County's economic development strategy. In addition to employers and community partners, representatives from the EDF often serve as key ambassadors, alongside elected officials, city and county staff, and other government leaders. These individuals should be equipped with tools and messaging that enable them to speak confidently about the region's business climate, priorities, and long-term vision.

By providing ready-to-use materials, such as talking points, presentation slides, city/county/regional fact sheets, and narrative templates, Brenham | Washington County Economic Development can ensure that all representatives are aligned when speaking to prospects, attending conferences, or engaging with the media. Briefings or periodic training sessions can also help refresh messaging and keep the broader team informed on recent wins, pipeline activity, and evolving goals. When everyone is promoting the same intentional and opportunity-driven narrative, the county's credibility and appeal are amplified significantly.

PRIORITY AREA 4: WORKFORCE AND TALENT DEVELOPMENT

A competitive, well-prepared workforce is the foundation of sustainable economic growth, and while many organizations are already doing important work in this space, Brenham | Washington County Economic Development plays a unique role in convening employers, educators, and training partners to align efforts. This priority focuses on connecting



business needs with workforce strategies, strengthening cross-sector partnerships, and helping to identify and address talent gaps across all levels of the pipeline. By serving as a neutral connector and champion of shared goals, the organization can help drive results that benefit both companies and the broader community.

Key Initiatives:

» Conduct an Ongoing Workforce Needs Assessment

Start by focusing on the employers in Brenham and Washington County that have the greatest impact on the local economy, particularly those in identified target industries. These core employers serve as the backbone of the region's workforce and provide critical insight into current and emerging talent needs.

Using a structured and repeatable process, conduct regular outreach through surveys, one-on-one interviews, and facilitated roundtables. Prioritize employers based on job numbers, growth potential, and alignment with the county's target industries. Insights gathered should help identify specific skills gaps, occupational shortages, technology shifts, and training needs that can inform curriculum development and program design by educational institutions and workforce partners.

In addition to collecting quantitative data, document anecdotal insights that point to emerging trends—such as automation-related upskilling needs, turnover concerns, or underutilized populations. Over time, this continuous feedback loop will help Brenham | Washington County Economic Development build a shared workforce intelligence base that guides local strategies and positions the organization as a central hub for aligning talent supply and demand.

» Support Career and Technical Education Pathways

Brenham | Washington County Economic Development plays a critical role in aligning Career and Technical Education (CTE) programs with the evolving needs of the region's target industries. As a convener and connector, the organization is uniquely positioned to facilitate communication between employers and educational institutions to ensure training programs remain relevant and responsive.

This includes supporting employer involvement in advisory committees, curriculum development, and classroom engagement. The organization can help identify skill gaps and translate business needs into educational program improvements, ensuring local students and jobseekers are being prepared for real-world opportunities.

Additionally, stronger partnerships with postsecondary institutions can help accelerate the development of stackable credential programs, flexible scheduling options, and technical training pathways for both traditional students and adult learners. These efforts work collectively to strengthen the region's talent pipeline and support sustainable economic growth.

» Promote Existing Workforce Development Resources

While the region benefits from a variety of workforce development programs and partners, there is a clear opportunity to create a centralized, easy-to-navigate online portal housed on the new Brenham | Washington County Economic Development website. This digital hub would serve as a one-stop resource for job seekers, students, employers, and educators, connecting them to relevant opportunities, services, and programs in a single location.

Rather than simply promoting individual offerings, the portal would map out the entire local talent ecosystem. This could include links to training providers, career pathways, internship and apprenticeship opportunities, upskilling resources, employer incentives, job boards, adult education, dual-credit programs, resume help, and more. By integrating these resources under one cohesive platform, the site would strengthen regional coordination, reduce friction for users, and position the community as talent-forward to both residents and prospects.

PRIORITY AREA 5: ENTREPRENEURSHIP AND INNOVATION

Fostering a culture of entrepreneurship and innovation will strengthen the local economy by supporting homegrown business creation, diversifying revenue sources, and



positioning the region as a place where ideas can thrive. Brenham | Washington County Economic Development can play a vital role by expanding resources, enhancing visibility, and filling strategic gaps not currently served by partners like the SBDC.

Key Initiatives:

» Develop a Small Business Resource Hub

As part of the new Brenham | Washington County Economic Development website, a centralized Small Business Resource Hub can serve as a one-stop destination for entrepreneurs and small business owners. This digital platform will offer streamlined access to key resources such as local mentorship connections, funding opportunities, and training programs.

Designed to complement, but not duplicate, the services of partners like the SBDC, the hub will focus on improving navigation, increasing visibility of available support, and bridging connections across the local entrepreneurial ecosystem. With an easy-to-use interface and regularly updated content, it will become an essential tool for both startups and growing small businesses in the region.

» Launch a Business Acceleration Program

Brenham | Washington County Economic Development can strengthen the entrepreneurial pipeline by launching a Business Acceleration Program designed to support early-stage and growth-stage businesses in key local industries. The program would provide cohort-based learning opportunities featuring workshops, expert-led sessions, and peer networking to equip participants with the knowledge, tools, and connections needed to scale their ventures.

To add unique value and local authenticity, the program can engage experienced leaders from top Washington County employers, as well as respected business owners, civic leaders, and retired executives who bring deep institutional knowledge and industry insight. Their involvement could range from mentoring and panel discussions to curriculum co-design and investment pitch judging, creating a richer, more rooted experience for participants.

Ultimately, this program will serve as both a talent magnet and a catalyst for innovation, reinforcing Washington County's reputation as a place where entrepreneurs are supported, celebrated, and set up to succeed.

» Host Pitch Events and Business Showcases

Brenham | Washington County Economic Development can help elevate the local business community by hosting pitch events and business showcases in collaboration with partners across the innovation ecosystem, including the

Small Business Development Center (SBDC), Blinn College, and other entrepreneurial support organizations. These high-visibility events would provide local startups and small businesses with the opportunity to present their ventures to potential investors, lenders, and community leaders, building confidence, visibility, and pathways to capital.

To make these events more impactful and rooted in the local business climate, primary employers such as Blue Bell Creameries, Germania Insurance, Valmont, and others can serve as judges, advisors, or sponsors. Their participation helps reinforce the connection between the established business community and the next generation of entrepreneurs, fostering a spirit of mentorship, collaboration, and continuous improvement.

By focusing on helping Washington County's existing mix of businesses become stronger, more visible, and better connected, these events will not only showcase local innovation but also build a more resilient and inclusive economy.

» Enhance Access to Capital Through Localized Programs

To strengthen Washington County's entrepreneurial ecosystem, Brenham | Washington County Economic Development can work with a range of partners to improve access to capital, especially for early-stage companies and underserved founders. This includes collaborating with local banks, community foundations, credit unions, and public-sector entities to explore microgrant initiatives, low-interest loan programs, and revolving loan funds that help bridge common financing gaps. These tools can provide flexible capital for startups and small businesses that may not yet qualify for traditional financing.

In addition to institutional support, there is strong potential to engage private businesses, retired executives, and local angel investors in the creation of a community-based capital network. For example, local leaders from anchor employers may be willing to provide seed funding, mentorship, or sponsorship of local grant competitions or pitch awards. Their direct participation helps foster a culture of reinvestment and sends a powerful message about the community's support for entrepreneurship.

Together, these efforts can create more equitable pathways to capital, support local job creation, and increase the chances of long-term success for Washington County's next generation of business owners. A diversified capital strategy will also make the region more attractive to outside investors and regional innovation partners.



SPECIAL SECTION: PRIORITIES EXECUTION AND BEST PRACTICES

CONFERENCE PARTICIPATION

To remain competitive in a fast-changing landscape, Brenham | Washington County Economic Development must take a consistent and strategic approach to attending professional conferences. These events provide invaluable opportunities for professional development, relationship-building, and visibility that can directly influence both perception and outcomes for the region.

For the Economic & Community Development Director and partners, active participation in these gatherings also ensures ongoing awareness of best practices in the industry. This knowledge that is critical to effectively executing the activities outlined in the priority areas of this strategy. The Economic & Community Development Director can use these opportunities not only to build experience and a strong professional network but also to share Brenham's economic growth story with influential decision-makers across the state and region.

STRATEGIC OBJECTIVES OF CONFERENCE PARTICIPATION

- » Strengthen internal knowledge of economic development best practices by attending sessions on site development, capital investment, broadband, housing finance, and workforce readiness. These experiences keep staff informed on emerging trends and allow replication of successful strategies from other communities. Provide the Economic & Community Development Director with critical exposure to policies, programs, and peer insights that accelerate her growth. Conferences serve as a real-time classroom for hands-on learning that builds confidence and sharpens instincts.
- » Expand professional relationships with site consultants, brokers, capital providers, and state and federal contacts. These connections often form the foundation for future projects and can be the difference in competing for high-value opportunities. Increase Brenham's visibility as a forward-moving, development-ready community. Strategic attendance signals seriousness about growth, proactivity, and readiness to do business.
- » Reinforce Brenham's strategy by benchmarking against national and regional trends to ensure the local approach stays relevant. Share Brenham's story through speaking, panels, or roundtables to build credibility, open doors, and position the community as a model for peer cities.

GUIDELINES FOR SELECTING AND PARTICIPATING IN CONFERENCES

- » Choose conferences that offer a balance of technical sessions and networking opportunities. Look for agendas that include sessions on current issues facing Brenham, such as infrastructure funding, small city recruitment tools, or regional housing policy.
- » Prioritize events that allow time with site selectors, state economic development leaders, funders, and peer communities. These high-value interactions offer more than education; they create actionable leads and partnerships.
- » Set clear attendance goals for each conference. These may include meeting a specific number of new contacts, securing follow-up conversations with key influencers, or gathering useful takeaways to apply to a local initiative. Performance goals should be discussed during pre-conference planning.
- » Maintain a portable "conference kit" that includes updated one-pagers, business cards, a digital version of the strategic plan, a QR code linking to BrenhamED.com, and other materials that reinforce the county's momentum. If budget permits, professionally printed materials or lightweight promotional items can increase visibility.
- » Track ROI and outcomes from each event. Use post-conference debriefs to capture new leads, summarize takeaways, and identify any gaps in participation or preparation. Lessons learned should be used to refine the strategy over time.

RECOMMENDED RECURRING CONFERENCES

- » Texas Economic Development Council (TEDC) Conferences
- » Southern Economic Development Council (SEDC)
 - » Annual Conference
 - » Meet the Consultants events
- » International Economic Development Council (IEDC)
 - » Annual Conference
- » Texas Rural Challenge
 - » Focused on rural innovation, funding opportunities, and business development tools
- » Texas Municipal League (TML) Annual Conference
 - » Useful when coordinating economic development with broader city governance
- » Local and Regional Workshops



An aerial, high-angle photograph of a complex highway interchange with multiple lanes and overpasses. The scene is overlaid with a semi-transparent blue filter. The text "DATA INSIGHTS" is centered in a bold, dark blue font.

DATA INSIGHTS

DATA SNAPSHOT: UNDERSTANDING BRENHAM'S ECONOMIC FOUNDATION

The City of Brenham and Washington County offer a stable foundation for future growth. As part of this plan, data is doing more than quantifying trends. It's telling a story of balance and discipline, but also of untapped opportunity. Rather than experience the instability of runaway growth, Brenham has steadily developed a durable economy built around manufacturing, education, healthcare, and civic collaboration. While many rural regions face challenges in retaining workforce or financing infrastructure, the City of Brenham and Washington County have quietly built the conditions for long-term success.

This section presents a concise but meaningful look at the region's key economic indicators. These figures are not just statistics. They reveal where the community stands, where attention is needed, and where strategic investment could yield the greatest return.

POPULATION AND LABOR

Population and workforce metrics provide one of the clearest indicators of a community's current trajectory. In Brenham's case, growth has been steady, allowing the region to plan intentionally rather than react hastily.

- » Population: 36,337 (Washington County, 2025). Growth has remained manageable, helping preserve Brenham's small-town quality of life while supporting steady economic expansion.
- » Growth since 2010: 6.5 percent. A sustainable pace that keeps infrastructure, public services, and housing needs within reach.
- » Civilian labor force: Over 17,000. A solid figure for a micropolitan area, suggesting strong workforce participation and business demand.
- » Labor force participation rate: 60 percent (compared to 64 percent statewide). Slightly lower than the Texas average, which indicates opportunities to re-engage sidelined workers.
- » Unemployment rate: 3.2 percent. Reflects a tight labor market and strong economic health across sectors.

INCOME AND WAGES

Income data helps gauge household stability and the attractiveness of the region for current and prospective workers.

- » Median household income: \$57,207. This figure falls

below the state average, reinforcing the need for affordable housing, accessible childcare, and other services that support working families.

- » Average manufacturing wage: \$57,800. A competitive number that highlights the importance of advanced manufacturing as a core target industry.
- » Personal income growth from 2020 to 2024: 11 percent. Reflects real gains in household earnings and continued economic momentum.

COMMUTING AND CONNECTIVITY

Commuting trends show how Brenham fits into the regional economy and where housing or transportation challenges might emerge.



- » Inbound commuters: 41 percent. Nearly half of the workforce lives outside Washington County, pointing to housing gaps and reinforcing the need for new supply.
- » Average commute: 34 minutes. A long commute creates burdens for families and employers and contributes to workforce turnover.
- » Top sources of commuters: Cypress, College Station, Waller, and Northwest Harris County. These connections indicate opportunities for collaboration but also signal that Brenham competes with larger regional markets for talent.

HOUSING MARKET

Rising housing costs and limited inventory are among Brenham's most pressing challenges.

- » Median home listing price: \$336,000. While more affordable than metro areas like Houston or Austin, this is still high relative to local wages.
- » Price growth since 2019: 46 percent. A sharp increase that suggests demand is far outpacing new supply.
- » Rental vacancy rate: 5.4 percent. A tight rental market that limits flexibility for residents and employers.
- » Pipeline activity: 280 single-family lots and 120



multifamily units. These projects offer momentum but still fall short of the long-term need.

EDUCATION AND WORKFORCE TRAINING

The strength of local education and training systems is one of the clearest predictors of future economic success.

- » Brenham ISD enrollment: Approximately 5,200 students. Current TEA rating is a C, indicating room for improvement in academic outcomes and school facilities.
- » Blinn College enrollment: 22,000 students across all campuses, with 1,600 residential students in Brenham. The college provides a strong pipeline for local talent and a major asset for workforce development.
- » Texas A&M Engineering Academy seats in Brenham: 175. A unique regional advantage that helps retain top academic talent.

MAJOR EMPLOYERS (LOCAL ESTIMATE)

These primary-industry employers help define the local job market and provide a reliable tax base and reputation for economic stability. (These employee counts are estimates.)

- » Blue Bell Creameries: 580 employees
- » Blinn College: 520 employees
- » Germania Insurance: 450 employees
- » Baylor, Scott & White: 361 employees
- » Valmont: 335 employees
- » Tempur Sealy Mattress Corp.: 184 employees
- » Emerson: 120 employees
- » Stan Pac: 100 employees
- » MIC Group: 83 employees
- » Brianna's (Del Sol Food Company): 66 employees
- » Bencor: 45 employees

SITES AND BUILDINGS

A lack of available industrial space is one of the limiting factors on growth and business recruitment.

- » Industrial vacancy rate: 1.9 percent. This low figure suggests demand far exceeds current supply and emphasizes the need for additional space.
- » Average lease rate: \$7.10 per square foot (triple-net). Competitive by regional standards, especially for companies relocating from higher-cost metros.

INFRASTRUCTURE CAPACITY & UPGRADES

Water and wastewater systems are approaching critical thresholds, but both areas have already been identified for

upgrades and expansion. Projects are currently underway to ensure these essential services can meet future demand.

- » Water treatment: Current usage is at 78 percent and was projected to exceed 90 percent by 2028. Recognizing this need in advance, the community has already initiated capital improvements to expand capacity and avoid future constraints.
- » Wastewater treatment: Usage is currently at 83 percent. Similarly, upgrades are in progress to address capacity challenges and ensure that new development can continue without interruption.
- » Broadband access: 92 percent of city residents and 61 percent of county residents have access to speeds of 100 Mbps or greater. City service is strong, but rural gaps continue to pose challenges for remote workers and site development outside Brenham's core.

FISCAL HEALTH

Strong public revenue growth allows communities to invest in infrastructure, public services, and quality of life.

- » Sales tax collections reported at the full 8.25% reflect the total taxes on retail sales (state and local combined). The City's local share (1.5%) is a subset of that total and is budgeted separately in the City's adopted budget documents. (Sources: Texas Comptroller; City of Brenham FY2025 Adopted Budget)
- » Year-over-year sales tax growth: 9.6 percent. Growth exceeds inflation and reflects a healthy business climate and visitor economy.
- » Countywide market value certified by the Washington County Appraisal District in 2025 totals approximately \$16.69 billion (market value); taxable values for individual jurisdictions are subsets of this total. (Source: Washington County Appraisal District certified roll, 2025)
- » Five-year property tax base growth: 12 percent Demonstrates consistent upward momentum in real estate value and development activity.

CONCLUSION

The data reveals a region that is stable, growing, and capable of guiding its own future. There are no immediate signs of crisis, but pressure points in housing, infrastructure, and education are becoming more visible. Strategic action in these areas will prevent bottlenecks and protect the community's identity as it grows.

Brenham continues to attract employers, grow household income, and deliver a strong quality of life. The region is well positioned for what comes next. The question is whether local and regional partners can align around these signals and move forward together. The opportunity is here, and the data makes the case.



ECONOMIC DEVELOPMENT ECOSYSTEM

The City of Brenham and Washington County benefit from strong communication and coordination among regional, educational, workforce, and business development partners. These relationships have laid a valuable foundation for collaboration and collective progress. As the community continues to grow, there is an opportunity to deepen this alignment by increasing the exchange of data, sharing information more proactively, and working toward clearly defined, mutual goals.

Success in areas such as site development, talent pipelines, infrastructure investment, and business recruitment depends on shared priorities and unified action. By aligning efforts across key organizations, the region can maximize its impact, eliminate duplication, and respond more effectively to emerging opportunities.

The partners listed in this section represent the broader ecosystem supporting economic development in Brenham and Washington County. Each plays a vital role in advancing job creation, business retention, workforce development, and long-term economic resilience.

GREATER BRAZOS PARTNERSHIP

The Greater Brazos Partnership (GBP) is a regional economic development initiative focused on building prosperity across the Brazos Valley. Anchored by strategic institutions such as Texas A&M University and major employers in Bryan-College Station, the GBP helps foster high-value job growth and innovation across the surrounding counties, including Washington County. The Partnership plays a catalytic role in branding the region, building coalitions, supporting industry clusters, and aligning state-level resources to local efforts.

Although based in Brazos County, the Greater Brazos Partnership has a vested interest in broader regional performance, and Washington County's workforce and land availability are assets that contribute to the region's competitiveness. Brenham | Washington County Economic Development should partner with GBP on collaborative marketing efforts, workforce development initiatives, and site-readiness strategies that serve regional targets like advanced manufacturing, logistics, and biosciences. Additionally, GBP can offer introductions to site selectors and private-sector executives interested in locating or expanding in the Brazos Valley area.

BLINN COLLEGE

Blinn College is a respected community college system with a strong campus presence in Brenham. It serves as a key workforce pipeline for the region, offering associate degrees, technical training, and partnerships with four-year institutions like Texas A&M through programs such as the Engineering Academy. With disciplines in nursing, agriculture, HVAC, machining, and the arts, Blinn is central to developing homegrown talent that meets the evolving needs of local and regional employers.

Brenham | Washington County Economic Development can deepen its partnership with Blinn by jointly planning industry-informed curriculum, expanding dual-credit and apprenticeship opportunities, and co-hosting events that showcase graduate capabilities to local employers. Blinn can be a lead partner in workforce development initiatives tied to strategic target industries like precision metal manufacturing and ag-tech. Additionally, working with Blinn's workforce training and corporate services team can ensure that incumbent workers and new hires have access to rapid upskilling options aligned with local business needs.

SMALL BUSINESS DEVELOPMENT CENTER (SBDC)

The Small Business Development Center (SBDC) serving Washington County is part of the University of Houston's Gulf Coast network. It provides expert guidance to both startups and existing businesses on a wide range of needs such as business planning, loan packaging, marketing, succession planning, and expansion strategies. Their office in Brenham is small but effective, with a team that emphasizes long-term client relationships and tailored support.

Brenham | Washington County Economic Development regularly collaborates with the SBDC to ensure entrepreneurs and small business owners have access to critical resources at every stage of their development. The SBDC's one-on-one support complements the county's goals for business retention, especially for legacy or family-owned businesses considering growth, transition, or modernization. Going forward, the SBDC can also play a stronger role in advancing entrepreneurship in underrepresented segments and tracking success metrics aligned with the strategic plan.

WASHINGTON COUNTY CHAMBER OF COMMERCE

The Washington County Chamber of Commerce is a central organization for supporting and promoting local businesses across the county. It serves as a key networking hub, hosts



community events, and advocates on behalf of business-friendly policies. With deep ties to legacy industries and small businesses in the region, the Chamber also plays an important role in fostering community engagement and maintaining the small-town character that defines Washington County.

The Chamber is a natural partner in advancing many of the shared goals outlined in this strategic plan. While Brenham | Washington County Economic Development focuses on business attraction, retention, and long-term development planning, the Chamber is uniquely positioned to support these efforts by strengthening the community's small business ecosystem, supporting local talent pipelines, and amplifying quality-of-life messaging to prospective companies. Greater coordination on events, business climate surveys, and shared messaging can help ensure a unified voice when promoting the region.

WORKFORCE SOLUTIONS BRAZOS VALLEY

Workforce Solutions Brazos Valley is the regional workforce board serving Washington County and surrounding areas. It connects employers with job seekers and administers workforce funding and support programs through local offices. The organization provides job placement assistance, customized training support, labor market data, and access to funding sources such as the Skills Development Fund and the High Demand Job Training grant program.

Brenham | Washington County Economic Development can work closely with Workforce Solutions to identify skill gaps, co-develop training programs for target industries, and align business recruitment efforts with available workforce support. For example, the two organizations can collaborate on joint applications for state grants to fund technical training aligned with new business investment. Additionally, Workforce Solutions can be a key player in helping local employers access upskilling resources and navigate labor market challenges, especially in sectors like healthcare, advanced manufacturing, and skilled trades.

TEXAS A&M ENGINEERING EXTENSION SERVICE (TEEX)

TEEX is one of the leading workforce training and emergency response institutions in the nation, affiliated with the Texas A&M University System. It provides hands-on, customized training programs across a range of fields including manufacturing, infrastructure, cybersecurity, and public safety. TEEX also offers business continuity planning, OSHA safety certifications, and technical assistance for industry compliance.

Brenham | Washington County Economic Development can collaborate with TEEX to deliver high-impact training for local employers, particularly in support of expansion or new company onboarding. TEEX programs can be brought into the county through Blinn College partnerships or directly through industry-specific engagements. As the region grows its industrial base, TEEX can help ensure that local workforce and public safety entities are prepared to support complex infrastructure and business needs. This relationship also opens the door for applying to TEEX-administered grant programs and leveraging their technical expertise in workforce strategy.

TEXAS ECONOMIC DEVELOPMENT & TOURISM OFFICE (EDT)

The Texas Economic Development & Tourism Office, housed within the Office of the Governor, leads statewide economic development efforts. It provides a variety of business incentives, site selection assistance, export support, and grants for business retention and expansion. Programs such as the Texas Enterprise Fund, Governor's University Research Initiative, and the Skills Development Fund are administered through EDT.

Brenham | Washington County Economic Development can work with EDT to identify and pursue state-level incentives that align with local business attraction efforts. EDT can also serve as a strategic partner in promoting Washington County as a competitive location for new investment by helping Brenham's team participate in inbound prospect visits, national site selector events, and international trade opportunities. Coordination with EDT will be especially important in pursuing funding for job creation, workforce training, and infrastructure improvements tied to target industries identified in this strategic plan.

BLUEBONNET ELECTRIC COOPERATIVE

Bluebonnet Electric Cooperative is a member-owned utility serving over 120,000 meters across 14 Central Texas counties, including Washington County. As a key



infrastructure provider, Bluebonnet plays a critical role in ensuring the region has reliable, scalable electric service to support both residential and industrial growth. The cooperative is known for its customer-focused approach and proactive investment in system upgrades to meet growing demand.

As Washington County positions itself to attract new industry and support expansions of existing businesses, close collaboration with Bluebonnet is essential. The cooperative can offer load forecasting, infrastructure planning, and site readiness support that align with the county's business recruitment goals. In partnership, both organizations can identify strategic sites for industrial development, coordinate timelines for utility installation, and ensure marketing materials reflect the region's energy readiness. Joint site visits, regular infrastructure briefings, and mutual involvement in strategic planning sessions will help ensure that economic development and utility infrastructure grow in tandem.

BRAZOS VALLEY COUNCIL OF GOVERNMENTS (BVCOG)

The Brazos Valley Council of Governments (BVCOG) is a regional planning organization serving the seven-county Brazos Valley region, including Washington County. BVCOG supports economic and community development through grant administration, regional planning, aging and workforce services, transportation planning, and disaster recovery programs. It also administers Workforce Solutions Brazos Valley and serves as a critical conduit for state and federal resources entering the region.

Brenham | Washington County Economic Development can collaborate closely with BVCOG to align local strategic goals with broader regional initiatives. BVCOG can assist in securing grants for infrastructure, broadband, transportation, and resiliency projects that support long-term competitiveness. In addition, by coordinating workforce and transportation planning with BVCOG, the community can position itself as a well-integrated part of the regional growth engine. Leveraging BVCOG's expertise in grant writing, program implementation, and data analysis can enhance Brenham's capacity to deliver on many of the plan's long-term goals.

TEXAS DEPARTMENT OF TRANSPORTATION (TXDOT)

The Texas Department of Transportation (TxDOT) is the statewide agency responsible for maintaining and expanding Texas's transportation network, including

highways, bridges, and transit infrastructure. TxDOT's projects directly impact community accessibility, mobility, and economic competitiveness, especially in fast-growing regions like Central Texas.

Brenham | Washington County Economic Development can work closely with TxDOT to advocate for transportation improvements that enhance site readiness and long-term business attraction. Coordinated planning around road expansions, intersection improvements, and freight access will be vital as the community seeks to recruit industry and grow its workforce. Proactively aligning local priorities with TxDOT's Unified Transportation Program (UTP) and regional planning schedules can accelerate project timelines and open access to additional state and federal transportation funding. Ensuring the local voice is well-represented in TxDOT's planning cycles will help sustain infrastructure investments that support the community's growth goals.

BRENHAM INDEPENDENT SCHOOL DISTRICT (BRENHAM ISD)

Brenham Independent School District (Brenham ISD) is the primary K–12 public education provider in the community, serving students across Washington County. The district is central to workforce development, community identity, and quality of life. With a strong tradition in academics, athletics, and Career and Technical Education (CTE), Brenham ISD plays a critical role in preparing local youth for future careers and continued learning.

Brenham | Washington County Economic Development can deepen collaboration with Brenham ISD by aligning long-term business attraction efforts with talent pipeline development. CTE programs offer a particularly promising opportunity for partnership, helping students connect classroom learning with real-world industry pathways. Greater coordination can also help ensure that future school facility needs and population projections are incorporated into economic planning efforts. By supporting efforts to increase public trust in bond initiatives and identifying private sector partners for mentorship or training programs, the economic development team can help Brenham ISD grow alongside the community's economic base.

BNSF RAILWAY

BNSF Railway is one of the largest freight railroad networks in North America and a key infrastructure partner for economic development in Washington County. With its extensive rail network and logistics capabilities, BNSF offers critical support for the movement of goods, making it a vital player in the recruitment and expansion of manufacturing,



warehousing, and distribution businesses. The company's certified site program and economic development resources also support communities in preparing sites for rail-served industries.

Brenham | Washington County Economic Development can work closely with BNSF to identify and prepare sites in the county that are ideal for rail-served businesses. As demand increases for industrial sites with rail access, aligning local land-use planning, infrastructure improvements, and workforce readiness with BNSF's criteria can give Brenham a competitive edge. Coordination with BNSF's economic development team can also support direct outreach to targeted industries, assist with site certification, and help promote Washington County as a logistically advantageous location.

TEXAS WORKFORCE COMMISSION (TWC)

The Texas Workforce Commission (TWC) is the state agency responsible for overseeing workforce development in Texas, including administering programs that support job training, employment services, labor market information, and unemployment benefits. TWC partners with local workforce development boards, educational institutions, and employers to equip Texans with skills that match regional and statewide economic priorities.

Brenham | Washington County Economic Development can leverage TWC's extensive resources and programs to strengthen the local talent pipeline. By coordinating with TWC to access workforce training grants such as the Skills Development Fund or Jobs and Education for Texans (JET) Grant Program, the EDO can help existing employers upskill their workforce or prepare new workers for in-demand roles. TWC can also be a source of valuable labor market data, helping inform recruitment strategies and workforce readiness initiatives aligned with the region's target industries.

BRENHAM COMMUNITY DEVELOPMENT CORPORATION (BCDC)

The Brenham Community Development Corporation (BCDC) is a Type B corporation dedicated to enhancing quality of life and supporting community-focused capital projects within the City of Brenham. Funded by a portion of local sales tax, BCDC invests in amenities such as parks, recreation, and infrastructure that make the community more attractive to residents and businesses alike.

Brenham | Washington County Economic Development works closely with the BCDC Board to align these efforts with broader economic development goals. Together, the

organizations focus on projects that increase the area's desirability for prospective job creators and strengthen the community's competitive position. One example of this collaboration is the availability of shovel-ready property in both of Brenham's business parks, offered at a competitive price structure to attract new employers.

Through joint planning and coordinated investments, Brenham | Washington County Economic Development and BCDC ensure that quality-of-life improvements also support business recruitment, workforce housing, and entrepreneurship, creating a more livable and business-friendly environment.

BRENHAM ECONOMIC DEVELOPMENT FOUNDATION (EDF)

The Brenham Economic Development Foundation is a private, nonprofit organization focused on advancing economic growth in Brenham and Washington County through business recruitment, retention, and community development. It serves as a collaborative force among local business leaders, institutions, and public agencies, often playing a behind-the-scenes role in facilitating growth and investment.

Brenham | Washington County Economic Development can continue to leverage the EDF's relationships, insight, and leadership to support larger economic initiatives. The EDF is especially valuable in confidential prospect discussions and in rallying private-sector support for major projects. Coordinated efforts between the two entities can improve communication with stakeholders, help align incentives and infrastructure plans, and ensure that local employers are connected to workforce resources, permitting support, and long-term growth strategies.

CONCLUSION

Together, these organizations form the foundation of a resilient and dynamic economic development ecosystem in Brenham and Washington County. Each plays a distinct but complementary role in supporting business growth, workforce development, infrastructure improvements, and community vitality. By maintaining strong communication and collaboration with these partners, Brenham | Washington County Economic Development can amplify its impact, avoid duplication of effort, and accelerate progress toward the goals outlined in this strategic plan.



ALIGNMENT WITH THE 2025 STATE OF TEXAS ECONOMIC DEVELOPMENT STRATEGY

The 2025-2029 Bigger Better Texas Economic Development Strategic Plan provides a clear roadmap for maintaining Texas' position as a national and global leader in economic growth. Brenham's strategic plan aligns closely with the state's priorities, allowing for stronger partnerships, shared messaging, and access to statewide initiatives. This section outlines where Brenham's approach matches the state's direction and identifies specific opportunities for collaboration.

SHARED TARGET INDUSTRIES

Several of the state's priority sectors mirror The City of Brenham and Washington County's local focus areas:

Advanced Manufacturing

The state emphasizes reshoring, automation, and high-tech fabrication. Brenham is already investing in industrial infrastructure and talent development to support precision metalwork, equipment assembly, and automated systems.

Food and Beverage Production

The county's legacy and ongoing investment in food manufacturing aligns with state priorities in logistics, cold storage, and agricultural innovation. The community is well equipped to attract growth-oriented firms seeking affordable land and proximity to major markets.

Biomedical and Life Sciences Manufacturing

The state aims to expand domestic capacity in medical supplies and biotech-related production. The county's available land, workforce readiness, and infrastructure capacity provide an ideal location for mid-sized life sciences companies.

WORKFORCE DEVELOPMENT SYNERGIES

The state plan places a strong emphasis on connecting education and industry. Brenham is already responding through partnerships and programs that can plug directly into state-supported initiatives:

- » Brenham's support for new CTE facilities and career credentialing aligns with the state's emphasis on stackable credentials and technical education.

- » Local partnerships with Blinn College and proximity to Texas A&M's RELLIS campus strengthen the bridge between rural workforce training and research-based learning
- » Brenham can pursue participation in state-funded programs such as Upskill Texas, High Demand Job Training grants, and workforce readiness pilots managed by the Texas Workforce Commission

INFRASTRUCTURE AND SITE READINESS

Both the state and local plans identify infrastructure as a make-or-break factor in project recruitment:

Brenham's investment in an expanded water and wastewater systems, improved broadband access, and rail-served sites aligns directly with the state's focus on rural infrastructure improvements

- » Coordination with TxDOT on highway signage, freight access, and mobility improvements supports the state's transportation goals
- » State funding opportunities can be pursued through the Texas Broadband Development Office, Economic Development and Tourism Office, and Rural Infrastructure Grants

RURAL COMPETITIVENESS AND BALANCED GROWTH

The state plan calls for rural communities to play a larger role in Texas' economic future. Brenham is well positioned to lead by example:

- » The community offers a mix of quality sites, cost advantages, and livability that reflects the kind of balance the state is promoting
- » Brenham can engage directly with the state through rural advisory councils, inclusion in site marketing platforms, and participation in regional growth strategies
- » State-led recruitment trips and industry-specific marketing campaigns offer shared promotion opportunities that can elevate Brenham's profile

GAPS OR DIVERGENCES AND LOCAL FIXES

Despite strong alignment, a few areas reveal gaps between the state's macroeconomic agenda and the county's local conditions:

- » Semiconductor and Aerospace Emphasis: The state plan prioritizes major-scale investment in chip fabrication, space systems, and advanced defense manufacturing. Brenham and Washington County can compete for component manufacturing opportunities that feed into



the broader supply chain, such as back-end assembly or precision part fabrication, particularly through its rail-served industrial sites.

- » **Broadband Coverage Lag:** State economic development assumes baseline broadband access, yet current countywide connectivity in Washington County remains inconsistent. To close this gap, Washington County will lead a street-level coverage mapping study and prepare a grant application through the Texas Broadband Development Office that consolidates multiple underserved areas into one regional project.
- » **Low Visibility of Entrepreneur Resources:** While new state-level initiatives are emerging to support small businesses, many local entrepreneurs remain unaware of the full range of tools and partners available to them. Brenham | Washington County Economic Development can address this gap by establishing a centralized small business and entrepreneurship resource hub on its new economic development website. This online platform would make it easy for entrepreneurs to access licensing information, funding sources, training programs, mentorship opportunities, and connections to partners like the SBDC. By pursuing the Small Business Friendly Texas designation and clearly organizing available services in one accessible location, the community can

boost visibility, improve navigation, and align with state expectations for small business support.

By understanding these gaps and addressing them directly, Brenham can ensure it is not only aligned with the state's goals, but also well-positioned to capitalize on future grant programs, technical assistance initiatives, and recruitment partnerships. The community's size, location, and momentum make it an ideal testbed for scalable economic development solutions across rural Texas.

CONCLUSION

The Brenham | Washington County Economic Development strategy complements and supports the priorities outlined in the 2025-2029 Texas Economic Development Strategic Plan. The alignment between these two frameworks creates a strong foundation for future partnerships, shared funding opportunities, and enhanced visibility. By staying connected to state-level initiatives and continuing to build on this alignment, the City of Brenham and Washington County can position themselves as a key contributor to Texas' long-term success.



ALIGNMENT WITH THE BRENHAM PLAN 2040

This strategic plan for economic development is designed to be an extension of the community's broader vision, not a separate or competing agenda. It builds on the foundation set by the Brenham Plan 2040, the City of Brenham's official comprehensive plan adopted in 2020. While the Comprehensive Plan establishes a citywide framework for growth, infrastructure, housing, and quality of life, this economic strategy focuses on how to activate that vision through jobs, investment, and coordination across institutions.

Rather than operating in parallel, the two plans are mutually reinforcing. The strategic priorities and initiatives outlined in this document were developed with direct reference to the goals and land use policies laid out in the Brenham Plan 2040. The following key areas illustrate where the plans align and how this strategy supports the implementation of the broader vision:

DOWNTOWN REVITALIZATION AND INFILL DEVELOPMENT

The Brenham Plan 2040 calls for revitalizing the downtown core, supporting mixed-use development, and encouraging infill on underutilized parcels. This economic strategy includes specific actions to help advance those goals, including streamlining the approvals for upper-floor residential units and small-scale commercial activity. The recommended marketing efforts are designed to protect downtown's identity while increasing foot traffic and business activity, especially in light of upcoming changes to traffic patterns from new highway infrastructure.

HOUSING DIVERSITY AND AFFORDABILITY

The Comprehensive Plan identifies the need for a greater mix of housing types to accommodate a diverse population, including young professionals, families, and seniors. This economic development strategy emphasizes the department's role in supporting carefully vetted housing projects that address workforce and community needs.

INFRASTRUCTURE INVESTMENT AND GROWTH MANAGEMENT

The Brenham Plan 2040 emphasizes the importance of infrastructure planning that supports controlled, sustainable growth. Building on that guidance, this strategy recognizes that infrastructure is a key driver of economic development

opportunities. The economic development department supports smart, well-aligned infrastructure investment decisions, such as those related to utilities, broadband, and site readiness, that ensure job growth and tax base expansion move in step with the community's capacity to serve new development.

TRANSPORTATION AND CONNECTIVITY

Traffic circulation, multi-modal access, and regional mobility are all addressed in the comprehensive plan. This strategy complements those goals with a focus on access to industrial sites, coordination with TxDOT for signage improvements, and downtown connectivity enhancements such as regional trails that link employers, housing, and public amenities. These infrastructure improvements help maintain accessibility while supporting business retention and workforce attraction.

GOVERNANCE AND INTERAGENCY COLLABORATION

The Brenham Plan 2040 highlights the need for long-term coordination among public entities, educational institutions, and private partners. This strategy responds with an implementation framework centered on a shared CRM system and public progress-to-goal tracking on the new economic development website. These tools strengthen collaboration and help ensure that growth reflects community values while earning public trust. By aligning land use, infrastructure, housing, and governance, this plan operationalizes the Brenham Plan 2040 and ensures long-term growth is supported through targeted investments and coordinated action. It serves not only as an economic roadmap but also as a key mechanism for delivering on the promises of the city's broader plan.



IMPLEMENTATION FRAMEWORK AND KEY PERFORMANCE INDICATORS

This strategy builds on the strong foundation of collaboration already taking place in the City of Brenham and Washington County. With active communication and trusted partnerships already in motion, the next phase is to align around clear roles, track measurable outcomes, and maintain momentum through shared accountability. This implementation framework offers a practical structure to guide day-to-day activities, coordinate long-term priorities, and ensure all stakeholders stay informed and connected as progress is made.

TOOLS TO SUPPORT EXECUTION

Three key tools will serve as the operational backbone of the plan:

- » **Customer Relationship Management (CRM) System** – The current EDOiQ CRM platform can track business retention visits, recruitment prospects, follow-ups, and engagement across partner organizations. This ensures institutional knowledge is preserved even with staff transitions and keeps projects from stalling due to communication gaps. A well-maintained CRM can also support reporting, performance evaluation, and stronger continuity between initiatives.
- » **Online Economic Scorecard on the New Website** – A public-facing Economic Scorecard can be integrated into the new Brenham | Washington County Economic Development website. This tool can clearly communicate priority areas, key performance indicators, and real-time progress updates. Updated annually, the scorecard can reinforce transparency, show community impact, and keep elected officials, partners, and residents informed of outcomes and milestones.
- » **Work and Activities** – To drive consistent execution, Brenham | Washington County Economic Development should outline tactics and partner roles for each strategic priority. Doing so will help coordinate internal focus and external collaboration and assistance from stakeholders.

WHAT SUCCESS LOOKS LIKE: KEY PERFORMANCE INDICATORS

A well-defined set of key performance indicators (KPIs) provides a clear, transparent, and measurable framework for

tracking success across the economic development strategy. These metrics reflect both regional priorities and industry-standard benchmarks, enabling continuous improvement and accountability.

Business Retention & Expansion

- » Number of existing employer visits completed annually
- » Number of follow-up actions resolved or supported
- » Number of at-risk employers successfully retained or stabilized
- » Level of satisfaction among existing employers with support efforts

Target Industry Business Recruitment

- » Number of qualified business prospects generated annually
- » Number of active projects in the recruitment pipeline
- » Number of successful business recruitment wins
- » Total new jobs announced and capital investment secured
- » Acres of certified or “shovel-ready” industrial land available

Marketing and Promotion

- » Growth in economic development website traffic and engagement
- » Number of earned media placements and social media impressions
- » Quantity and quality of new or updated marketing materials
- » Number of marketing campaigns deployed annually

Workforce & Talent Development

- » Number of employer workforce surveys or roundtables conducted annually
- » Number of jobseekers or students connected to training pathways
- » Number of employers engaged in CTE curriculum development or internships
- » Number of visitors to workforce/talent portal on new website

Entrepreneurship & Innovation

- » Number of entrepreneurs or small businesses assisted annually
- » Number of startups completing business acceleration





programming

- » Number of pitch event participants and funding connections made
- » Amount of capital accessed through local microgrant/loan programs
- » Traffic and engagement metrics on small business resource portal

Overall Impact & Visibility

- » Number of primary jobs created or retained
- » Average wage of jobs created through projects
- » Number of speaking engagements or presentations delivered by staff
- » Annual progress updates presented in-person and published on the Economic Development Scorecard

WORK AND ACTIVITIES

Once this Strategic Plan is formally adopted, Brenham | Washington County Economic Development should regularly communicate progress made on strategic priorities. This ensures clarity, accountability, and alignment among staff, leadership, and community partners. It also allows for timely adjustments based on evolving priorities, partner capacity, and real-world outcomes.

Communication should serve as a dynamic management tool that defines how the five strategic priority areas including Business Retention and Expansion, Targeted Business Recruitment, Marketing and Promotion, Workforce and Talent Development, and Entrepreneurship and Innovation will be advanced over the coming year. In line with economic development best practices, this communication should:

- » **Outline Specific Activities and Tactics** – Clearly define initiatives tied to each priority area, including new programs, outreach efforts, marketing campaigns, or partnership projects.
- » **Assign Responsible Parties** – Identify which staff members, consultants, or partner organizations are leading or supporting each activity.
- » **Establish Timelines** – Set quarterly or monthly timelines for the launch and completion of specific initiatives, allowing for steady progress tracking.
- » **Allocate Budgets** – Include cost estimates or confirmed funding for each initiative to ensure appropriate resourcing and financial oversight.
- » **Define Key Performance Indicators (KPIs)** – Link each activity to measurable outcomes... such as number of BRE visits, prospects contacted, site tours hosted, or entrepreneurs supported... to reinforce accountability.
- » **Enable Coordination and Buy-In** – Share efforts with City leadership for review and approval, encouraging shared ownership and stronger collaboration.
- » **Provide a Basis for Progress Reporting** – Use all elements of work conducted and activities for quarterly updates and the public-facing Economic Scorecard, reinforcing transparency and responsiveness.



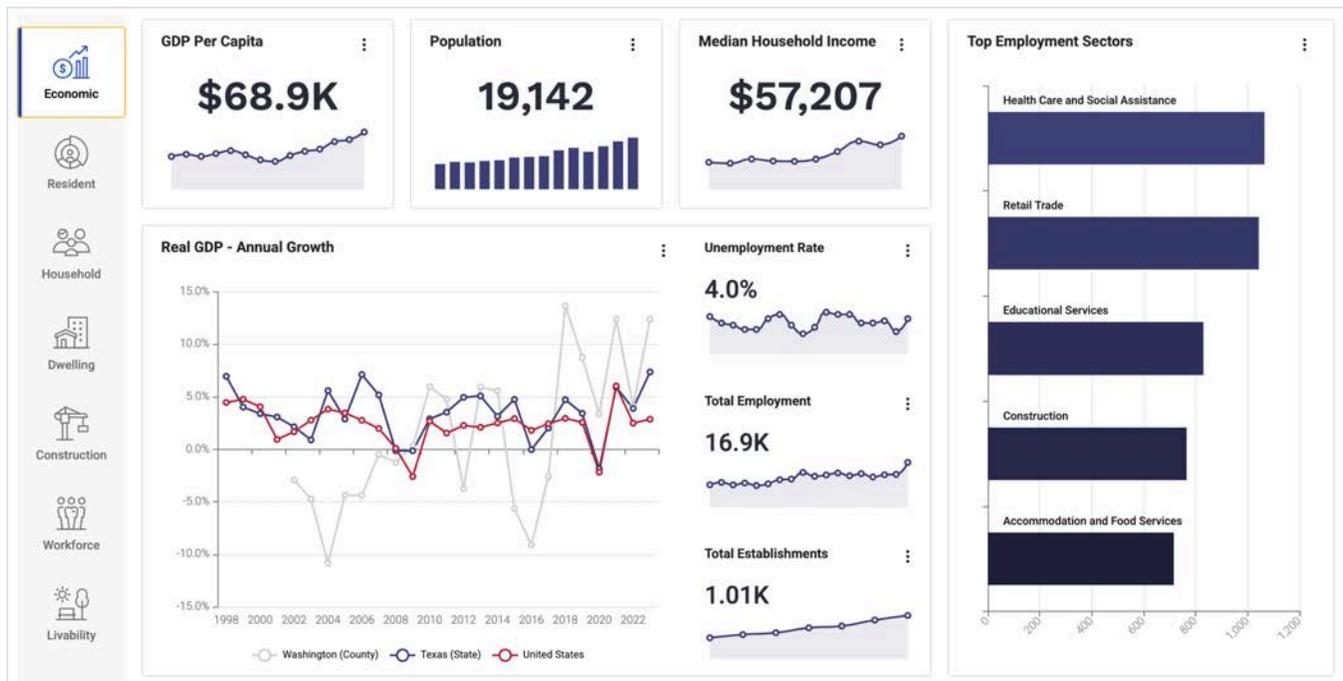


APPENDICES

(UNLESS OTHERWISE NOTED, ALL OF THE FOLLOWING DATA WAS PROVIDED BY
BRENHAM | WASHINGTON COUNTY ECONOMIC DEVELOPMENT.)

APPENDIX A – SELECTED DATA TABLES

ECONOMIC



INSIGHTS

Brenham's economy is efficient, resilient, and growing at a pace that strengthens its long-term competitiveness.

Steady, sustainable growth defines the Brenham economy, driven by strong business productivity, moderate population increases, and competitive household incomes. High GDP per capita reflects robust output relative to community size. Population growth has remained manageable, avoiding strain on infrastructure, while income levels point to a stable workforce and reliable consumer spending. Together, these indicators reinforce Brenham's long-term economic resilience and its readiness for strategic expansion.

GDP per Capita

Brenham's high per capita output reflects a productive economy supported by a diverse industry base, including manufacturing, healthcare, education, and tourism. This foundation supports future investment and continued business development.

Population

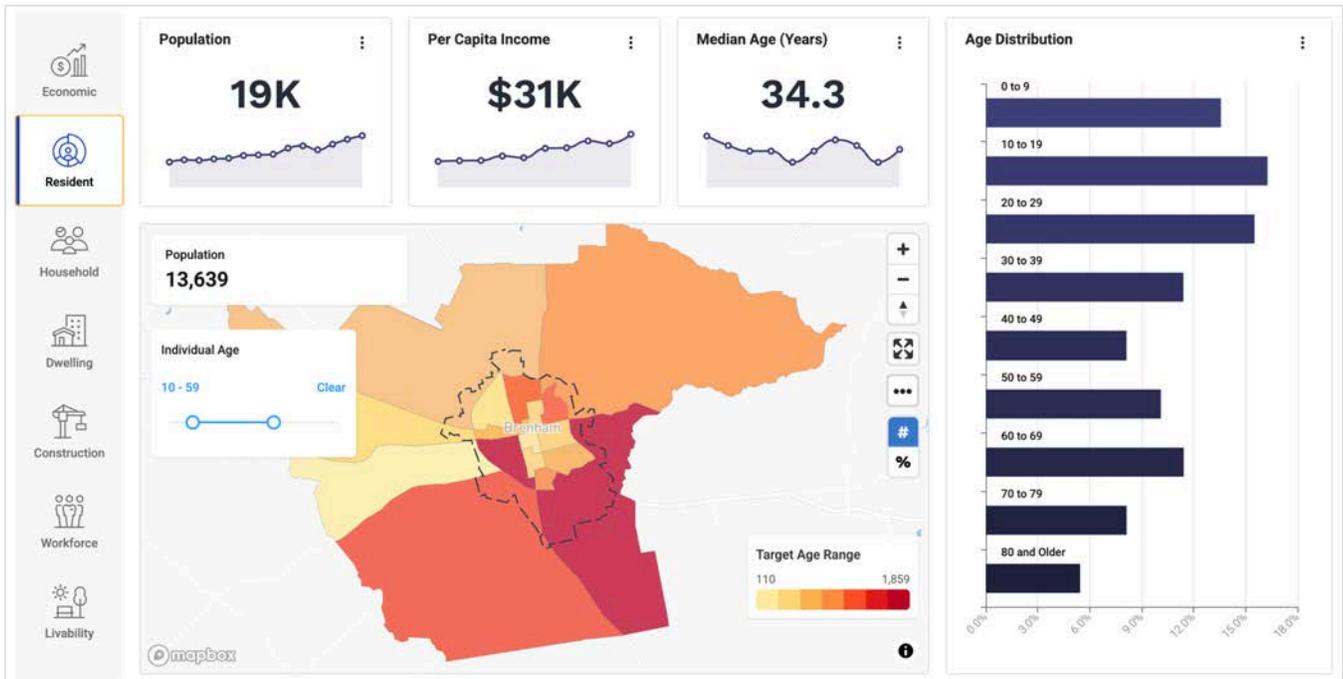
Washington County's population stands at 36,337, with steady growth over the past decade. This gradual increase supports workforce and market expansion without creating the service and infrastructure challenges common in faster-growing metros.

Median Household Income

With a median income of \$57,207, residents have the spending power to sustain local businesses, while employers benefit from cost-effective labor. These income levels help attract and retain workforce talent and support Brenham's housing, retail, and service markets.



RESIDENT



INSIGHTS

Brenham's residents form a stable, skilled, and diverse workforce foundation that supports long-term economic growth.

A strong concentration of working-age individuals, rising educational attainment, and steady population growth provide a reliable and adaptable labor base. Demographic diversity and a significant veteran presence further enhance leadership capacity and cultural strength, positioning Brenham to meet the evolving workforce needs of employers.

Population by Age Group

Most residents are between 18 and 64, with the largest group aged 35 to 54. This age mix supports a seasoned, career-established workforce and a strong pipeline of leadership and technical talent.

Educational Attainment

Over 85% of residents have a high school diploma or higher, and around 30% hold a college or advanced degree. This aligns with workforce needs in healthcare, advanced manufacturing, education, and business services.

Population Growth Rate

Steady growth over the past decade has enabled proactive planning for workforce, infrastructure, and community services, ensuring growth strengthens rather than strains resources.

Race and Ethnicity

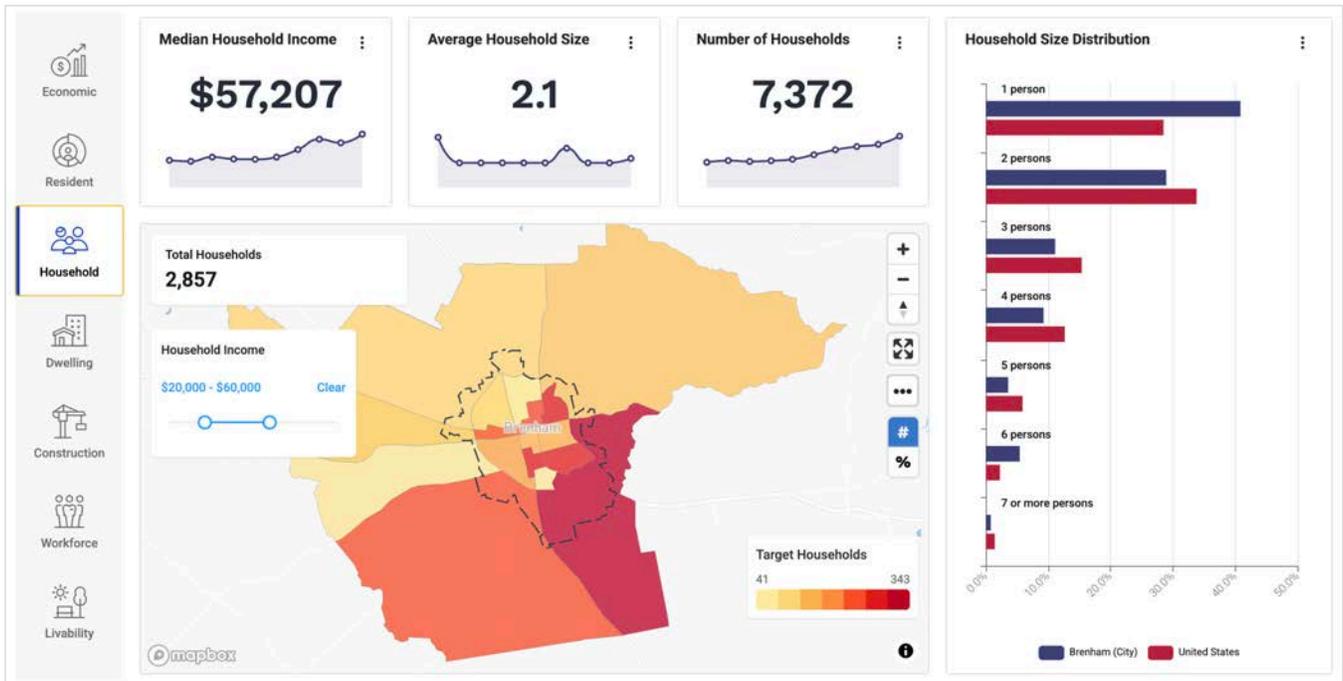
Brenham is home to a racially and ethnically diverse population, enhancing cultural vitality and supporting businesses that serve broad and dynamic markets.

Veterans Population

Veterans bring leadership, technical skills, and discipline, contributing across key sectors including logistics, manufacturing, public safety, and healthcare.



HOUSEHOLD



INSIGHTS

Brenham’s household trends reflect economic stability, rising prosperity, and strong support for workforce attraction and long-term community growth.

Growing household incomes, steady housing expansion, and a balanced mix of household sizes support both local consumer demand and resident quality of life. These trends strengthen Brenham’s appeal to families, professionals, and retirees.

Household Income

The median household income of \$57,207 provides a strong foundation for local spending and workforce retention. It supports a stable market for retail, healthcare, education, and services, while helping residents maintain a high quality of life.

Household Size and Composition

With an average of 2.1 people per household, Brenham mirrors national family-oriented trends. A mix of family, single-person, and multi-generational households supports broad housing and service needs.

Housing Growth Trends

Household counts have grown steadily over the past decade, reflecting overall population and economic stability. This trend supports continued residential development, infrastructure expansion, and real estate investment.

Housing Tenure

Approximately 65% of occupied housing units are owner-occupied, signaling strong community investment and neighborhood stability. A healthy rental market provides flexibility for students, young professionals, and new residents.



DWELLING/HOUSING



INSIGHTS

Brenham's housing market is growing at a sustainable pace, with strong homeownership, diverse options, and affordability that supports workforce and population growth.

Homeownership remains high, new construction is adding inventory, and home prices remain competitive with the broader region. These trends ensure Brenham can continue to support workforce expansion and community stability as demand rises.

Housing Units

Washington County has seen steady growth in housing units, supporting both population and household increases. The range of options, including single-family homes, apartments, and senior living, meets the needs of varied income levels and lifestyles.

Homeownership Rates

About 65% of occupied housing units are owner-occupied, reflecting long-term community investment

and neighborhood stability. High ownership levels support civic engagement and residential quality of life.

Rental Market

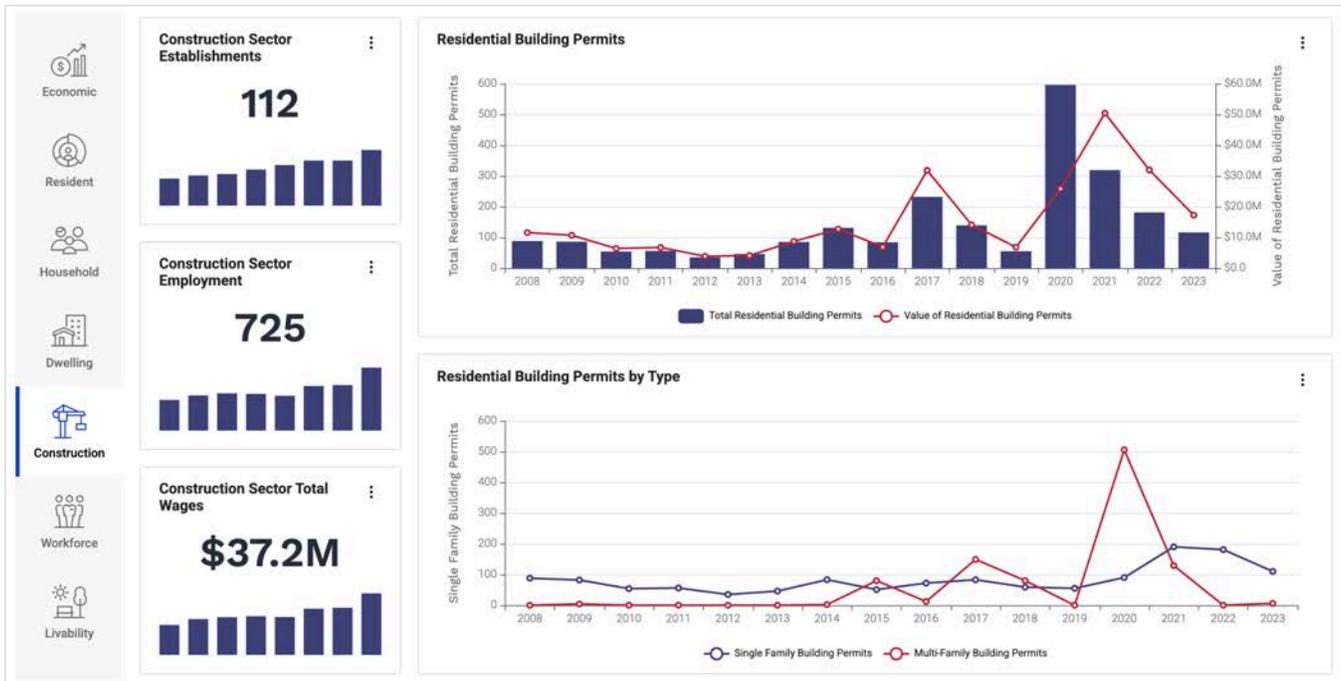
Brenham offers accessible rental options for students, young professionals, and transitioning families. A strong rental market provides flexibility for new residents and supports workforce housing needs.

Housing Affordability

Brenham's housing costs remain favorable compared to major metros, helping attract first-time buyers, young families, and retirees. Competitive pricing supports workforce retention and broad residential appeal.



CONSTRUCTION



INSIGHTS

Construction trends in Brenham reflect a responsive, balanced economy, actively preparing for growth in housing, business, and infrastructure.

Residential development has kept pace with population growth, while commercial and industrial projects are expanding Brenham’s economic base. Infrastructure investments continue to strengthen long-term sustainability, positioning the community to meet future workforce and business needs.

Residential Construction

Residential construction has remained consistent over the past decade, adding needed supply through new single-family homes, townhomes, and multifamily projects. This diversified inventory supports the needs of young professionals, families, and retirees.

Commercial and Industrial Construction

Driven by demand from manufacturing, healthcare, education, and retail, commercial and industrial construction supports business recruitment, job creation, and expansion of the local tax base.

Infrastructure Investment

Ongoing improvements in water, sewer, roadways, and broadband support new development and improve quality of life. Infrastructure readiness is a key competitive advantage in business attraction.

Building Permit Trends

Steady growth in permit activity reflects developer confidence and a well-managed approach to residential and commercial expansion.



WORKFORCE



INSIGHTS

Brenham's workforce is stable, skilled, and well-aligned with the needs of local industries, providing a dependable foundation for future business growth.

A balanced distribution of employment across key industries, such as manufacturing, healthcare, education, retail, and tourism provides Brenham with economic resilience and flexibility. Workforce development efforts, including strong partnerships with Blinn College and other regional institutions, help keep local talent aligned with evolving business needs.

Labor Force

Washington County's civilian labor force exceeds 17,000 individuals, reflecting a high participation rate for a community of its size. A stable, career-established workforce helps reduce turnover and offers employers a reliable talent base across a wide range of skills and roles.

Employment by Industry

Brenham's employment base is well-diversified, with manufacturing, healthcare, education, retail, and

tourism providing the largest shares of jobs. This broad industry mix reduces vulnerability to economic swings and supports career pathways at multiple education and skill levels.

Workforce Development and Training

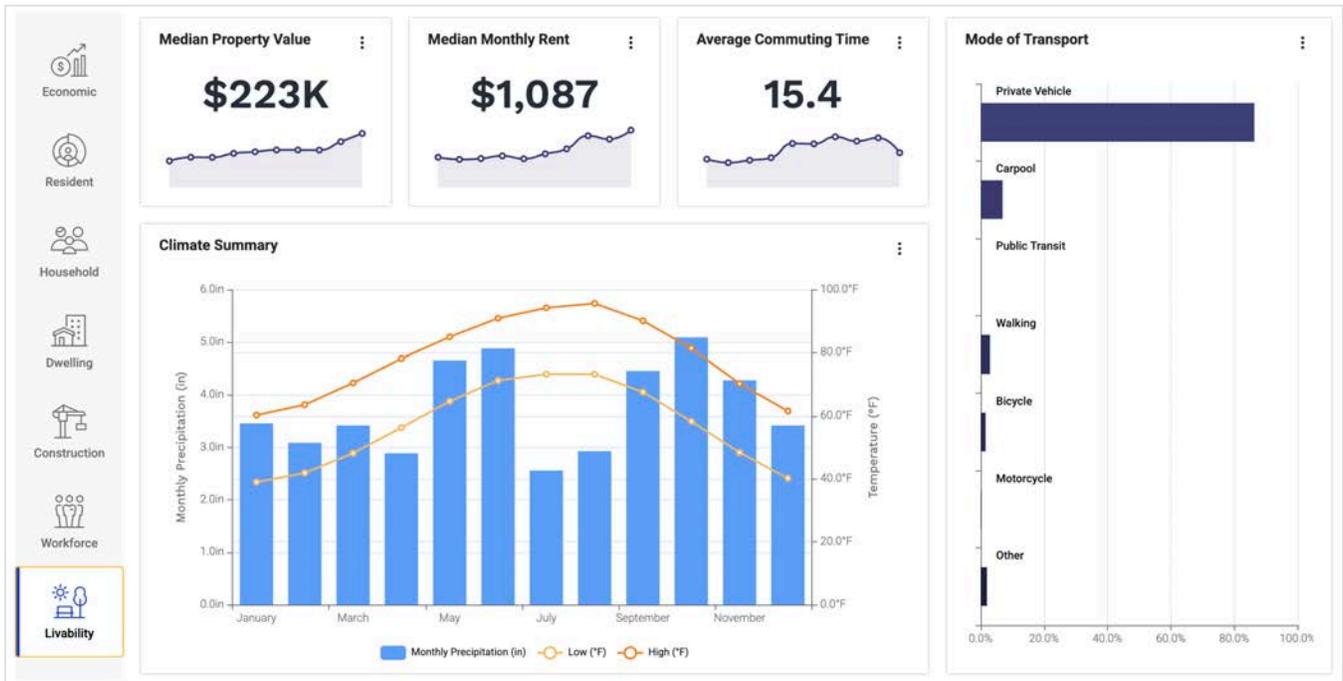
Blinn College and other regional partners offer industry-aligned training in healthcare, advanced manufacturing, business, and technology. These programs ensure a steady pipeline of skilled workers for both current employers and future industry needs.

Regional Workforce Access

Strategically located between Houston and Austin, Brenham benefits from access to a broader regional labor market. This geographic advantage enhances recruitment efforts for employers seeking specialized skills or large-scale workforce capacity.



LIVABILITY



INSIGHTS

Brenham offers a high quality of life with affordability, strong amenities, and access to education and healthcare, critical factors for talent attraction and retention.

The region’s mix of small-town charm and access to major metro areas appeals to residents of all ages. These livability strengths help employers recruit and retain talent, while reinforcing Brenham’s appeal as a place to live, work, and invest.

Cost of Living

Brenham’s cost of living remains below both state and national averages, with affordable housing, transportation, and healthcare. This supports workforce stability, household satisfaction, and local consumer activity.

Educational Opportunities

Brenham is served by strong public schools and Blinn College, one of Texas’s leading two-year institutions. Proximity to Houston and Austin expands access to advanced degrees and specialized training.

Healthcare Access

Local healthcare providers offer a full range of services, including emergency, preventive, and specialized care, helping meet resident needs and supporting business recruitment.

Recreation and Culture

Parks, trails, festivals, and a vibrant downtown provide diverse recreational and cultural options. Brenham’s arts, music, and historic character contribute to a strong sense of place that sets it apart.



APPENDIX B – METHODOLOGY AND SOURCES

The plan draws on a wide range of reliable and public-facing data sources, as well as original research. These sources include:

- » U.S. Census American Community Survey five-year estimates (population, housing, educational attainment)
- » Bureau of Labor Statistics Local Area Unemployment Statistics (labor force participation, unemployment rate)
- » Realtor.com and Texas Real Estate Research Center (housing price trends and market data)
- » City of Brenham (building permit activity and capital improvement records)
- » Texas Water Development Board (infrastructure capacity reports for water and wastewater)
- » Seventeen stakeholder interviews conducted March through April, 2025
- » Peer community benchmarking drawn from public plans for Bastrop, Seguin, and Nacogdoches
- » Texas Economic Development Strategic Plan (Bigger Better Texas), Office of the Governor, 2025



AGENDA ITEM

#5

Discussion and possible action on the approval of the Commissioners Court meeting minutes of February 2026. (Nicholas Prenzler, County Clerk)

AGENDA ITEM

#6

Discussion and possible action on the approval of a Professional Services Agreement between Washington County and Tyler Technologies, Inc. for Enterprise Justice implementation services for the County Clerk, District Clerk, County Court, and District Court, in an amount not to exceed \$198,734, and authorizing the County Judge to execute the agreement. (Carli Koehne, District Clerk & Nicholas Prenzler, County Clerk)



Professional Services Agreement

This Professional Services Agreement (this "Agreement") is made and entered into by and between Tyler Technologies, Inc., a Delaware corporation ("Tyler"), and Washington County, Texas (the "Client") as of the last date written below (the "Effective Date").

Background

WHEREAS, Client is a current customer of Tyler and a user of Tyler's proprietary software; and

WHEREAS, Client desires to engage Tyler to provide certain professional services related thereto, all on the terms and conditions set forth in this Agreement.

NOW, THEREFORE, in consideration of the mutual promises contained herein, along with other good and valuable consideration, the receipt and sufficiency of which all parties mutually acknowledge, Tyler and the Client agree as follows:

- A. Tyler shall furnish the services described in this Agreement, and Client shall pay the prices set forth in this Agreement.
B. This Agreement consists of this cover and signature page and the following attachments and exhibits attached hereto and to be attached throughout the Term of this Agreement, all of which are incorporated by reference herein: (1) Schedule 1; and (2) Terms and Conditions 3) Payment Milestone Billing Schedule, and (4) Statement of Work (SOW).

Schedule 1

Table with 2 columns: DESCRIPTION OF SERVICES and FIXED AMOUNT. Rows include Enterprise Justice Current & Future State Analysis (\$3700.00), Enterprise Justice Go-Live Assistance (\$14,800.00), Enterprise Justice Data Conversion (\$116,334.00), Enterprise Justice Training (\$7,400.00), Enterprise Justice Setup, Configuration, & Consulting (\$37,000.00), Enterprise Justice Project Management (\$19,500.00), and Total Contract Amount (\$198,734.00).

IN WITNESS WHEREOF, this Agreement has been executed by a duly authorized officer of each Party hereto.

TYLER TECHNOLOGIES, INC.

Washington County, Texas

By: _____

By: _____

Name: _____

Name: Judge John Durrenberger

Title: _____

Title: County Judge

Date: _____

Date: 2/20/26

**Professional Services Agreement
Terms and Conditions**

1. Services. Tyler shall perform the services set forth in Schedule 1.

2. Compensation. Tyler shall perform its services hereunder for the fixed fee specified in Schedule 1. In addition, the Client shall reimburse Tyler for travel, lodging, and food expenses reasonably incurred by Tyler in performing its services hereunder as set forth in Schedule 1. Tyler shall invoice the Client on a monthly basis, which invoice shall be due and payable within thirty (30) days. Tyler prefers to receive payments electronically. Tyler's electronic payment information is as follows:

Bank: Wells Fargo Bank, N.A.
420 Montgomery
San Francisco, CA 94104
ABA: 121000248
Account: 4124302472
Beneficiary: Tyler Technologies Inc.-- Operating

3. Term and Termination. This Agreement shall commence as of the Effective Date and shall continue until terminated or all work is complete (the "Term"). The Client may terminate this Agreement at any time by delivering a written notice of its intent to terminate to Tyler; provided, however, that the Client must pay Tyler for all costs and expenses incurred under this Agreement prior to the date of termination. Tyler may terminate this Agreement if the Client fails to pay any invoice when due or if the Client breaches any of its other obligations hereunder. Upon termination for any reason, each party shall immediately return all documentation, confidential information, and other information disclosed or otherwise delivered to the other party prior to such termination.

4. Confidentiality. Both parties recognize that their respective employees and agents, in the course of performance of this Agreement, may be exposed to confidential information and that disclosure of such information could violate rights to private individuals and entities, including the parties. Confidential information is nonpublic information that a reasonable person would believe to be confidential and includes, without limitation, personal identifying information (e.g., social security numbers) and trade secrets, each as defined by applicable state law. Each party agrees that it will not disclose any confidential information of the other party and further agrees to take all reasonable and appropriate action to prevent such disclosure by its employees or agents. The confidentiality covenants contained herein will survive the termination or cancellation of this Agreement. This obligation of confidentiality will not apply to information that:

- (a) is in the public domain, either at the time of disclosure or afterwards, except by breach of this Agreement by a party or its employees or agents; or
- (b) a party can establish by reasonable proof was in that party's possession at the time of initial disclosure; or
- (c) a party receives from a third party who has a right to disclose it to the receiving party; or
- (d) is the subject of a legitimate disclosure request under the open records laws or similar applicable public disclosure laws governing this Agreement, or a subpoena; provided, however, that in the event you receive an open records or other similar applicable request, you will give us prompt notice and otherwise perform the functions required by applicable law.

5. Warranty. Tyler warrants that it shall perform services in a professional, workmanlike manner, consistent with industry standards. In the event Tyler provides services that do not conform to this warranty, Tyler will re-perform the services at no additional cost to Client.

6. Limitation of Liability.

THE LIABILITY OF TYLER FOR DAMAGES ARISING OUT OF OR IN CONNECTION WITH THIS AGREEMENT, WHETHER BASED ON A THEORY OF CONTRACT OR TORT, INCLUDING NEGLIGENCE AND STRICT LIABILITY, SHALL BE LIMITED TO TOTAL FEES PAID TO TYLER UNDER THIS AGREEMENT.

IN NO EVENT SHALL EITHER PARTY BE LIABLE FOR INCIDENTAL, CONSEQUENTIAL, OR SPECIAL DAMAGES OF ANY KIND, INCLUDING, WITHOUT LIMITATION, LOST REVENUES OR PROFITS, OR LOSS OF BUSINESS OR LOSS OF DATA ARISING OUT OF THIS AGREEMENT, IRRESPECTIVE OF WHETHER THE PARTIES HAVE ADVANCE NOTICE OF THE POSSIBILITY OF SUCH DAMAGE.

7. Force Majeure. Neither party shall be liable for delays in performing its obligations under this Agreement to the extent that the delay is caused by Force Majeure. "Force Majeure" is defined as an event beyond the reasonable control of a party, including governmental action, war, riot or civil commotion, fire, natural disaster, labor disputes, restraints affecting shipping or credit, delay of carriers, inadequate supply of suitable materials or any other cause which could not with reasonable diligence be foreseen, controlled or prevented by the party.

8. Insurance. Upon written request, Tyler shall provide Client with certificates of insurance evidencing the following insurance coverage:
a) Commercial general liability of at least \$1,000,000;
b) Automobile liability of at least \$1,000,000;
c) Professional liability of at least \$1,000,000; and
d) Workers compensation complying with statutory requirements.

9. Miscellaneous.

(a) Tax Exempt Status. Client is a governmental tax-exempt entity and shall not be responsible for any taxes for any services provided for herein, whether federal or state. The fees paid to Tyler pursuant to this Agreement are inclusive of any applicable sales, use, personal property, or other taxes attributable to periods on or after the Effective Date of this Agreement.

(b) Assignment. Neither Tyler nor the Client shall, sell, transfer, assign, or otherwise dispose of any rights or obligations created by this Agreement without the written consent of the other party.

(c) Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

(d) Entire Agreement. This Agreement and the Schedules hereto constitute the entire understanding and contract between the Parties and supersedes any and all prior or contemporaneous oral or written representations or communications with respect to the subject matter hereof. The Exhibits to this Agreement are incorporated by reference herein.

(e) Amendment. This Agreement shall not be modified, amended, or in any way altered except by an instrument in writing signed by the properly delegated authority of each party. All amendments or modifications of this Agreement shall be binding upon the parties despite any lack of consideration.

(f) Relationship of Parties. The parties intend that the relationship between the parties created pursuant to or arising from this Agreement is that of an independent contractor only. Neither party shall be considered an agent, representative, or employee of the other party for any purpose.

(g) Governing Law. Any dispute arising out of or relating to this Agreement or the breach thereof shall be governed by the laws of Client's state of domicile, without regard to or application of choice of law rules or principles.

(h) No Third Party Beneficiaries. Nothing in this Agreement is intended to benefit, create any rights in, or otherwise vest any rights upon any third party.

(i) Equitable Relief. Each party covenants, represents, and warrants that any violation of this Agreement by such party with respect to its respective obligations set forth in Section 4 shall cause irreparable injury to the other party and shall entitle the other party to extraordinary and equitable relief by a Court of competent jurisdiction, including, without limitation, temporary restraining orders and preliminary and permanent injunctions, without the necessity of posting bond or security.

(j) Survival. The provisions of Sections 4 through 9 shall survive the expiration or termination of this Agreement.

Washington County

Service/License Payment Milestone Billing Schedule

WBS	Deliverable/Activity	Description	Amount	Stage Total	% of GT	Est. Timeframe	Comments
Multi-stage	0.0. 10	Project Status Reports	19,873	19,873	10.00%		10 monthly reports (approximate), submitted monthly, with the total cost divided evenly across the number of reports. Full amount to be billed regardless of number of reports produced.
Multi-stage Deliverables							
Stage 1 - Initiate & Plan							
1.1	Initial Coordination	6.1.1 Project Management Plan	5,962	29,810	3.00%		
1.2	Project Phase Planning	6.1.2 Project Operational Plans	5,962		3.00%		
		6.1.2 Initial Project Schedule	5,962		3.00%		
1.3	Infrastructure Planning	6.1.3 Infrastructure Design Document (Client Connection Notes) (SaaS)	5,962		3.00%		
1.4	Stakeholder Planning	6.1.4 Stakeholder Meeting Presentation	5,962		3.00%		
Stage 2 - Assess & Define							
2.1	Solution Orientation	6.2.1 Solution Orientation	11,924	39,747	6.00%		
2.2	Current & Future State Analysis	6.2.2 Current & Future State Analysis Report	11,924		6.00%		
2.3	Conversion Assessment	6.2.3 Data Conversion Plan Built or Updated	15,899		8.00%		
Stage 3 - Prepare Solution							
3.1	Initial System Deployment	6.3.1 Initial System Deployment	5,962	59,620	3.00%		
		[Licensed software installed on servers]					
3.2	Configuration	6.3.2.1 Configuration Plan	5,962		3.00%		
		6.3.2.2 Initial Configuration Complete	5,962		3.00%		
		6.3.2.3 Security Workshop Complete	5,962		3.00%		
		6.3.2.4 (I) Forms Workshop Completed	5,962		3.00%		
		6.3.2.4 (II) Configuration Tracking Workbook	14,905		7.50%		
		6.3.4 (A) Conversion Pre-Production Iterations / Reviews Complete (Track 1)	14,905		7.50%		
Stage 4 - Production Readiness							
4.1	Solution Validation	6.4.1(A) Solution Validation Report (Track 1)	1,491	9,937	0.75%		
4.2	Go Live Readiness	6.4.2(A) Updated Go-Live Checklist (Track 1)	994		0.50%		
4.3	End User Training	6.4.3(A) End User Training (Track 1)	7,453		3.75%		
Stage 5 - Production							
5.1	Go-Live	6.5.1(A) Data Available in Production Environment (Track 1)	28,320	29,810	14.25%		
5.2	Transition to Client Services	6.5.2 Client Services Support Document	1,491		0.75%		
Stage 6 - Close							
6.1	Phase Close Out	6.6.1(A) Post Track Review (Track 1)	4,968	9,937	2.50%		
6.2	Project Close Out	6.6.2 Post Project Report	4,968		2.50%		
					100.00%		
Grand Total			198,734	198,734			



Defendant Access Order Form Washington County, Texas

The following Investment Summary details the software and products to be delivered by us to you under the Agreement by which you acquired rights to use Tyler's Enterprise Justice software. This Investment Summary is effective as of the date of your signature.

The fees for access to the Defendant Access application shall be the amounts referenced in the table below, and shall be paid by the consumer.

Your use of the Tyler Software listed in the table below is subject to the terms found at <https://www.tylertech.com/terms/payment-processing-agreement> ("PPA"). Your use of text messaging is subject to the terms found at <https://www.tylertech.com/terms/twilio-terms-of-use>. By signing this order, you agree you have read, understand, and agree to such terms.

All services quoted herein are assumed to be delivered remotely unless otherwise indicated.

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Included Software		
Tyler Software		
Defendant Access		
Payments*		
Over the Counter - Payments*		
Optional Software		
Tyler Software	Transaction Price	
Defendant Access		
Selections with zero balance	\$3.50	
Online Case Review/Online Plea Agreement*	\$10.00	
Credit Card Processing Fees		
<p>* Defendant Access / Over the Counter</p> <p>A convenience fee of 5% will be assessed to consumers for each electronic payment transaction that flows through the system when using a credit or debit card. A minimum convenience fee of \$1.00 per transaction will be charged.</p> <p>All Payments</p> <p>Visa, MasterCard, and Discover will be accepted. American Express will be accepted at the discretion of Client.</p> <p>The disputed Principal Amount⁺ associated with any chargebacks or returns shall be withdrawn from the daily deposit to the Merchant Bank Account. For American Express, the disputed Principal Amount⁺ associated with chargebacks or returns will be withdrawn from Tyler's account invoiced to Client.</p> <p>⁺Principal Amount means the original amount paid by a consumer, excluding any transaction, convenience or other fees incurred for processing the payment.</p> <p>A convenience fee of \$1.00 will be assessed to consumers for each electronic check payment transaction processed.</p>		
Hardware Services		
	Per unit (shipping/taxes included)	Order Total (shipping/taxes included)
Ingenico Lane7000 (Order Qty: 2)	\$0.00	\$0.00
(Includes: cables/stands/code injection)		

Client Signature: _____

Client Name & Title: _____

Date: _____

Schedule 1: Professional Services

The following components are included in the implementation of the Defendant Access application. Any deviation from these standards will require custom work requiring additional consulting, development, and implementation hours.

Tyler will provide the following services during implementation:

1. Conduct a business process review to understand configuration options for the system.
2. Configure online payment options and rules, including defendant access configuration and Enterprise Justice payment configuration.
3. Partner with the client to add client branding and text to their environment.
4. Configure IVR for Phone Payments, obtain the phone number and implement standard flow.
5. Configure payment reminder text messaging and provide configuration and user guides.
6. Train personnel to use the system.
7. Support client through initial go-live, adjusting configuration settings as needed.

Tyler will not modify any of the following during implementation:

1. Add or edit any backend processes in Enterprise Justice (i.e., case closure processes, workflows, etc.).
2. Add or edit an existing Enterprise Justice configuration (i.e., offense codes, fee codes, fee schedules, accounts, etc.).
3. Create a custom IVR flow for defendant phone payments.



Washington County, Texas County Clerk, County Court, District Clerk, District Court,

SOW from Tyler Technologies, Inc.

02/18/2026

Presented to:
Washington County

Contact:
Amiee Dismukes
Email: Amiee.Dismukes@TylerTech.com
5101 Tennyson Parkway, Plano, TX 75024

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Part 1: Executive Summary

1. Project Overview

1.1 Introduction

Tyler Technologies (“Tyler”) is the largest and most established provider of integrated software and technology services focused solely on the public sector. Tyler’s end-to-end solutions empower public sector entities including local, state, provincial and federal government, to operate more efficiently and connect more transparently with their constituents and with each other. By connecting data and processes across disparate systems, Tyler’s solutions transform how clients gain actionable insights that solve problems in their communities.

1.2 Project Goals

This Statement of Work (“SOW”) documents the methodology, implementation stages, activities, and roles and responsibilities, and project scope listed in the Investment Summary of the Agreement between Tyler and the Washington County (collectively the “Project”).

The overall goals of the project are to:

- Successfully implement the contracted scope on time and on budget
- Increase operational efficiencies and empower users to be more productive
- Improve accessibility and responsiveness to external and internal customer needs
- Overcome current challenges and meet future goals
- Providing a single, comprehensive, and integrated solution to manage business functions
- Streamline business processes through automation, integration, and workflows
- Provide a user-friendly user interface to promote system use and productivity
- Eliminate redundant data entry

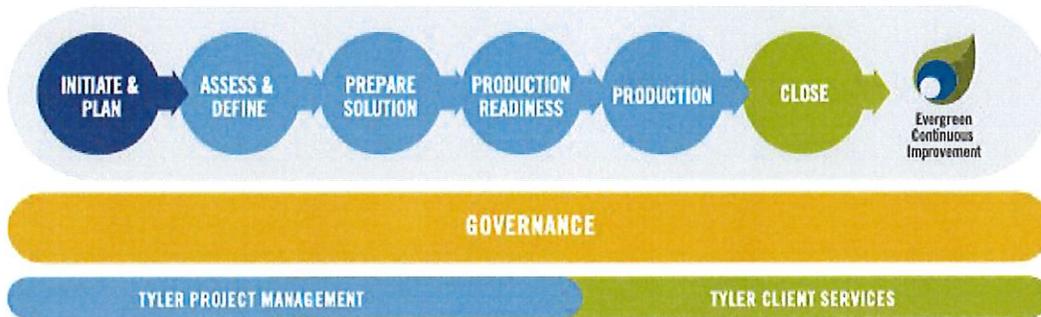
1.3 Methodology

This is accomplished by the Washington County and Tyler working as a partnership and Tyler utilizing its depth of implementation experience. While each Project is unique, all will follow Tyler’s six-stage methodology. Each of the six stages is comprised of multiple work packages, and each work package includes a narrative description, objectives, tasks, inputs, outputs/deliverables, assumptions, and a responsibility matrix.

Tailored specifically for Tyler’s public sector clients, the project methodology contains Stage Acceptance Control Points throughout each Phase to ensure adherence to scope, budget, timeline controls, effective communications, and quality standards. Clearly defined, the project methodology repeats consistently across Phases, and is scaled to meet the Washington County’s complexity and organizational needs.



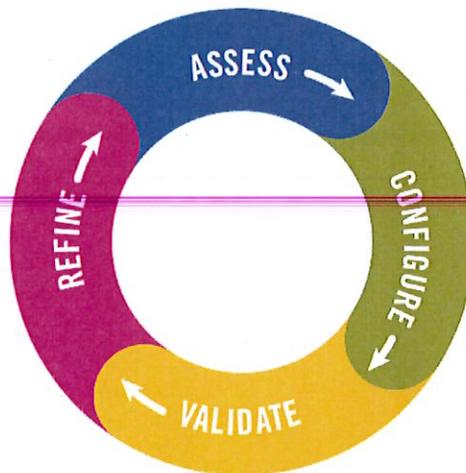
Tyler's Six Stage Project Methodology



The methodology adapts to both single-phase and multiple-phase projects.

To achieve Project success, it is imperative that both the Washington County and Tyler commit to including the necessary leadership and governance. During each stage of the Project, it is expected that the Washington County and Tyler Project teams work collaboratively to complete tasks. An underlying principle of Tyler's Implementation process is to employ an iterative model where the Washington County's business processes are assessed, configured, validated, and refined cyclically in line with the project budget. This approach is used in multiple stages and work packages as illustrated in the graphic below.

Iterative Project Model



The delivery approach is systematic, which reduces variability and mitigates risks to ensure Project success. As illustrated, some stages, along with work packages and tasks, are intended to be overlapping by nature to complete the Project efficiently and effectively.



Part 2: Project Foundation

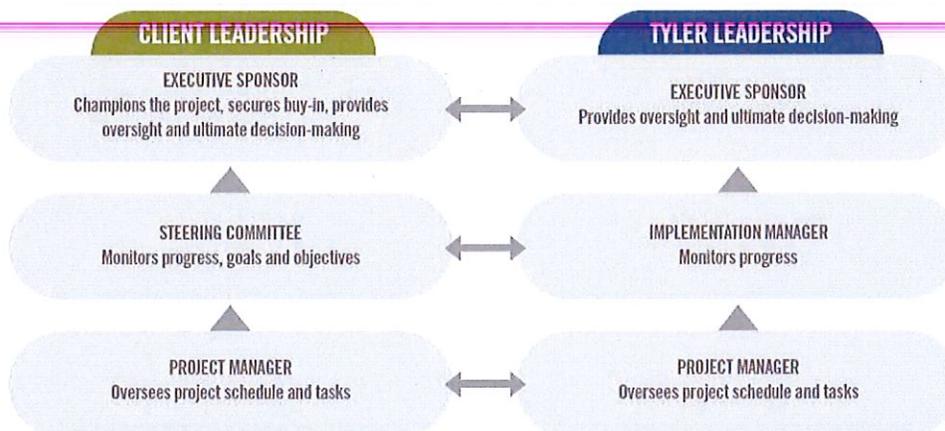
2. Project Governance

Project governance is the management framework within which Project decisions are made. The role of Project governance is to provide a decision-making approach that is logical, robust, and repeatable. This allows organizations to have a structured approach for conducting its daily business in addition to project related activities.

This section outlines the resources required to meet the business needs, objectives, and priorities for the Project, communicate the goals to other Project participants, and provide support and guidance to accomplish these goals. Project governance defines the structure for escalation of issues and risks, Change Control review and authority, and Organizational Change Management activities. Throughout the Statement of Work Tyler has provided RACI Matrices for activities to be completed throughout the implementation which will further outline responsibilities of different roles in each stage. Further refinement of the governance structure, related processes, and specific roles and responsibilities occurs during the Initiate & Plan Stage.

The chart below illustrates an overall team perspective where Tyler and the Washington County collaborate to resolve Project challenges according to defined escalation paths. If project managers do not possess authority to determine a solution, resolve an issue, or mitigate a risk, Tyler implementation management and the Washington County Steering Committee become the escalation points to triage responses prior to escalation to the Washington County and Tyler executive sponsors. As part of the escalation process, each Project governance tier presents recommendations and supporting information to facilitate knowledge transfer and issue resolution. The Washington County and Tyler executive sponsors serve as the final escalation point.

Project Governance Relationships



3. Project Scope Control

3.1 Managing Scope and Project Change

Project Management governance principles contend that there are three connected constraints on a Project: budget, timeline, and scope. These constraints, known as the “triple constraints” or project management triangle, define budget in terms of financial cost, labor costs, and other resource costs. Scope is defined as the work performed to deliver a product, service or result with the specified features and functions, while time is simply defined as the schedule. The Triple Constraint theory states that if you change one side of the triangle, the other two sides must be correspondingly adjusted. For example, if the scope of the Project is increased, cost and time to complete will also need to increase. The Project and executive teams will need to remain cognizant of these constraints when making impactful decisions to the Project. A simple illustration of this triangle is included here, showing the connection of each item and their relational impact to the overall Scope.



A pillar of any successful project is the ability to properly manage scope while allowing the appropriate level of flexibility to incorporate approved changes. Scope and changes within the project will be managed using the change control process outlined in the following section.

3.2 Change Control

It may become necessary to change the scope of this Project due to unforeseeable circumstances (e.g., new constraints or opportunities are discovered). This Project is being undertaken with the understanding that Project scope, schedule, and/or cost may need to change to produce optimal results for stakeholders. Changes to contractual requirements will follow the change control process specified in the final contract, and as described below.

3.3 Change Request Management

Should the need for a change to Project scope, schedule, and/or cost be identified during the Project, the change will be brought to the attention of the Steering Committee and an assessment of the change will occur. While such changes may result in additional costs and delays relative to the schedule, some changes may result in less cost to the Washington County; for example, the Washington County may decide it no

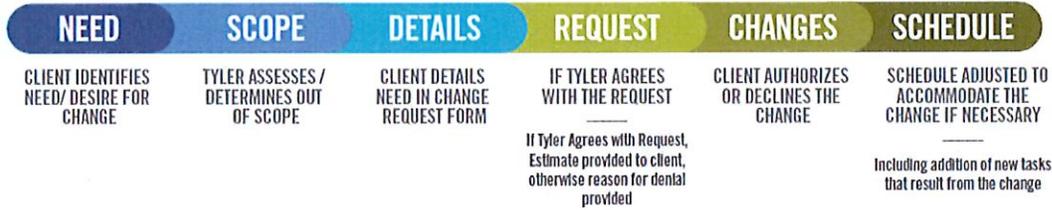


longer needs a deliverable originally defined in the Project. The Change Request will include the following information:

- The nature of the change.
- A good faith estimate of the additional cost or associated savings to the Washington County, if any.
- The timetable for implementing the change.
- The effect on and/or risk to the schedule, resource needs or resource responsibilities.

The Washington County will use its good faith efforts to either approve or disapprove any Change Request within ten (10) Business Days (or other period as mutually agreeable between Tyler and the Washington County). Any changes to the Project scope, budget, or timeline must be documented and approved in writing using a Change Request form. These changes constitute a formal amendment to the Statement of Work and will supersede any conflicting term in the Statement of Work.

Change Request Process



4. Acceptance Process

The implementation of a Project involves many decisions to be made throughout its lifecycle. Decisions will vary from higher level strategy decisions to smaller, detailed Project level decisions. It is critical to the success of the Project that each Washington County office or department designates specific individuals for making decisions on behalf of their offices or departments.

Both Tyler and the Washington County will identify representative project managers. These individuals will represent the interests of all stakeholders and serve as the primary contacts between the two organizations.

The coordination of gaining Washington County feedback and approval on Project deliverables will be critical to the success of the Project. The Washington County project manager will strive to gain deliverable and decision approvals from all authorized Washington County representatives. Given that the designated decision-maker for each department may not always be available, there must be a designated proxy for each decision point in the Project. Assignment of each proxy will be the responsibility of the leadership from each Washington County department. The proxies will be named individuals that have the authorization to make decisions on behalf of their department.

The following process will be used for accepting Deliverables and Control Points:

- The Washington County shall have five (5) business days from the date of delivery, or as otherwise mutually agreed upon by the parties in writing, to accept each Deliverable or Control Point. If the Washington County does not provide acceptance or acknowledgement within five (5) business days, or the otherwise agreed upon timeframe, not to be unreasonably withheld, Tyler deems the Deliverable or Control Point as accepted.
- If the Washington County does not agree the Deliverable or Control Point meets requirements, the Washington County shall notify Tyler project manager(s), in writing, with reasoning within five (5) business days, or the otherwise agreed-upon timeframe, not to be unreasonably withheld, of receipt of the Deliverable.
- Tyler shall address any deficiencies and redeliver the Deliverable or Control Point. The Washington County shall then have two (2) business days from receipt of the redelivered Deliverable or Control Point to accept or again submit written notification of reasons for rejecting the milestone. If the Washington County does not provide acceptance within two (2) business days, or the otherwise agreed upon timeframe, not to be unreasonably withheld, Tyler deems the Deliverable or Control Point as accepted.

5. Roles and Responsibilities

The following defines the roles and responsibilities of each Project resource for the Washington County and Tyler. Roles and responsibilities may not follow the organizational chart or position descriptions at the Washington County, but are roles defined within the Project. It is common for individual resources on both the Tyler and Washington County project teams to fill multiple roles. Similarly, it is common for some roles to be filled by multiple people.

5.1 Tyler Roles & Responsibilities

Tyler assigns a project manager prior to the start of each Phase of the Project (some Projects may only be one Phase in duration). Additional Tyler resources are assigned as the schedule develops and as needs arise.



5.1.1 Tyler Executive Manager

Tyler executive management has indirect involvement with the Project and is part of the Tyler escalation process. This team member offers additional support to the Project team and collaborates with other Tyler department managers as needed to escalate and facilitate implementation Project tasks and decisions.

- Provides clear direction for Tyler staff on executing on the Project Deliverables to align with satisfying the Washington County's overall organizational strategy.
- Authorizes required Project resources.
- Resolves all decisions and/or issues not resolved at the implementation management level as part of the escalation process.
- Acts as the counterpart to the Washington County's executive sponsor.

5.1.2 Tyler Implementation Manager

- Tyler implementation management has indirect involvement with the Project and is part of the Tyler escalation process. The Tyler project managers consult implementation management on issues and outstanding decisions critical to the Project. Implementation management works toward a solution with the Tyler Project Manager or with Washington County management as appropriate. Tyler executive management is the escalation point for any issues not resolved at this level.
- Assigns Tyler Project personnel.
- Provides support for the Project team.
- Provides management support for the Project to ensure it is staffed appropriately and staff have necessary resources.
- Monitors Project progress including progress towards agreed upon goals and objectives.

5.1.3 Tyler Project Manager

- The Tyler project manager(s) provides oversight of the Project, coordination of Tyler resources between departments, management of the Project budget and schedule, effective risk, and issue management, and is the primary point of contact for all Project related items. As requested by the Washington County, the Tyler Project Manager provides regular updates to the Washington County Steering Committee and other Tyler governance members. Tyler Project Manager's role includes responsibilities in the following areas:

5.1.3.1 Contract Management

- Validates contract compliance throughout the Project.
- Ensures Deliverables meet contract requirements.
- Acts as primary point of contact for all contract and invoicing questions.
- Prepares and presents contract milestone sign-offs for acceptance by the Washington County project manager(s).
- Coordinates Change Requests, if needed, to ensure proper Scope and budgetary compliance.

5.1.3.2 Planning

- Delivers project planning documents.
- Defines Project tasks and resource requirements.
- Develops initial Project schedule and Project Management Plan.



- Collaborates with the Washington County project manager(s) to plan and schedule Project timelines to achieve on-time implementation.

5.1.3.3 Implementation Management

- Tightly manages Scope and budget of Project to ensure Scope changes and budget planned versus actual are transparent and handled effectively and efficiently.
- Establishes and manages a schedule and Tyler resources that properly support the Project Schedule and are also in balance with Scope/budget.
- Establishes risk/issue tracking/reporting process between the Washington County and Tyler and takes all necessary steps to proactively mitigate these items or communicate with transparency to the Washington County any items that may impact the outcomes of the Project.
- Collaborates with the Washington County 's project manager(s) to establish key business drivers and success indicators that will help to govern Project activities and key decisions to ensure a quality outcome of the project.
- Collaborates with the Washington County 's project manager(s) to set a routine communication plan that will aide all Project team members, of both the Washington County and Tyler, in understanding the goals, objectives, status, and health of the Project.

5.1.3.4 Resource Management

- Acts as liaison between Project team and Tyler manager(s).
- Identifies and coordinates all Tyler resources across all applications, Phases, and activities including development, forms, installation, reports, implementation, and billing.
- Provides direction and support to Project team.
- Manages the appropriate assignment and timely completion of tasks as defined in the Project Schedule, task list, and Go-Live Checklist.
- Assesses team performance and adjusts as necessary.
- Consulted on in Scope 3rd party providers to align activities with ongoing Project tasks.

5.1.4 Tyler Implementation Consultant

- Completes tasks as assigned by the Tyler project manager(s).
- Documents activities for services performed by Tyler.
- Guides the Washington County through software validation process following configuration.
- Assists during Go-Live process and provides support until the Washington County transitions to Client Services.
- Facilitates training sessions and discussions with the Washington County and Tyler staff to ensure adequate discussion of the appropriate agenda topics during the allotted time.
- May provide conversion review and error resolution assistance.

5.1.5 Tyler Sales

- Supports Sales to Implementation knowledge transfer during Initiate & Plan.
- Provides historical information, as needed, throughout implementation.
- Participates in pricing activities if additional licensing and/or services are needed.

5.1.6 Tyler Technical Services

- Maintains Tyler infrastructure requirements and design document(s).
- Involved in system infrastructure planning/review(s).



- Provides first installation of licensed software with initial database on servers.
- Supports and assists the project team with technical/environmental issues/needs.
- Deploys Tyler products.
- Provides technical training.

5.2 Washington County Roles & Responsibilities

Washington County resources will be assigned prior to the start of each Phase of the Project. One person may be assigned to multiple Project roles.

5.2.1 Washington County Executive Sponsor

The Washington County executive sponsor provides support to the Project by providing strategic direction and communicating key issues about the Project and its overall importance to the organization. When called upon, the executive sponsor also acts as the final authority on all escalated Project issues. The executive sponsor engages in the Project, as needed, to provide necessary support, oversight, guidance, and escalation, but does not participate in day-to-day Project activities. The executive sponsor empowers the Washington County steering committee, project manager(s), and functional leads to make critical business decisions for the Washington County.

- Champions the project at the executive level to secure buy-in.
- Authorizes required project resources.
- Actively participates in organizational change communications.

5.2.2 Washington County Steering Committee

The Washington County steering committee understands and supports the cultural change necessary for the Project and fosters an appreciation for the Project's value throughout the organization. The steering committee oversees the Washington County project manager and Project through participation in regular internal meetings. The Washington County steering committee remains updated on all Project progress, Project decisions, and achievement of Project milestones. The Washington County steering committee also serves as primary level of issue resolution for the Project.

- Works to resolve all decisions and/or issues not resolved at the project manager level as part of the escalation process.
- Attends all scheduled steering committee meetings.
- Provides support for the project team.
- Assists with communicating key project messages throughout the organization.
- Prioritizes the project within the organization.
- Ensures the project staffed appropriately and that staff have necessary resources.
- Monitors project progress including progress towards agreed upon goals and objectives.
- Has the authority to approve or deny changes impacting the following areas:
 - Cost
 - Scope
 - Schedule
 - Project Goals
 - Washington County Policies
 - Needs of other client projects



5.2.3 Washington County Project Manager

The Washington County shall assign project manager(s) prior to the start of this project with overall responsibility and authority to make decisions related to Project Scope, scheduling, and task assignment. The Washington County Project Manager should communicate decisions and commitments to the Tyler project manager(s) in a timely and efficient manner. When the Washington County project manager(s) do not have the knowledge or authority to make decisions, he or she engages the necessary resources to participate in discussions and make decisions in a timely fashion to avoid Project delays. The Washington County project manager(s) are responsible for reporting to the Washington County steering committee and determining appropriate escalation points.

5.2.3.1 Contract Management

- Validates contract compliance throughout the project.
- Ensures that invoicing and Deliverables meet contract requirements.
- Acts as primary point of contact for all contract and invoicing questions. Collaborates on and approves Change Requests, if needed, to ensure proper scope and budgetary compliance.

5.2.3.2 Planning

- Reviews and accepts project planning documents.
- Defines project tasks and resource requirements for the Washington County project team.
- Collaborates in the development and approval of the project schedule.
- Collaborates with Tyler project manager(s) to plan and schedule project timelines to achieve on-time implementation.

5.2.3.3 Implementation Management

- Tightly manages project budget and scope.
- Collaborates with Tyler project manager(s) to establish a process and approval matrix to ensure that scope changes and budget (planned versus actual) are transparent and handled effectively and efficiently.
- Collaborates with Tyler project manager to establish and manage a schedule and resource plan that properly supports the project schedule as a whole and is also in balance with scope and budget.
- Collaborates with Tyler project manager(s) to establish risk and issue tracking and reporting process between the Washington County and Tyler and takes all necessary steps to proactively mitigate these items or communicate with transparency to Tyler any items that may impact the outcomes of the project.
- Collaborates with Tyler project manager(s) to establish key business drivers and success indicators that will help to govern project activities and key decisions to ensure a quality outcome of the project.
- Routinely communicates with both the Washington County staff and Tyler, aiding in the understanding of goals, objectives, current status, and health of the project by all team members.
- Manages the requirements gathering process and ensure timely and quality business requirements are being provided to Tyler.

5.2.3.4 Resource Management

- Acts as liaison between project team and stakeholders.
- Identifies and coordinates all Washington County resources across all modules, phases, and activities including data conversions, forms design, hardware and software installation, reports building, and satisfying invoices.



- Provides direction and support to project team.
- Builds partnerships among the various stakeholders, negotiating authority to move the project forward.
- Manages the appropriate assignment and timely completion of tasks as defined.
- Assesses team performance and takes corrective action, if needed.
- Provides guidance to Washington County technical teams to ensure appropriate response and collaboration with Tyler Technical Support Teams to ensure timely response and appropriate resolution.
- Owns the relationship with in-Scope 3rd party providers and aligns activities with ongoing project tasks.
- Ensures that users have appropriate access to Tyler project toolsets as required.
- Conducts training on proper use of toolsets.
- Validates completion of required assignments using toolsets.

5.2.4 Washington County Functional Leads

- Makes business process change decisions under time sensitive conditions.
- Communicates existing business processes and procedures to Tyler consultants.
- Assists in identifying business process changes that may require escalation.
- Contributes business process expertise for Current & Future State Analysis.
- Identifies and includes additional subject matter experts to participate in Current & Future State Analysis.
- Validates that necessary skills have been retained by end users.
- Provides End Users with dedicated time to complete required homework tasks.
- Acts as an ambassador/champion of change for the new process and provide business process change support.
- Identifies and communicates any additional training needs or scheduling conflicts to the Washington County project manager.
- Actively participates in all aspects of the implementation, including, but not limited to, the following key activities:
 - Task completion
 - Stakeholder Meeting
 - Project Management Plan development
 - Schedule development
 - Maintenance and monitoring of risk register
 - Escalation of issues
 - Communication with Tyler project team
 - Coordination of Washington County resources
 - Attendance at scheduled sessions
 - Change management activities
 - Modification specification, demonstrations, testing and approval assistance
 - Data analysis assistance
 - Decentralized end user training
 - Process testing
 - Solution Validation

5.2.5 Washington County Power Users

- Participate in project activities as required by the project team and project manager(s).
- Provide subject matter expertise on the Washington County business processes and requirements.



- Act as subject matter experts and attend Current & Future State Analysis sessions as needed.
- Attend all scheduled training sessions.
- Participate in all required post-training processes as needed throughout project.
- Test all application configuration to ensure it satisfies business process requirements.
- Become application experts.
- Participate in Solution Validation.
- Adopt and support changed procedures.
- Complete all deliverables by the due dates defined in the project schedule.
- Demonstrate competency with Tyler products processing prior to Go-live.
- Provide knowledge transfer to the Washington County staff during and after implementation.
- Participate in conversion review and validation.

5.2.6 Washington County End Users

- Attend all scheduled training sessions.
- Become proficient in application functions related to job duties.
- Adopt and utilize changed procedures.
- Complete all deliverables by the due dates defined in the project schedule.
- Utilize software to perform job functions at and beyond Go-live.

5.2.7 Washington County Technical Lead

- Coordinates updates and releases with Tyler as needed.
- Coordinates and adds new users, printers and other peripherals as needed.
- Validates that all users understand log-on process and have necessary permission for all training sessions.
- Ensures on-site system meets specifications provided by Tyler.
- Assists with software installation as needed.
- Extracts and transmits conversion data and control reports from the Washington County's legacy system per the conversion schedule set forth in the project schedule.

5.2.7.1 Washington County Upgrade Coordination

- Becomes familiar with the software upgrade process and required steps.
- Becomes familiar with Tyler's releases and updates.
- Coordinates software upgrade plan activities with Washington County and Tyler resources.
- Communicates changes affecting users and department stakeholders.
- Obtains department stakeholder acceptance to upgrade production environment.

5.2.8 Washington County Change Management Lead

- Validates that users receive timely and thorough communication regarding process changes.
- Provides coaching to supervisors to prepare them to support users through the project changes.
- Identifies the impact areas resulting from project activities and develops a plan to address them proactively.
- Identifies areas of resistance and develops a plan to reinforce the change.
- Monitors post-production performance and new process adherence.



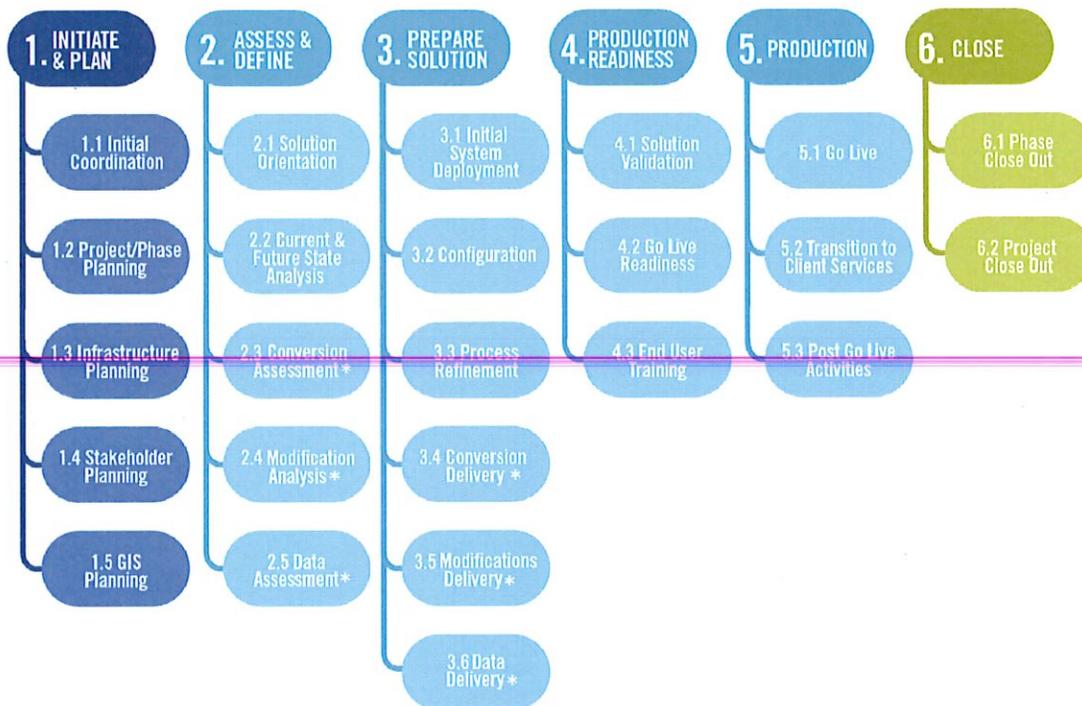
Part 3: Project Plan

6. Project Stages

Work Breakdown Structure

The Work Breakdown Structure (WBS) is a hierarchical representation of a Project or Phase broken down into smaller, more manageable components. The top-level components are called “Stages” and the second level components are called “Work Packages”. The work packages, shown below each stage, contain the high-level work to be done. The detailed Project Schedule, developed during Project/Phase Planning and finalized during subsequent stages, lists the tasks to be completed within each work package. Each stage ends with a “Control Point”, confirming the work performed during that stage of the Project has been accepted by the Washington County.

Work Breakdown Structure (WBS)



**Items noted with an asterisk in the graphic above relate to specific products and services. If those products and services are not included in the scope of the contract, these specific work packages will be noted as “Intentionally Left Blank” in Section 6 of the Statement of Work.*



6.1 Initiate and Plan

The Initiate and Plan stage involves Project initiation, infrastructure, and planning. This stage creates a foundation for the Project by identifying and establishing sequence and timing for each Phase as well as verifying scope for the Project. This stage will be conducted at the onset of the Project, with a few unique items being repeated for the additional Phases as needed.

6.1.1 Initial Coordination

Prior to Project commencement, Tyler management assigns project manager(s). Additional Project resources will be assigned later in the Project as a Project schedule is developed. Tyler provides the Washington County with initial Project documents used to gather names of key personnel, their functional role as it pertains to the Project, as well as any blackout dates to consider for future planning. The Washington County gathers the information requested by the provided deadline ensuring preliminary planning and scheduling can be conducted moving the Project forward in a timely fashion. Internally, the Tyler Project Manager(s) coordinate with sales to ensure transfer of vital information from the sales process prior to scheduling a Project Planning Meeting with the Washington County's team. During this step, Tyler will work with the Washington County to establish the date(s) for the Project and Phase Planning session.

Objectives:

- Formally launch the project.
- Establish project governance.
- Define and communicate governance for Tyler.
- Identify Washington County project team.

STAGE 1	Initial Coordination																
	Tyler							Washington County									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Tyler project team is assigned	A	R	C	I	I	I	I		I	I	I						
Washington County project team is assigned									A	I	R	I	I	I			
Provide initial project documents to the Washington County		A	R	C			C		I		I						
Gather preliminary information requested			I						A		R	C		C		C	C
Sales to implementation knowledge transfer		A	R	I	I	I	I				I						



RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
	Schedule and conduct planning session(s)	A	R						I		C	C	I				
	Develop Project Management Plan	A	R						I		C	C	I				
	Develop initial project schedule	A	R	I	I	I	I		I	I	C	C	I	I	C		I

Inputs	Contract documents
	Statement of Work
	Guide to Starting Your Project

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Project Management Plan	Delivery of document
	Project Operational Plan	Delivery of document
	Initial Project Schedule	Washington County provides acceptance of schedule based on resource availability, project budget, and goals.

Work package assumptions:

- Washington County has reviewed and completed the Guide to Starting Your Project document.

6.1.3 Infrastructure Planning

Procuring required hardware and setting it up properly is a critical part of a successful implementation. This task is especially important for Tyler-hosted/SaaS deployment models. Tyler will be responsible for building the environments for a hosted/SaaS deployment, unless otherwise identified in the Agreement. Tyler will install Licensed Software on application server(s) or train the Washington County to install License Software. The Washington County is responsible for the installation and setup of all peripheral devices.

Objectives:

- Ensure the Washington County’s infrastructure meets Tyler’s application requirements.
- Ensure the Washington County’s infrastructure is scheduled to be in place and available for use on time.

STAGE 1	Infrastructure Planning
----------------	--------------------------------



RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Tyler							Washington County									
	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts	Department Heads	End Users	Technical Leads
Provide Infrastructure Requirements and Design Document		A	R		C		C				I						I
Initial Infrastructure Meeting		A	R		C		C			C							C
*Schedule SaaS Environment Availability		A	R				C			I							
*Schedule Hardware to be Available for Installation			I				I		A		R						C
Schedule Installation of All Licensed Software		A	R				C			I							I
Infrastructure Audit		A	R				C			I							C

Inputs	1. Initial Infrastructure Requirements and Design Document
--------	--

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	1. Completed Infrastructure Requirements and Design Document	Delivery of Document
	2. Infrastructure Audit	System Passes Audit Criteria

6.1.4 Stakeholder Meeting

Communication of the Project planning outcomes to the Washington County Project team, executives and other key stakeholders is vital to Project success. The Stakeholder meeting is a strategic activity to inform, engage, gain commitment, and instill confidence in the Washington County team. During the meeting, the goals and objectives of the Project will be reviewed along with detail on Project scope, implementation methodology, roles and responsibilities, Project timeline and schedule, and keys to Project success.

Objectives:

- Formally present and communicate the project activities and timeline.
- Communicate project expectations.

STAGE 1	Stakeholder Meeting	
	Tyler	Washington County



RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Create Stakeholder Meeting Presentation	I	A	R	I	I				I	I	C		I				
Review Stakeholder Meeting Presentation		I	C						A		R		C				
Perform Stakeholder Meeting Presentation	I	A	R	I	I				I	I	C	I	I	I	I	I	I

Inputs	Agreement
	SOW
	Project Management Plan

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Stakeholder Meeting Presentation	

Work package assumptions:

- None

6.1.5 Intentionally left blank.

6.1.6 Control Point 1: Initiate & Plan Stage Acceptance

Acceptance criteria for this stage includes completion of all criteria listed below.

Note: Advancement to the Assess & Define stage is not dependent upon Tyler’s receipt of this stage acceptance.

Initiate & Plan Stage Deliverables:

- Project Management Plan
- Initial Project Schedule

Initiate & Plan stage acceptance criteria:

- All stage deliverables accepted based on acceptance criteria previously defined
- Project governance defined
- Project portal made available to the Washington County
- Stakeholder meeting complete



6.2 Assess & Define

The Assess & Define stage will provide an opportunity to gather information related to current Washington County business processes. This information will be used to identify and define business processes utilized with Tyler software. The Washington County collaborates with Tyler providing complete and accurate information to Tyler staff and assisting in analysis, understanding current workflows and business processes.

6.2.1 Solution Orientation

The Solution Orientation provides the Project stakeholders a high-level understanding of the solution functionality prior to beginning the current and future state analysis. The primary goal is to establish a foundation for upcoming conversations regarding the design and configuration of the solution.

Tyler utilizes a variety of tools for the Solution Orientation, focusing on Washington County team knowledge transfer such as: eLearning, documentation, or walkthroughs. The Washington County team will gain a better understanding of the major processes and focus on data flow, the connection between configuration options and outcome, integration, and terminology that may be unique to Tyler’s solution.

Objectives:

- Provide a basic understanding of system functionality.
- Prepare the Washington County for current and future state analysis.

STAGE 2	Solution Orientation																
	Tyler							Washington County									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Provide pre-requisites			A	R							I	I		I	I		I
Complete pre-requisites											A	R		C			C
Conduct orientation			A	R							I	I		I	I		I

Inputs	Solution orientation materials
	Training Plan

6.2.2 Current & Future State Analysis

The Current & Future State Analysis provides the Project stakeholders and Tyler an understanding of process changes that will be achieved with the new system.

The Washington County and Tyler will evaluate current state processes, options within the new software, pros and cons of each based on current or desired state and make decisions about the future state configuration and processing. This may occur before or within the same timeframe as the configuration work



package. The options within the new software will be limited to the scope of this implementation and will make use of standard Tyler functionality.

The Washington County will adopt the existing Tyler solution wherever possible to avoid project schedule and quality risk from over customization of Tyler products. WashingtonThe following guidelines will be followed when evaluating if a modification to the configuration is required:

- A reasonable business process change is available.
- Functionality exists which satisfies the requirement.
- Configuration of the application satisfies the requirement.

Requirements that are not met will follow the agreed upon change control process and can have impacts on the project schedule, scope, budget, and resource availability.

STAGE 2	Current & Future State Analysis																
	Tyler							Washington County									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Current State process review			A	R	I	I	I				C	C	C	C			C
Discuss future-state options			A	R	C	C	C				C	C	C	C			C
Make future-state decisions (non-COTS)			C	C	C	C	C				A	R	I	C			C
Document anticipated configuration options required to support future state			A	R	C	C	C				I	I	I	I			I

Inputs	Washington County current state documentation
	Solution Orientation completion

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Documentation that describes future-state decisions and configuration options to support future-state decisions.	Delivery of document

Work package assumptions:

- Washington County attendees possess sufficient knowledge and authority to make future state decisions.



- The Washington County is responsible for any documentation of current state business processes.
- The Washington County can effectively communicate current state processes.

6.2.3 Conversion Assessment

Data Conversions are a major effort in any software implementation. Tyler’s conversion tools facilitate the predictable, repeatable conversion process that is necessary to support a successful transition to the Tyler system. The first step in this process is to perform an assessment of the existing (“legacy”) system(s), to better understand the source data, risks, and options available. Once the data has been analyzed, the plan for data conversion is completed and communicated to the appropriate stakeholders.

Objectives:

- Communicate a common understanding of the project goals with respect to data.
- Ensure complete and accurate source data is available for review/transfer.
- Map the data from the source to the Tyler system.
- Document the data conversion/loading approach.

STAGE 2	Data Conversion Assessment																
	Tyler							Washington County									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Extract Data from Source Systems			I		C						A						R
Review and Scrub Source Data			I	I	I						A	R		C			I
Build/Update Data Conversion Plan			R	C	C						C	I	I	I			I

Inputs	Washington County Source data
	Washington County Source data Documentation (if available)

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Data Conversion Plan built/updated	Washington County Acceptance of Data Conversion Plan, if Applicable

Work package assumptions:

- Tyler will be provided with data from the Legacy system(s) in a mutually agreed upon format.



- Tyler will work with the Washington County representatives to identify business rules before writing the conversion.
- Washington County subject matter experts and resources most familiar with the current data will be involved in the data conversion planning effort.

6.2.4 Intentionally left blank.

6.2.5 Intentionally left blank.

6.2.6 Control Point 2: Assess & Define Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below.

Note: Advancement to the Prepare Solution Stage is dependent upon Tyler’s receipt of the Stage Acceptance.

Assess & Define Stage Deliverables:

- Documentation of future state decisions and configuration options to support future state decisions.
- Modification specification document.
- Assess & Define Stage Acceptance Criteria:
- All stage deliverables accepted based on criteria previously defined.
- Solution Orientation is delivered.
- Conversion data extracts are received by Tyler.
- Data conversion plan built.

6.3 Prepare Solution

During the Prepare Solution stage, information gathered during the Initiate & Plan and Assess & Define stages will be used to install and configure the Tyler software solution. Software configuration will be validated by the Washington County against future state decisions defined in previous stages and processes refined as needed to ensure business requirements are met.

6.3.1 Initial System Deployment

The timely availability of the Tyler Solution is important to a successful Project implementation. The success and timeliness of subsequent work packages are contingent upon the initial system deployment of Tyler Licensed Software on an approved network and infrastructure. Delays in executing this work package can affect the project schedule.

Objectives:

- All licensed software is installed and operational.
- The Washington County can access the software.

STAGE 3	Initial System Deployment (Hosted/SaaS)*	
	Tyler	Washington County



RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power Users)	Department Heads	End Users	Technical Leads
	Prepare hosted environment		A	R			I				C	C	C				I
Install Licensed Software on Washington County Devices (if applicable)			I				C				A						R

Outputs / Deliverables	Acceptance Criteria [only] for Deliverables
Licensed Software is Installed on the Server(s)	Software is accessible
Licensed Software is Installed on Washington County Devices (if applicable)	Software is accessible
Installation Checklist/System Document	System Passes
Infrastructure Design Document (C&J – If Applicable)	

Work package assumptions:

- The most current available version of the Tyler Licensed Software will be installed.
- The Washington County will provide network access for Tyler modules, printers, and Internet access to all applicable Washington County and Tyler Project staff.

6.3.2 Configuration

The purpose of Configuration is to prepare the software product for validation.

Tyler staff collaborates with the Washington County to complete software configuration based on the outputs of the future state analysis performed during the Assess and Define Stage. The Washington County collaborates with Tyler staff iteratively to validate software configuration.

Objectives:

- Software is ready for validation.
- WashingtonPrepare standard interfaces for process validation (if applicable).

STAGE 3	Configuration	
	Tyler	Washington County



RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
	Conduct configuration training (post Go-Live)			A	R						I	C		C			
	Complete Tyler configuration tasks (where applicable)			A	R						I	I		I			
	Complete Washington County configuration tasks (where applicable)			I	C						A	R		C			
	Standard interfaces configuration and training (if applicable)			A	R			C			I	C		C			C
	Updates to Solution Validation testing plan			C	R						A	C		C			C

Inputs	Documentation that describes future state decisions and configuration options to support future state decisions.
--------	--

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Configured System	N/A

Work package assumptions:

- Tyler provides guidance for configuration options available within the Tyler software. The Washington County is responsible for making decisions when multiple options are available.

6.3.3 Process Refinement

Tyler will educate the Washington County users on how to execute processes in the system to prepare them for the validation of the software. The Washington County collaborates with Tyler staff iteratively to validate software configuration options to support future state.

Objectives:

- Ensure that the Washington County understands future state processes and how to execute the processes in the software.
- Refine each process to meet the business requirements.
- Validate standard interfaces, where applicable.
- Validate forms and reports, where applicable.



STAGE 3	Process Refinement																
	Tyler							Washington County									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Conduct process training			A	R							I	C	I	C			
Confirm process decisions			I	C					A		R	C	I	C			
Test configuration			I	C							A	R		C			
Refine configuration (Washington County Responsible)			I	C							A	R		C			
Refine configuration (Tyler Responsible)			A	R							I	I		I			
Validate interface process and results			I	C			C				A	R		C			C
Update Washington County-specific process documentation (if applicable)			I	C							A	R		C			
Updates to Solution Validation testing plan			C	R							A	C		C			C

Inputs	Initial Configuration
	Documentation that describes future state decisions and configuration options to support future state decisions.
	Solution validation test plan

Outputs / Deliverables	Acceptance Criteria [only] for Deliverables
	Updated solution validation test plan
	Completed Washington County-specific process documentation (completed by Washington County)

Work package assumptions:



- None

6.3.4 Conversion Delivery

The purpose of this task is to transition the Washington County’s data from their source (“legacy”) system(s) to the Tyler system(s). The data will need to be mapped from the legacy system into the new Tyler system format. A well-executed data conversion is key to a successful cutover to the new system(s).

With guidance from Tyler, the Washington County will review specific data elements within the system and identify / report discrepancies. Iteratively, Tyler will collaborate with the Washington County to address conversion discrepancies. This process will allow for clean, reconciled data to transfer from the source system(s) to the Tyler system(s). Reference Conversion Appendix for additional detail.



Objectives:

- Data is ready for production (Conversion).

STAGE 3	Data Delivery & Conversion																
	Tyler							Washington County									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads



Provide data crosswalks/code mapping tool			A	C	R						I	I		I			
Populate data crosswalks/code mapping tool			A	R	C						I	C		C			
Iterations: Conversion Development			A	C	R						I						I
Iterations: Deliver converted data			A		R						I						I
Iterations: Proof/Review data and reconcile to source system			C	C	C						A	R		C			C

Inputs	
	Data Conversion Plan
	Configuration

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Code Mapping Complete / Validated	N/A
	Conversion Iterations / Reviews Complete	Conversion complete, verified, and ready for final pass

Work package assumptions:

- The Washington County will provide a single file layout per source system as identified in the investment summary.
- The Washington County subject matter experts and resources most familiar with the current data will be involved in the data conversion effort.
- The Washington County project team will be responsible for completing the code mapping activity, with assistance from Tyler.

6.3.5 Intentionally left blank.

6.3.6 Intentionally left blank.

6.3.7 Control Point 3: Prepare Solution Stage Acceptance

Acceptance criteria for this Stage includes all criteria listed below in each Work Package.

Note: Advancement to the Production Readiness Stage is dependent upon Tyler’s receipt of the Stage Acceptance.

Prepare Solution Stage Deliverables:

- Licensed software is installed.



- Installation checklist/system document.
- Conversion iterations and reviews complete.

Prepare Solution Stage Acceptance Criteria:

- All stage deliverables accepted based on criteria previously defined.
- Software is configured.
- Solution validation test plan has been reviewed and updated if needed.

6.4 Production Readiness

Activities in the Production Readiness stage will prepare the Washington County team for go-live through solution validation, the development of a detailed go-live plan and end user training. A readiness assessment will be conducted with the Washington County to review the status of the project and the organizations readiness for go-live.

6.4.1 Solution Validation

Solution Validation is the end-to-end software testing activity to ensure that the Washington County verifies all aspects of the Project (hardware, configuration, business processes, etc.) are functioning properly, and validates that all features and functions per the contract have been deployed for system use.

Objectives:

- Validate that the solution performs as indicated in the solution validation plan.
- Ensure the Washington County organization is ready to move forward with go-live and training (if applicable).

STAGE 4	Solution Validation																
	Tyler							Washington County									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Update Solution Validation plan			A	R	C						C	C		C			
Update test scripts (as applicable)			A	R	C						I	C		C			
Perform testing			C	C	C						A	R		C			
Document issues from testing			C	C	C						A	R		C			
Perform required follow-up on issues			A	R	C						C	C		C			



Inputs	Solution Validation plan	
	Completed work product from prior stages (configuration, business process, etc.)	
Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Solution Validation Report	Washington County updates report with testing results

Work package assumptions:

- Designated testing environment has been established.
- Testing includes current phase activities or deliverables only.

6.4.2 Go-Live Readiness

Tyler and the Washington County will ensure that all requirements defined in Project planning have been completed and the Go-Live event can occur, as planned. A go-live readiness assessment will be completed identifying risks or actions items to be addressed to ensure the Washington County has considered its ability to successfully Go-Live. Issues and concerns will be discussed, and mitigation options documented. Tyler and the Washington County will jointly agree to move forward with transition to production. Expectations for final preparation and critical dates for the weeks leading into and during the Go-Live week will be planned in detail and communicated to Project teams.

Objectives:

- Action plan for go-live established.
- Assess go-live readiness.
- Stakeholders informed of go-live activities.

STAGE 4	Go-Live Readiness																
	Tyler							Washington County									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Perform Readiness Assessment	I	A	R	C	C	I	C	I	I	I	I		I				I
Conduct Go-Live planning session		A	R	C							C	C	C	C	C		C
Order peripheral hardware (if applicable)			I							A	R						C
Confirm procedures for Go-Live issue reporting & resolution		A	R	I	I	I	I				C	C	I	I	I	I	I



Develop Go-Live checklist		A	R	C	C						C	C	I	C			C
Final system infrastructure review (where applicable)			A					R			C						C

Inputs	Future state decisions
	Go-live checklist

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Updated go-live checklist	Updated Action plan and Checklist for go-live delivered to the Washington County

Work package assumptions:

- None

6.4.3 End User Training

End User Training is a critical part of any successful software implementation. Using a training plan previously reviewed and approved, the Project team will organize and initiate the training activities.

Tyler Led: Tyler provides training for all applicable users. One or multiple occurrences of each scheduled training or implementation topic will be covered.

Tyler will provide standard application documentation for the general use of the software. It is not Tyler’s responsibility to develop Washington County specific business process documentation. Washington County-led training labs using Washington County specific business process documentation if created by the Washington County can be added to the regular training curriculum, enhancing the training experiences of the end users.

Objectives:

- End users are trained on how to use the software prior to go-live.
- The Washington County is prepared for on-going training and support of the application.

STAGE 4	End User Training																
	Tyler							Washington County									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Update training plan		A	R	C							C		I		C		
End User training (Tyler-led)		A	R	C							C	C	I	C	C	C	
Train-the-trainer		A	R	C							C	C	I	C			



The Washington County provides final data extract and Reports from the Legacy System for data conversion and Tyler executes final conversion iteration, if applicable. If defined in the action plan, the Washington County manually enters any data added to the Legacy System after final data extract into the Tyler system.

Tyler staff collaborates with the Washington County during Go-Live activities. The Washington County transitions to Tyler software for day-to day business processing.

Some training topics are better addressed following Go-Live when additional data is available in the system or based on timing of applicable business processes and will be scheduled following Go-Live per the Project Schedule.

Objectives:

- Execute day to day processing in Tyler software.
- Washington County data available in Production environment.

STAGE 5	Go-Live																
	Tyler							Washington County									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Provide final source data extract, if applicable			C		C						A						R
Final source data pushed into production environment, if applicable			A	C	R						I	C		C			C
Proof final converted data, if applicable			C	C	C						A	R		C			
Complete Go-Live activities as defined in the Go-Live action plan			C	C	C					A	R	C	I	C			
Provide Go-Live assistance			A	R	C	C		I			C	C	I	C		I	C

Inputs	Comprehensive Action Plan for Go-Live
	Final source data (if applicable)

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Data is available in production environment	Washington County confirms data is available in production environment



Work package assumptions:

- The Washington County will complete activities documented in the action plan for Go-Live as scheduled.
- External stakeholders will be available to assist in supporting the interfaces associated with the Go-Live live process.
- The Washington County business processes required for Go-Live are fully documented and tested.
- The Washington County Project team and subject matter experts are the primary point of contact for the end users when reporting issues during Go-Live.
- The Washington County Project Team and Power User’s provide business process context to the end users during Go-Live.
- The Tyler Go-Live support team is available to consult with the Washington County teams as necessary.
- The Tyler Go-Live support team provides standard functionality responses, which may not be tailored to the local business processes.

6.5.2 Transition to Client Services

This work package signals the conclusion of implementation activities for the Phase or Project with the exception of agreed-upon post Go-Live activities. The Tyler project manager(s) schedules a formal transition of the Washington County onto the Tyler Client Services team, who provides the Washington County with assistance following Go-Live, officially transitioning the Washington County to operations and maintenance.

Objectives:

- Ensure no critical issues remain for the project teams to resolve.
- Confirm proper knowledge transfer to the Washington County teams for key processes and subject areas.

STAGE 5	Transition to Client Services																
	Tyler								Washington County								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Transfer Washington County to Client Services and review issue reporting and resolution processes	I	I	A	I	I			R	I	I	C	C		C			
Review long term maintenance and continuous improvement			A					R			C	C		C			



Inputs	Open item/issues List	
Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Client Services Support Document	

Work package assumptions:

- No material project issues remain without assignment and plan.

6.5.3 Post Go-Live Activities

Some implementation activities are provided post-production due to the timing of business processes, the requirement of actual production data to complete the activities, or the requirement of the system being used in a live production state.

Objectives:

- Schedule activities that are planned for after Go-Live.
- Ensure issues have been resolved or are planned for resolution before phase or project close.

STAGE 5	Post Go-Live Activities																
	Tyler								Washington County								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Schedule contracted activities that are planned for delivery after go-live		A	R	C	C	C	C	I			C	C	I	C			C
Determine resolution plan in preparation for phase or project close out		A	R	C	C	C		I			C	C	I	C			

Inputs	List of post Go-Live activities	
Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Updated issues log	



Work package assumptions:

- System is being used in a live production state.

6.5.4 Control Point 5: Production Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below:

- Advancement to the Close stage is not dependent upon Tyler’s receipt of this Stage Acceptance.
- Converted data is available in production environment.

Production Stage Acceptance Criteria:

- All stage deliverables accepted based on criteria previously defined.
- Go-Live activities defined in the Go-Live action plan completed.
- Client services support document is provided.

6.6 Close

The Close stage signifies full implementation of all products purchased and encompassed in the Phase or Project. The Washington County transitions to the next cycle of their relationship with Tyler (next Phase of implementation or long-term relationship with Tyler Client Services).

6.6.1 Phase Closeout

This work package represents Phase completion and signals the conclusion of implementation activities for the Phase. The Tyler Client Services team will assume ongoing support of the Washington County for systems implemented in the Phase.

Objectives:

- Agreement from Tyler and the Washington County teams that activities within this phase are complete.

STAGE 6	Phase Close Out																
	Tyler							Washington County									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Reconcile project budget and status of contract Deliverables	I	A	R						I	I	C						



Hold post phase review meeting		A	R	C	C	C	C				C	C	C	C			C
Release phase-dependent Tyler project resources	A	R	I								I						

Participants	Tyler	Washington County
	Project Leadership	Project Manager
	Project Manager	Project Sponsor(s)
	Implementation Consultants	Functional Leads, Power Users, Technical Leads
	Technical Consultants (Conversion, Deployment, Development)	
	Client Services	

Inputs	Contract
	Statement of Work
	Project artifacts

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Final action plan (for outstanding items)	
	Reconciliation Report	
	Post Phase Review	

Work package assumptions:

- Tyler deliverables for the phase have been completed.

6.6.2 Project Closeout

Completion of this work package signifies final acceptance and formal closing of the Project.

At this time the Washington County may choose to begin working with Client Services to look at continuous improvement Projects, building on the completed solution.

Objectives:

- Confirm no critical issues remain for the project teams to resolve.
- Determine proper knowledge transfer to the Washington County teams for key processes and subject areas has occurred.
- Verify all deliverables included in the Agreement are delivered.

STAGE 6	Project Close Out	
	Tyler	Washington County



RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Conduct post project review		A	R	C	C	C	C				C	C	C	C			C
Deliver post project report to Washington County and Tyler leadership	I	A	R						I	I	C						
Release Tyler project resources	A	R	I								I						

Inputs	Contract
	Statement of Work

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Post Project Report	Washington County acceptance; Completed report indicating all project Deliverables and milestones have been completed

Work package assumptions:

- All project implementation activities have been completed and approved.
- No critical project issues remain that have not been documented and assigned.
- Final project budget has been reconciled and invoiced.
- All Tyler deliverables have been completed.

6.6.3 Control Point 6: Close Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below.

Close Stage Deliverables:

- Post Project Report.

Close Stage Acceptance Criteria:

- Completed report indicating all Project deliverables and milestones have been completed.

7. General Assumptions

Tyler and the Washington County will use this SOW as a guide for managing the implementation of the Tyler Project as provided and described in the Agreement. There are a few assumptions which, when



acknowledged and adhered to, will support a successful implementation. Assumptions related to specific work packages are documented throughout the SOW. Included here are general assumptions which should be considered throughout the overall implementation process.

7.1 Project

- In scope offices include the following: County Clerk, County Court, District Clerk, District Court, District Attorney, and Sheriff's Office Jail.
- Project activities will begin after the Agreement has been fully executed.
- Go-live dates and implementation activities will be arranged in groups of 3 offices, referred to as "flights". The Offices in Washington County may not share go-live dates or implementation schedule.
- Tyler will provide a single Forms for Administrators training class per Flight. Tyler recommends utilizing the existing forms in the Tyler software, but should it be determined that additional forms need to be configured, the Forms for Administrators class will provide Washington County with the tools necessary to configure the forms.
 - Single class, up to three days duration
 - Virtual training class
 - After training, Tyler will provide an additional two days of forms workshop consultation.
 - Washington County will be responsible for the completion of Enterprise Justice Forms following the conclusion of the Forms Workshop. Tyler consultant(s) will be available for assistance, but Washington County will be responsible for the delivery and execution of this item.
 - Any forms added to the Tyler software must follow the existing naming schema.
- The Washington County Project Team will complete their necessary assignments in a mutually agreed upon timeframe to meet the scheduled go-live date, as outlined in the Project Schedule.
- Sessions will be scheduled and conducted at a mutually agreeable time.
- Additional services, software modules and modifications not described in the SOW or Agreement will be considered a change to this Project and will require a Change Request Form as previously referenced in the definition of the Change Control Process.
- Tyler will provide a written agenda and notice of any prerequisites to the Washington County project manager(s) ten (10) business days or as otherwise mutually agreed upon time frame prior to any scheduled on-site or remote sessions, as applicable.
- Tyler will provide guidance for configuration and processing options available within the Tyler software. If multiple options are presented by Tyler, the Washington County is responsible for making decisions based on the options available.
- Implementation of new software may require changes to existing processes, both business and technical, requiring the Washington County to make process changes.
- The Washington County is responsible for defining, documenting, and implementing their policies that result from any business process changes.
- This proposal includes a limited amount of training time for a specific set of users just prior to go-live. Additional training or assistance may be purchased at Tyler's then-current hourly rate.
- Any On-site training will be performed in a classroom setting of up to 1 location using facilities and equipment provided by Washington County such that each participant can have hands-on access to a computer workstation during training. Training will be conducted during business hours. Remote, or virtual, training maintains the same assumptions as on-site training albeit will be performed in a virtual classroom with a recommended maximum of 10 users per session per instructor.



7.2 Organizational Change Management

Unless otherwise contracted by Tyler, Washington County is responsible for managing Organizational Change. Impacted Washington County resources will need consistent coaching and reassurance from their leadership team to embrace and accept the changes being imposed by the move to new software. An important part of change is ensuring that impacted Washington County resources understand the value of the change, and why they are being asked to change.

7.3 Resources and Scheduling

- Washington County resources will participate in scheduled activities as assigned in the Project Schedule.
- The Washington County team will complete prerequisites prior to applicable scheduled activities. Failure to do so may affect the schedule.
- Tyler and the Washington County will provide resources to support the efforts to complete the Project as scheduled and within the constraints of the Project budget.
- Abbreviated timelines and overlapped Phases require sufficient resources to complete all required work as scheduled.
- Changes to the Project Schedule, availability of resources or changes in Scope will be requested through a Change Request. Impacts to the triple constraints (scope, budget, and schedule) will be assessed and documented as part of the change control process.
- The Washington County will ensure assigned resources will follow the change control process and possess the required business knowledge to complete their assigned tasks successfully. Should there be a change in resources, the replacement resource should have a comparable level of availability, change control process buy-in, and knowledge.
- The Washington County makes timely Project related decisions to achieve scheduled due dates on tasks and prepare for subsequent training sessions. Failure to do so may affect the schedule, as each analysis and implementation session is dependent on the decisions made in prior sessions.
- The Washington County will respond to information requests in a comprehensive and timely manner, in accordance with the Project Schedule.
- The Washington County will provide adequate meeting space or facilities, including appropriate system connectivity, to the project teams including Tyler team members.
- For on-site visits, Tyler will identify a travel schedule that balances the needs of the project and the employee.

7.4 Data

- Data will be converted as provided and Tyler will not create data that does not exist.
- The Washington County is responsible for the quality of legacy data and for cleaning or scrubbing erroneous legacy data.
- Tyler will work closely with the Washington County representatives to identify business rules before writing the conversion. The Washington County must confirm that all known data mapping from source to target have been identified and documented before Tyler writes the conversion.
- All in-scope source data is in data extract(s).
- Each legacy system data file submitted for conversion includes all associated records in a single approved file layout.
- The Washington County will provide the legacy system data extract in the same format for each iteration unless changes are mutually agreed upon in advance. If not, negative impacts to the



schedule, budget and resource availability may occur and/or data in the new system may be incorrect.

- The Washington County Project Team is responsible for reviewing the converted data and reporting issues during each iteration, with assistance from Tyler.
- The Washington County is responsible for providing or entering test data (e.g., data for training, testing interfaces, etc.)

7.5 Facilities

- The Washington County will provide dedicated space for Tyler staff to work with Washington County resources for both on-site and remote sessions. If Phases overlap, Washington County will provide multiple training facilities to allow for independent sessions scheduling without conflict.
- The Washington County will provide staff with a location to practice what they have learned without distraction.

8. Glossary

Word or Term	Definition
Acceptance	Confirming that the output or deliverable is suitable and conforms to the agreed upon criteria.
Accountable	The one who ultimately ensures a task or deliverable is completed; the one who ensures the prerequisites of the task are met and who delegates the work to those responsible. [Also see RACI]
Application	A computer program designed to perform a group of coordinated functions, tasks, or activities for the benefit of the user.
Application Programming Interface (API)	A defined set of tools/methods to pass data to and received data from Tyler software products
Agreement	This executed legal contract that defines the products and services to be implemented or performed.
Business Process	The practices, policy, procedure, guidelines, or functionality that the client uses to complete a specific job function.
Business Requirements Document	A specification document used to describe Client requirements for contracted software modifications.
Change Request	A form used as part of the Change Control process whereby changes in the scope of work, timeline, resources, and/or budget are documented and agreed upon by participating parties.
Change Management	Guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success & outcomes
Code Mapping [where applicable]	An activity that occurs during the data conversion process whereby users equate data (field level) values from the old system to the values available in the new system. These may be one to one or many to one. Example: Old System [Field = eye color] [values = BL, Blu, Blue] maps to New Tyler System [Field = Eye Color] [value = Blue].
Consulted	Those whose opinions are sought, typically subject matter experts, and with whom there is two-way communication. [Also see RACI]



Control Point	This activity occurs at the end of each stage and serves as a formal and intentional opportunity to review stage deliverables and required acceptance criteria for the stage have been met.
Data Mapping [where applicable]	The activity determining and documenting where data from the legacy system will be placed in the new system; this typically involves prior data analysis to understand how the data is currently used in the legacy system and how it will be used in the new system.
Deliverable	A verifiable document or service produced as part of the Project, as defined in the work packages.
Go-Live	The point in time when the Client is using the Tyler software to conduct daily operations in Production.
Informed	Those who are kept up-to-date on progress, often only on completion of the task or deliverable, and with whom there is just one-way communication. [Also see RACI]
Infrastructure	The composite hardware, network resources and services required for the existence, operation, and management of the Tyler software.
Interface	A connection to and potential exchange of data with an external system or application. Interfaces may be one way, with data leaving the Tyler system to another system or data entering Tyler from another system, or they may be bi-directional with data both leaving and entering Tyler and another system.
Integration	A standard exchange or sharing of common data within the Tyler system or between Tyler applications
Legacy System	The software from which a client is converting.
Modification	Custom enhancement of Tyler's existing software to provide features or functions to meet individual client requirements documented within the scope of the Agreement.
On-site	Indicates the work location is at one or more of the client's physical office or work environments.
Organizational Change	The process of changing an organization's strategies, processes, procedures, technologies, and culture, as well as the effect of such changes on the organization.
Output	A product, result or service generated by a process.
Peripheral devices	An auxiliary device that connects to and works with the computer in some way. Some examples: scanner, digital camera, printer.
Phase	A portion of the Project in which specific set of related applications are typically implemented. Phases each have an independent start, Go-Live and closure dates but use the same Implementation Plans as other Phases of the Project. Phases may overlap or be sequential and may have different Tyler resources assigned.



Project	The delivery of the software and services per the agreement and the Statement of Work. A Project may be broken down into multiple Phases.
RACI	A matrix describing the level of participation by various roles in completing tasks or Deliverables for a Project or process. Individuals or groups are assigned one and only one of the following roles for a given task: Responsible (R), Accountable (A), Consulted (C), or Informed (I).
Remote	Indicates the work location is at one or more of Tyler's physical offices or work environments.
Responsible	Those who ensure a task is completed, either by themselves or delegating to another resource. [Also see RACI]
Scope	Products and services that are included in the Agreement.
Solution	The implementation of the contracted software product(s) resulting in the connected system allowing users to meet Project goals and gain anticipated efficiencies.
Stage	The top-level components of the WBS. Each Stage is repeated for individual Phases of the Project.
Standard	Software functionality that is included in the base software (off-the-shelf) package; is not customized or modified.
Statement of Work (SOW)	Document which will provide supporting detail to the Agreement defining Project-specific activities, services, and Deliverables.
System	The collective group of software and hardware that is used by the organization to conduct business.
Test Scripts	The steps or sequence of steps that will be used to validate or confirm a piece of functionality, configuration, enhancement, or Use Case Scenario.
Training Plan	Document(s) that indicate how and when users of the system will be trained relevant to their role in the implementation or use of the system.
Validation (or to validate)	The process of testing and approving that a specific Deliverable, process, program, or product is working as expected.
Work Breakdown Structure (WBS)	A hierarchical representation of a Project or Phase broken down into smaller, more manageable components.
Work Package	A group of related tasks within a project.



Part 4: Appendices

9. Conversion

9.1 Conversion Specifications

9.1.1 Legacy System Information

Flight	Legacy System	Scope ¹	Target Product(s)	Test Pushes	Production Pushes
TBD	iDocket	Core Plus	Enterprise Justice Case Manager	2.5	1

¹ See chart below for scope definitions.

9.1.2 Legacy Extract Requirements

Format

The following file formats can be loaded by Tyler. Other than agreed upon changes, the format and organization of the extract is expected to be the same for each conversion execution.

Format	Notes
SQL Server Backup	<ul style="list-style-type: none">▪ Preferred format▪ Use native SQL Server backup, not 3rd party tool.▪ Should be version compatible with targeted SQL Server version used for Enterprise Justice.▪ All proprietary code in stored procedures, views, functions, and triggers can be removed.
Delimited Text Files	<ul style="list-style-type: none">▪ One file per source table, one row per source row▪ Use first row as header to specify column names.▪ Use a character as the column delimiter not found in text columns. Pipes are preferred.▪ Do not use comma as the column delimiter.▪ Do not use quotes to enclose column values.
Fixed-Width Text Files	<ul style="list-style-type: none">▪ One file per source table, one row per source row▪ Include a separate document defining column names and widths. Can be same document for all files.

Tyler Conversion does not have an Oracle environment. If the legacy system uses Oracle, consider the free Microsoft tool SQL Server Migration Assistant for Oracle to move the data into SQL Server. If the legacy system uses UniData, or another multi-value capable database, please consult with Tyler Conversion on additional format needs.

Frequency



An initial extract is requested as early in the project as possible so analysis can begin. Subsequent extracts will be required 1-2 weeks before each test conversion push and once at go-live.

Content

For the initial extract, include all data except for document and images, or system tables containing logs. It is preferred that all possible data is reviewed while performing initial analysis to avoid missing critical information. Tyler will identify if there are large portions of the extract that can be optionally excluded by the Washington County later in the project.

Delivery

The initial extract will need to be downloaded to a Tyler server using Kiteworks, Tyler’s fully-CJIS secure FTP transfer site. When using Kiteworks, a secure client-specific folder will be created. For on-site clients, subsequent extracts can be saved to an internal file server. SaaS clients will continue to use FTP.

Supplemental Documentation

The following is helpful when defining the conversion rules at the beginning of a project. Please include the following with the initial extract if available and approved by any 3rd party vendor.

- Data Dictionaries
- Entity Relationship Diagrams
- Legacy System Administration or User Documentation
- Legacy System Screenshots

9.1.3 Conversion Scope – Included Data Elements

The following charts indicate which data elements will be migrated. Data must be available and presented to Tyler in the legacy data.

Legend:

F = Odyssey Fields; T = Conversion Tab; NC = Not Converted

*CJIS conversion may be an option for ICJ accounts, for an additional cost

F** = Single conversion event / hearing

F*** = Using a standard offense config with minimal local configuration

F**** = Summary is part of the detail.

T* - Current outstanding balance, per fee, will convert to the Financial Tab. Historical financial transactions will convert to the Conversion Tab. Registry data will be converted to the Conversion Tab.

T** - Warrants - Tyler will convert current warrant status only. If reconciliation of the active warrants cannot be easily attained by the end of the first client data review, Tyler Tech reserves the right to only convert warrant data to the Conversion Tab or will inactivate all warrant data that is converted.

Data Conversion Scope - Case Manager			
Record	Tab	Section	UCMS Scope
Case	Appeals	All	NC
Case	Appointments	All	NC
Case	Arbitration	All	NC



Case	Atty Pmts	All	NC
Case	Audit	All	NC
Case	Bonds	All	T
Case	Causes	All	NC
Case	Charges	All	F***
Case	CJIS	All	NC*
Case	Conditions	All	NC
Case	Detail	All	F
Case	Discovery	All	NC
Case	Disposition	All	T
Case	Documents	All	F
Case	Events	All	F**
Case	Exhibits	All	NC
Case	Financial	All	T*
Case	Forfeitures	All	NC
Case	Hearings	All	F**
Case	Inquest	All	NC
Case	Notes	All	F
Case	Parties	All	F
Case	Prot. Orders	All	NC
Case	Service	All	T
Case	State Report	All	NC
Case	Summary	All	F****
Case	Time Stds	All	NC
Case	Warrants	All	T**
Party	Additional	All	F
Party	Associates	All	NC
Party	Employment	All	NC
Party	General	All	F
Party	Notes	All	F
Party	Relationships	All	NC
Party	Separations	All	NC
Party	Vehicles	All	NC



9.1.4 Conversion Tab

The Conversion Tab is a location on parties, cases, and jailings to store legacy system information. This tab is read-only and only populated during the conversion process. Data on this tab is not included in reports or integrations. A custom report can be written to retrieve the data, but each record is a single value with fixed width spacing and column headers to describe the data. Specific data elements are not separated.

The Conversion tab is commonly used to preserve legacy data without impacting Enterprise configuration or reporting. The Conversion Tab is also used to provide reduced effort conversions. See the scope charts for an Enterprise tab breakdown of what is migrated to the Conversion tab depending on the selected scope. Changes in scope from Enterprise fields to the Conversion tab must be coordinated and approved by the client.

9.1.5 Data Mapping Documentation and Philosophy

When determining how data will migrate from a legacy system to Tyler products, Tyler aims to convert the legacy data in such a manner as the data will appear and behave as if it originated from the Tyler product.

During the Conversion Assessment, legacy data will be mapped to fields in Tyler product databases, or Tyler conversion tool databases. Depending on the organization of the legacy data, mapping may be at a table level vs. field-level. For example, if a legacy file contains addresses, instead of mapping each field during the initial assessment, the legacy file will be mapped to Tyler's address table. During the actual script development, and engineer will determine individual field-to-field mappings.

Data Mapping is captured in a spreadsheet. To track the decision of each file, table, and or field. This mapping is primarily intended to guide the engineer during ETL development but also facilitates conversations with the County around ambiguous data. This mapping document is not maintained the life of the project. Once ETL development has started, the scripts represent the decisions made for converting data at the field level.

9.1.6 Party Merges

Tyler converts party data as it is represented in the legacy system, except where a difference in database schemas necessitates transformation to fit into Tyler product fields. Tyler does not merge legacy parties into a single party during the conversion process. Merging parties during the conversion requires Tyler to track all references to the merged parties in the legacy data prior to loading into Tyler products which introduces risk, difficulty validating the conversion, and difficulty tracing back to the original legacy relationships. Enterprise and Tyler Corrections offer a party merge tool that can be used after go-live to consolidate what is believed to be duplicate party records. This tool offers allows an end user to select the matching criteria and then review the selected which matched parties should be merged.

9.1.7 Standard Conversion Assumptions

1. Client will provide legacy extracts as either SQL Server backups or flat files.
2. Client will provide initial legacy extracts for data mapping, and subsequent extracts just prior to each test or production push.
3. Tyler will migrate data as-is except where transformation, splitting, or merging must occur to avoid Enterprise application errors.



4. Tyler will not merge parties during the conversion process.
5. Tyler will not merge data from multiple legacy systems during the conversion process.
6. If migrating documents or images, the legacy system either provides network path information to the files or the client provides an "index" file with pertinent information such as file path, case number, etc.
7. Text fields containing multiple data points will not be parsed and copied to multiple Enterprise fields. Party names are an exception if there is some consistency to the formatting of the name parts.
8. Legacy data will not be converted to Tyler's Electronic Discovery software. Electronic Discovery is out of scope for conversion.
9. Tyler Technologies project team will ultimately make and approve conversion decisions. There will be limited custom business rules implemented for converted data.
10. Tyler will complete the code mapping and will make key mapping decisions.
11. Data will be delivered to Tyler in a pre-defined format.





10. Additional Appendices

10.1 Intentionally left blank.

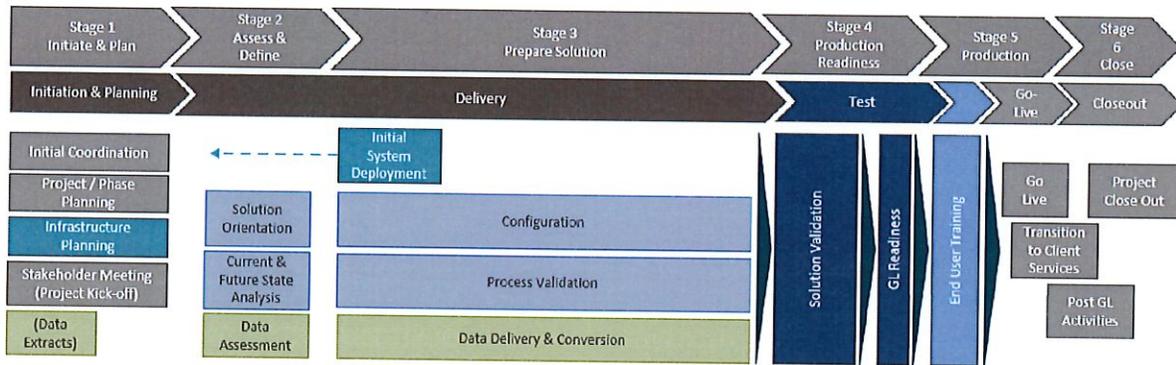


11. Project Timeline

11.1 Project Timeline

The Project Timeline establishes a target start and end date for each Phase/Flight of the Project. The timeline needs to account for resource availability, business goals, size and complexity of the Project, and task duration requirements. These will be reviewed and adjusted, if needed, during the Initiate and Plan Stage. Refer to the Project Stages section of this SOW for information on work packages associated with each stage of the implementation.

The following dates may be revised based on the date the Agreement is signed and further refined during the course of the project. Projects are organized in "flights" and individual offices may not share a go-live date within a county. An exact schedule will be created by the project team after contract signing.



AGENDA ITEM

#7

Discussion and possible action on the approval of the appointment of the EMS Director for the pay rate exceeding the 6% allowable amount in accordance with the county policy. (Amber Skalka, HR Director)

AGENDA ITEM

#8

Discussion and possible action on the approval to utilize the services of Public Sector Personnel Consultants to conduct the Washington County Salary Survey in an amount not to exceed \$26,500.00, and authorizing the County Judge to execute any necessary agreements or documents related to these services. (Amber Skalka, HR Director)



March 4, 2026

Ms. Amber Skalka
Human Resources Director
Washington County
105 West Main Street Suite 101
Brenham, TX 77833

Dear Ms. Skalka,

Pursuant to your request, we are pleased to provide you with a brief proposal to assist the County with a Compensation Study and pay plan update. We specialize in these services and have implemented classification and compensation plans for more than 1,100 public employers nationwide, including more than 100 County government employers and over 100 Texas public employers.

Current and recently completed projects include Ellis County, Burleson County, Kerr County, and the Cities of Schertz, Live Oak, Copperas Cove, Dallas, Addison, Highland Park, University Park, Lewisville, Irving, McKinney, Coppell, Taylor, Manor and Allen.

Our proposed approach will be customized to meet the County's needs. We are confident that our extensive public employers classification and compensation experience, knowledge of public employers in Texas, large specialized and highly qualified full-time staff, proven methods, and one year of implementation support and assistance at no cost, will achieve all of the County's objectives for this important project.

We appreciate the County's consideration of our proposal. Please let me know if we can provide additional information.

Sincerely,

Matthew Weatherly, President
(888) 522-7772
matt@pspc.us

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SUMMARY OF SERVICES FOR BANDERA COUNTY

PUBLIC SECTOR PERSONNEL CONSULTANTS (PSPC) proposes the following program of consulting services and implementation support to conduct a compensation study.

A. SUMMARY OF PROJECT STEPS

1. Project planning and scheduling meeting with the County's Human Resources Staff, project designee(s)
2. Occupational re-familiarization by review of included job descriptions and compensation plans
3. Confirmation of County's competitive employment areas for compensation surveys
4. Selection of benchmark classifications for external comparison (target 70+ job classifications)
5. Solicitation of comparator employers and agencies for participation in external compensation surveys
6. Extraction of data from public employer compensation plans, questionnaires, reliable published surveys
7. Consolidation of data from all sources and calculation of prevailing rates for benchmark jobs
8. Computation of extent County's compensation offerings vary from external prevailing rates and practices
9. Review and re-design of pay table(s) including pay plan modeling and options, use and implementation
10. Development of salary administration guidelines including placement, steps using year of service etc.
11. Review of competitiveness analysis with Human Resources, County Officials and project designees
12. Preparation and optional presentation of a final report for Human Resources Staff and County Officials

B. COMPENSATION SURVEY

1. County Involvement in Compensation Plan Development

We will obtain policy direction from the Human Resources staff and/or County Officials on the following key components of the salary plan development process:

- Benchmark Job Class Selection
- Compensation Competitiveness Policy
- Salary Structure Selection
- Draft Compensation Plan Review / Critique
- Compensation Points for Analysis
- Project Implementation Plan

2. Comprehensive Compensation Survey

We will collect the complete pay plans from each of the County's comparators and build a custom survey database to ensure accuracy and completeness, unique to the County's job classifications.

- a. *Data Collection Protocol*** will be developed in consultation with the County's project leaders to determine which salary data elements to include, such as:

Salary Information

- Salary grade/step or open range salary plan structure
- Salary range structure Minimum, Midpoint, and Maximum

- b. *Compensation Data Collection*** will be made by one or more of the following methods.

- Pre-survey contact with the selected comparator employers to solicit participation in the County's compensation survey
- Extraction from the pay plans of designated public employers.

- e. *Data Quality Control*** includes editing data for accuracy and proper matching to the County's survey benchmark jobs, and phone/fax/E-mail follow-ups for data clarification and to obtain comparators' benchmark job descriptions.

3. Prevailing Rates Calculation

We will consolidate the compensation data from all sources and compute the prevailing rates, inclusive of any needed cost-of-living differentials, as the statistical mean of the survey data for each benchmark job class. Data can be projected forward from the date of collection to a common date relating to the County's salary plan year by the annual Prevailing Rate Increase Factor (PRI) applicable at that time.

4. Compensation Competitiveness Comparison

We will provide the County with charts comparing its current salary structures to those of the selected public and private comparator employers. We will calculate the extent that the County's offerings vary from the prevailing rates and practices of other relevant employers.

5. Compensation Competitiveness Policy

We will assist the County to select a compensation competitiveness policy which best fits its compensation strategy and financial resources, by providing fiscal impact estimates at various percentage relationships to the prevailing rates.

6. Salary Plan Structure Development

We will prepare alternative salary range structures and schedules for the County to select the best fit for its competitiveness strategy, with these optional criteria:

- Method of administration, i.e.: measured job performance, longevity, or skill
- Width of the salary ranges, grades, or broad bands, from Minimum to Maximum
- If steps within the salary ranges, number of steps, percentage separation
- Number of salary ranges, grades, or broad bands in the salary schedule

7. Salary Range Assignment Development

We will assign each job classification to a salary range in the County's selected salary structure on the basis of a combination of factors, including:

- the prevailing rates for the benchmark job classes
- its current relationship to similar or occupationally related job classes
- the 15% guideline for salary range separation between sequential job classes
- the 25% guideline for salary separation of a department head job class

8. Implementation Plan Development

We will consult with the County's Project Team on a plan for transition to the recommended plan, including a timetable for the principal activities, employee communication, multi-year strategies as needed, and estimates of required financial resources.

C. SUMMARY MEMO AND OPTIONAL PRESENTATION

1. Draft and Final Findings Memo

We will provide the County's project leader(s) with a draft memo on findings for review and critique, including the compensation market data and salary comparison tables. We will incorporate their critique into the development of a final memo summarizing the project's findings.

2. Presentation of Findings - Optional

We can conduct a workshop or formal presentation of our final report and recommendations to the Human Resources staff and County Officials.

FEES - COST PROPOSAL

A. PROJECT COST ESTIMATE

We estimate that the project's total cost, including all fees for professional services and reimbursement for out-of-pocket expenses, **will not exceed** the indicated amounts.

Major Project Components

- Base Pay Compensation Survey	\$ 20,000
- Compensation Structure Design, Modeling, Options for Implementation	\$ 5,000
- Reporting, Draft Reviews, Final Meeting or Presentation (optional)	<u>\$ 1,500</u>
Not-to-Exceed:	\$ 26,500

(Standard Hourly Rate for Additional Services \$125/hr)

B. FLEXIBLE WORK PLAN, NEGOTIABLE TOTAL COST, TERMS

Our work plan is flexible and total project cost negotiable, and we will discuss, modify, add or delete, any work task to increase the project's responsiveness to the County's needs and financial resources. We will provide the County with monthly invoices for the professional services provided and out-of-pocket expenses incurred during the month. We request that the County pay the invoices within thirty (30) days of their receipt.

B. ESTIMATED TIMELINE

We estimate that we can begin project activities in March 2026 with a draft of the survey findings within 75 days of authorization to proceed. Estimated completion late May / early June 2026.

HISTORY AND FACTS ABOUT OUR FIRM

- **HISTORY OF OUR FIRM**

Public Sector Personnel Consultants (PSPC) originated in 1972 with the Public Sector Group of the international human resources consulting firm of Hay Associates. **PSPC** was established as an independent firm in 1982. We are a single-owner, debt-free subchapter-S corporation.

- **REGIONAL STAFF**

We have regional offices or affiliates in Dallas, TX, Austin, TX, Los Angeles, CA, Denver, CO, St. Paul, MN, and Phoenix, AZ.

- **SPECIALIZED IN COMPENSATION SERVICES**

We are "super-specialists" in compensation, providing services in job analysis, position classification, job content evaluation, compensation, and directly related services. **Over 98% of our classification and compensation studies have been successfully implemented by our clients.**

- **SPECIALIZED IN PUBLIC SECTOR CLIENTS**

We provide services exclusively to public sector employers including municipalities, counties, utility districts, library districts, special districts, state governments, housing and redevelopment agencies, airport authorities, school districts, higher education, and tribal governments.

- **SPECIALIZED COMPENSATION STAFF**

Our staff is comprised of eight (8) full time and an additional five (5) part time senior human resources professionals with very extensive experience as compensation managers and consultants for public employers. Our staff has more than 100 years of combined experience working for and consulting to public sector employers.

- **OVER 1,100 PUBLIC EMPLOYERS SERVED**

Our staff members have provided compensation, human resources, training and related consulting services to more than 1,100 public and 200 private employers throughout the U.S.

- **AMERICAN COMPENSATION ASSOCIATION PARTICIPATION (ACA) (NOW WORLDDATWORK)**

Our consultants are active members of ACA, including serving as instructors for the ACA certification courses.

- **SPECIALIZED COMPENSATION AND RELATED RESOURCES**

We utilize our **EZ COMP™** salary survey and plan program, modified **FES** point-factor job evaluation system, **AEP™** performance evaluation plan, and **SNAP™** staffing needs analysis program.

- **FIRST YEAR IMPLEMENTATION WARRANTY**

We provide our clients with extensive implementation support during the first year, and we will analyze, evaluate, classify, and provide a salary range recommendation for any new or changed position or entire job class, at no additional cost.

PUBLIC SECTOR PERSONNEL CONSULTANTS

RECENT COUNTIES SERVED BY OUR FIRM AND STAFF

Apache County, AZ	Natrona County, WY
Brazoria County, TX	Peoria County, IL
Douglas County, NV	Pitkin County, CO
El Paso County, TX	Rockwall County, TX
Franklin County, WA	Sandoval County, NM
Gila County, AZ	Santa Cruz County, AZ
Grant County, WA	Teton County, WY
Laramie County, WY	Williams County, ND
Lewis County, WA	Yuma County, AZ

RECENT TEXAS EMPLOYERS SERVED BY OUR FIRM AND STAFF

Abilene, City of	Grapevine, City of *
Addison, Town of *	Irving, City of
Allen, City of	Killeen, City of
Bedford, City of	Lewisville, City of *
Carrollton, City of	Longview, City of *
Cedar Park, City of	Plano, City of
Dallas, City of	Sugar Land, City of
El Paso County *	State Bar of Texas
Fort Worth, City of	Tomball, City of *
Frisco, City of *	Waco, City of *
Galveston, City of	Woodlands Township

* "repeat" client, multiple studies performed

Active 2026: Coppell, Watauga, San Angelo, Celina, Grapevine, Trophy Club MUD, Mansfield

PUBLIC SECTOR PERSONNEL CONSULTANTS

MATTHEW E. WEATHERLY, PRESIDENT

Mr. Weatherly has over 20 years of experience as a human resources management professional and consultant, specializing in position classification, compensation, recruitment and selection. He has served as a Human Resources Manager with Employee Solutions, Inc. and Staffing Consultant with Initial Staffing Services.

He has completed projects in staff development, recruitment, selection, job descriptions, salary survey, and salary plan development. Among his current and recently completed consulting projects are those for:

<i>Benbrook, City of, TX</i>	<i>Fort Worth, City of, TX</i>	<i>Grapevine, City of, TX</i>
<i>Carrollton, City of, TX</i>	<i>Frisco, City of, TX</i>	<i>Irving, City of, TX</i>
<i>Cedar Park, City of, TX</i>	<i>Galveston, City of, TX</i>	<i>Killeen, City of, TX</i>
<i>Denton, City of, TX</i>	<i>Grand Prairie, City of, TX</i>	<i>Rockwall, City of, TX</i>

Mr. Weatherly holds a BS degree in Human Resources Management from Arizona State University. He has been a featured speaker at TMHRA and regional City Manager and HR Regional meetings in Texas.

ELIZABETH J. LOCURTO, CCP, VICE PRESIDENT

Ms. LoCurto has over 30 years of experience as a compensation manager and consultant for public and private employers, specializing in job analysis, salary surveys, and salary plan development. She has served as Compensation Research Associate for Hayes/Hill, Inc., Senior Compensation Analyst for AON Corporation, Compensation Manager for Loyola University, and Project Manager for the American Compensation Association.

She has conducted projects in job audits, job descriptions, salary surveys, compensation database management, compensation plan development, compensation training course development, and compensation trend research. Among her consulting projects are:

<i>Apache County, AZ</i>	<i>Huntington Beach, City of, CA</i>	<i>Sacramento, City of, CA</i>
<i>Austin Community College, TX</i>	<i>Los Alamos County, NM</i>	<i>State Bar of Texas</i>
<i>CA Family Health Council</i>	<i>Norman, City of, OK</i>	<i>Texas Office of Attorney General</i>
<i>El Paso, City of, TX</i>	<i>OKC Zoological Park</i>	<i>Vancouver, City of, WA</i>

Ms. Talamonti holds a BS degree in Business Administration from Arizona State University. She holds the Certified Compensation Professional (CCP) designation from the American Compensation Association.

KATHERINE TILZER, SPHR

Ms. Tilzer has more than 25 years of experience as a human resources manager and consultant, specializing in employee relations, compensation, and recruitment. She has served as Personnel Manager for Laboratory Corporation of America, Director of Human Resources for Plaza Healthcare, Inc., and Director of Human Resources for American Baptist Homes.

<i>Aleutian Housing Authority, AK</i>	<i>El Paso, City of, TX</i>	<i>Pueblo West Metro Dist, CO</i>
<i>Boone County, MO</i>	<i>Huntington Beach, CA</i>	<i>Rowlett, City of, TX</i>
<i>Cochise College, AZ</i>	<i>Lake Tahoe College, CA</i>	<i>San Marcos, City of, TX</i>
<i>Colleyville, City of, TX</i>	<i>Pinal County, AZ</i>	<i>Tomball, City of, TX</i>

She holds a BS degree in Management from the University of Phoenix, and certification as Senior Professional in Human Resources from the Society for Human Resources Management.

PUBLIC SECTOR PERSONNEL CONSULTANTS

BOB LONGMIRE, PMP

Mr. Longmire has more than 10 years of project management experience and consulting for public employers, specializing in employee development, classification, and compensation. He has served as National Sales Director for Connexion Technologies and Brand Marketing Manager for Plink.

He has completed projects in job analysis, position classification, compensation surveys and plan development. Among his consulting projects are those for:

<i>Dallas, City of, TX</i>	<i>Greater Orlando Airport, FL</i>	<i>Northern AZ Council of Gov'ts</i>
<i>Escondido, City of, CA</i>	<i>Huntington Beach, City of, CA</i>	<i>Pitkin County, CO</i>
<i>Fort Worth, City of, TX</i>	<i>King County Library Systems, WA</i>	<i>Sacramento City School District, CA</i>
<i>Galveston, City of, TX</i>	<i>Monterey, City of, CA</i>	<i>Tacoma Metro Parks, WA</i>

Mr. Longmire holds a BS degree in Administration from Colorado Christian University and designation as Project Management Professional from the Project Management Institute.

WAYNE BREDE

Mr. Brede has over 30 years of experience working for the Minnesota Department of Transportation as a Workforce Planning Manager and Staffing Services Manager and has served as a succession planning and career ladder consultant for nearly 50 public and private employers.

He has conducted projects in workforce development, succession planning, job analysis, position classification, job evaluation, compensation surveys, compensation plan development, employee relations, and recruitment. Among his recent client projects are those for:

<i>El Paso County, TX</i>	<i>Hamilton County, TN</i>	<i>Red Lake Indian Reserv., MN</i>
<i>Fresno, City of, CA</i>	<i>Las Cruces, City of, NM</i>	<i>Rialto, City of, CA</i>
<i>Grand Forks, City of, ND</i>	<i>Minot, City of, ND</i>	<i>San Angelo, City of, TX</i>
<i>Great Falls, City of, MT</i>	<i>Northwest Tech College, MN</i>	<i>San Jose, City of, CA</i>

Mr. Brede holds a BA degree in Mass Communications from the University of Minnesota and holds certificates in Public Sector Personnel Management and Industrial Relations.

SAMUEL HEINZ, MPA, PHR

Mr. Heinz has conducted projects in job analysis, position classification, job evaluation, compensation surveys, and compensation plan development. Among his recent client projects are those for:

<i>Addison, Town of, TX</i>	<i>DeSoto, City of, TX</i>	<i>Prosper, Town of, TX</i>
<i>Apache Junction, City of, AZ</i>	<i>Galveston, City of, TX</i>	<i>Teton County, WY</i>
<i>Bismarck, City of, ND</i>	<i>Midland, City of, TX</i>	<i>The Colony, City of, TX</i>
<i>Cedar Park, City of, TX</i>	<i>Odessa, City of, TX</i>	<i>Williston, City of, ND</i>

Mr. Heinz holds a MA degree in Public Administration from Texas Tech.

PUBLIC SECTOR PERSONNEL CONSULTANTS proposes to utilize only full-time members of our firm to complete all of the project tasks and objectives. In order to maintain complete control of the project tasks and deadlines, we will not utilize subcontractors for the completion of any projects.

PUBLIC SECTOR PERSONNEL CONSULTANTS

AGENDA ITEM

#9

Amendment Discuss and possibly act upon a budget amendment for line item 010-2200-55700 (EMS machinery & equipment) from 010-0600-55800 (other contingency). (Shawna Hollis, Auditor)



Washington County, TX

Budget Adjustment Register

Adjustment Detail

Packet: GLPKT13147 - 03.10.26 EMS Budget Amendment -
Vehicle Purchase

Adjustment Number	Budget Code	Description	Adjustment Date
BA0000302	2026 Adopted Budget	03.10.26 EMS Budget Amendment - Vehicle Purchase	3/10/2026
Summary Description: Budget amendment to allow the purchase of wrecked Enterprise vehicle. Caldwell Country Aftermarket Expense Dana Safety			

Account Number	Account Name	Adjustment Description	Before	Adjustment	After
010-0600-55800	OTHER-CONTINGENCY	03.10.26 EMS Budget Amendment - Vehicle Pu...	555,853.42	-67,642.00	488,211.42
January: -5,636.83	April: -5,636.83	July: -5,636.83	October: -5,636.83		
February: -5,636.83	May: -5,636.83	August: -5,636.83	November: -5,636.83		
March: -5,636.83	June: -5,636.83	September: -5,636.83	December: -5,636.87		
010-2200-55700	MACHINERY & EQUIPMENT	03.10.26 EMS Budget Amendment - Vehicle Pu...	0.00	43,752.00	43,752.00
January: 3,646.00	April: 3,646.00	July: 3,646.00	October: 3,646.00		
February: 3,646.00	May: 3,646.00	August: 3,646.00	November: 3,646.00		
March: 3,646.00	June: 3,646.00	September: 3,646.00	December: 3,646.00		
010-2200-55740	AFTER MARKET EXPENSE	03.10.26 EMS Budget Amendment - Vehicle Pu...	0.00	23,890.00	23,890.00
January: 1,990.83	April: 1,990.83	July: 1,990.83	October: 1,990.83		
February: 1,990.83	May: 1,990.83	August: 1,990.83	November: 1,990.83		
March: 1,990.83	June: 1,990.83	September: 1,990.83	December: 1,990.87		

Budget Adjustment Register

Packet: GLPKT13147 - 03.10.26 EMS Budget Amendment - Vehicle Purchase

Budget Code Summary

Budget	Budget Description	Account
2026 Adopted Budg...	2026 Adopted Budget	010-0600-55800
		010-2200-55700
		010-2200-55740

Account Description	Before	Adjustment	After
OTHER-CONTINGENCY	555,853.42	-67,642.00	488,211.42
MACHINERY & EQUIPMENT	0.00	43,752.00	43,752.00
AFTER MARKET EXPENSE	0.00	23,890.00	23,890.00
2026 Adopted Budget Total:	555,853.42	0.00	555,853.42
Grand Total:	555,853.42	0.00	555,853.42

Fund Summary

Fund	Before	Adjustment	After
Budget Code:2026 Adopted Budget - 2026 Adopted Budget Fiscal: 2026			
010	555,853.42	0.00	555,853.42
Budget Code 2026 Adopted Budget Total:	555,853.42	0.00	555,853.42
Grand Total:	555,853.42	0.00	555,853.42

Approved by Commissioner’s Court on Tuesday, March 10, 2026

Judge, John Durrenberger

Commissioner, Pct 1 Misti Corn

Commissioner, Pct 2 Candice Bullock

Commissioner, Pct 3 Kirk Hanath

Commissioner, Pct 4 Dustin Majewski

AGENDA ITEM

#10

Discuss a Formal Notice from Industry Communications for a new service line installation in the county right-of-way of Bascome Lane, Precinct 4. (Wesley Stolz, County Engineer)



WASHINGTON COUNTY

Policy for Placing Utilities within the County Right of Way

This policy will, and does, pertain to the placement of utilities within the right of way for all roads, improved and unimproved, within Washington County, Texas, which includes, but not limited to, the following types of roadways: (1) Paved Roads, (2) Gravel Roads, and (3) Dirt Roads.

Specific Requirements and Conditions for Proposed Utility Installations and Adjustments

1. Responsibilities of the utility owner/applicant shall include, but not limited to:
 - a. Submission of a written Application Form/Formal Notice of the proposed utility installation to the County Engineer for review and approval by Commissioners Court;
 - b. Designing the specific utility in accordance with all applicable federal/state policies and laws, current industry standards and the county's specific requirements contained herein;
 - c. Providing three (3) copies of the detailed drawings, plan specifications, of the proposed utility line with the written application;
 - d. Payment of the nominal sum of \$300 per each crossing for any type of sanitary sewer and pipeline crossings with the submission of the application/notice;
 - e. Securing all other necessary or required permits, licenses, or approvals before beginning work;
 - f. Securing approval of the Commissioners Court prior to any work being performed;
 - g. Securing necessary site specific utility locates;
 - h. Notifying the County Engineer prior to the beginning of construction in order to insure all work has been approved in Commissioners Court. Notice must be made, no later than, 48 hours prior to commencing construction (*Penalty imposed for non-compliance*);
 - i. Notifying residences and businesses affected by installation within forty-eight (48) hours prior to any work;
 - j. Placing and maintaining the utility on the County right of way in accordance with any and all governing laws, rules, and regulations along with Washington County specific requirements;
2. Overhead utility pole installation(s) shall be placed at the edge of the Right of Way to ensure safety of the traveling public. Any pole placed in violation of this requirement will be required to be moved to the appropriate location at the utility owner's expense.
3. Overhead utility installations shall conform to clearance standards of the Texas Department of Transportation and the pole(s) shall be placed in the designated area for power, as specified in the Texas Utility Code, Section 181.045.
4. Location of underground utility lines shall be as follows:
 - a. Lines must be placed in the back slope of ditches near the right of way lines, not to interfere with the drainage in the ditch;
 - b. Above ground pedestals or other utility appurtenances, installed as a part of an underground line, shall be located at or near the right of way line and outside of the road maintenance operation area;
 - c. Lines shall not be placed on the top, inside or within ten (10) feet of any existing culverts (road or access driveway pipe);
 - d. Lines shall not be placed under a bridge or within fifty (50) feet of either end of a bridge nor be attached to a bridge;
 - e. All lines shall be located to avoid or minimize the need for adjustment for future road improvements and to permit access to the utility lines for their maintenance with minimum interference to road traffic.

- f. Parallel water, sanitary sewer, high-pressure gas, and liquefied petroleum lines should be constructed on private property.
5. Minimum depth for an underground utility shall be as follows:
 - a. at least thirty-six (36) inches below the flow line of the adjacent ditch or drainage;
 - b. a minimum depth of forty-eight (48) inches below the top of pavement;
 - c. Sanitary sewer and low pressure gas or petroleum lines shall be at least forty-eight (48) inches below the flow line of the adjacent ditch or drainage;
 - d. Underground power line crossings and longitudinal lines shall be at least thirty-six inches (36") under roadway ditches, and sixty inches (60") below the pavement surface;
 - e. Cable television and copper cable communication lines shall be buried at least twenty-four inches (24") under ditches or 18 inches beneath the bottom of the pavement structure, whichever is greater.
 - f. All depths of utility lines must be as required and approved.
6. Utility lines that cross County Right of Way shall be clearly marked with readily identifiable and suitable markers for:
 - a. High pressure gas or liquid petroleum line
 - b. Fiber optic cable
 - c. Underground power line
 - d. Water line
 - e. Sanitary sewer lines
 - f. Communication cable
 - g. Cable television and copper cable
7. Utility line crossings under a county road shall be bored and encased as follows:
 - a. Installed by boring, jacking or tunneling in accordance with TxDOT Standard Specification Item 476. (No open cuts of the County road allowed);
 - b. Encased within steel pipe or other separate structure around and outside the carrier line and shall be designed to support the loads of the roadway and loads imposed thereon, including that of construction machinery;
 - c. Lines operated under pressure and those composed of materials not conforming to material or depth of cover requirements herein shall be encased as prescribed for water lines;
 - d. High pressure welded steel pipeline crossings may be installed without encasement provided such pipelines conform as applicable with 49 Code of Federal Regulations, Part 192, Transportation of Natural and Other Gas By Pipeline, or Part 195, Transportation of Liquids By Pipeline. Such pipelines shall also be designed to withstand internal design pressures and the superimposed loads of the roadway and traffic, including that of construction machinery. In accordance thereof, such pipelines shall provide:
 - i. Increased wall thickness and/or higher strength steel;
 - ii. Greater depth of cover; and
 - iii. Adequate markings, as specified for each type of line discussed herein.
8. Disposal of brush, trees, debris, materials, etc., is the responsibility of the utility installer and shall not be left in the ditch, the right of way, or the road. Rocks that may be dug up by a plow, trencher, tractor or any other equipment, must be disposed of properly. (*Penalty imposed for non-compliance*)
9. Traffic control devices (flagmen, signs, markings, barricades, etc.) must be used to warn motorists of the construction activity during installation and shall conform to the current edition of the Texas Manual of Uniform Transportation Devices (MUTCD). All installation

services to be performed shall not interfere with, nor hinder, the normal flow of traffic. At least one half of the traveled portion of the road must be open to traffic at all times.

10. No open excavation in the county right of way will be left un-attended or un-barricaded during, and after construction period.
11. Road surfaces shall be cleaned at the end of each work day and the right of way will be restored to the original or better condition within 10 days of the completion of work (*Penalty imposed for non-compliance*).
12. Damages to the roadway and/or county right of way will be repaired to their original condition and to the satisfaction of the County Engineer (*Penalty imposed for non-compliance*).
13. Washington County reserves the right to require Applicant to relocate, or lower, any such line at no cost to Washington County, should any alterations or road changes become necessary.
If future relocation of underground lines shall become necessary:
 - a. The Commissioners Court shall give a written 45-day notice before the date the relocation is to be made.
 - b. This notice will identify the equipment to be relocated and shall indicate the location of the right of way where the person may re-install the equipment.
 - c. The utility company shall pay the cost of repairing any damages made to the county road and or county right of way. Washington County will not be held responsible for any liabilities and expenses incurred from the relocation of any said utility line.
14. Washington County is not responsible for any damages, which may occur to utility lines within the county road or county right of way.
15. Emergency Repairs: When emergency repairs are imminent and it is after hours, or on the weekend, the utility owner shall contact the County Engineer's office and leave a voice message as soon as reasonably possible and within 24 hours of completion construction/repairs. This will allow the County Engineer's Office an opportunity to inspect the site to ensure the integrity of the County Right of Way.
16. Penalty: All work within the county right-of-way shall be performed in accordance with the County Engineer's instructions. The installation shall not damage any part of the road or county right of way. Any and all unrepaired damages incurred due to utility line repairs, and or installations, shall be billed to the Utility Line applicant and/or company. Violations for Non-Compliance will be charged a \$100.00 penalty fee for each violation, per each occurrence.
17. Indemnification: By agreement and acceptance of this policy, the applicant shall assume all risks and hazards incidental to its use of the county right of way under this permit and hold harmless the County of Washington, its officials, employees and agents from any claim arising out of the applicant's performance under this permit.
18. Attachment A: Application Form / Formal Notice for Utility Installation

End of Policy



Attachment A: Application Form / Formal Notice for Utility Installation

Washington County Engineering and Development Services

Road & Bridge Department
3650 Hwy 36 N
Brenham, Texas 77833
(979)277-6275

Date of Application/Notice: _____

Proposed Utility Installation Type: _____

Within Right of Way of County Road: _____

APPLICANT:

Company Name

Company Representative/Title

A. Obriant

Signature

Mailing Address

Daytime Phone No. Fax No.

Email

Emergency 24/7 Contact Name and Number

PROPOSED INSTALLATION / LOCATION/ GPS COORDINATES:

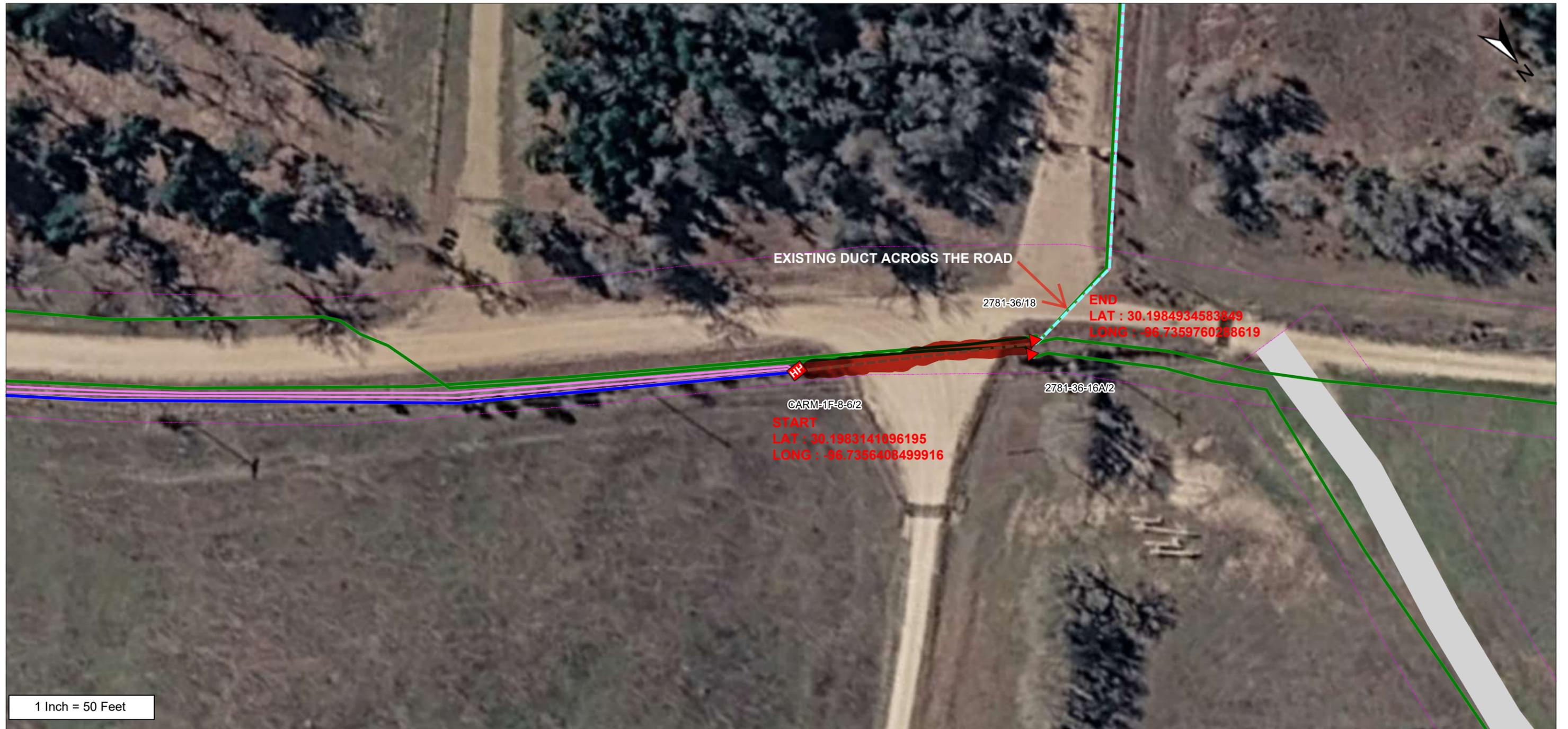
Applicant agrees to comply with conditions and requirements set forth in the current "Washington County Policy for Placing Utilities within the County Right of Way" attached hereto, in the construction of said installation.

A. Obriant

Applicant Signature

Approved in Commissioners' Court on:

Date County Judge



From	To	PType	Units	Feet	Remarks
------	----	-------	-------	------	---------

CONSTRUCTION FOR THE PROPOSED ADDITION OF: 1) 4 FIBER CABLE & 1) ¾ DUCT

LOCATION : BASCOME LN (4575 BASCOME LN)
 START LATITUDE : 30.1983141096195
 START LONGTITUDE : -96.7356408499916
 END LATITUDE : 30.1984934583849
 END LONGTITUDE : -96.7359760288619
 OVERALL DISTANCE: 125 FT

HANDHOLES ARE 3FT X 2FT X 3FT, MADE OF POLYMER CONCRETE, AND USED FOR FIBER SPLICING WITHIN THE COUNTY RIGHT-OF-WAY (ROW). THEY WILL BE BURIED AT A DEPTH OF 3FT, FLUSH TO THE GROUND, AND PLACED WITHIN 2FT OF THE FENCE LINE TO AVOID INTERFERENCE WITH COUNTY MAINTENANCE ACTIVITIES. THE FIBER CABLE SHALL BE BURIED AT A DEPTH OF 5FT, MEASURED FROM THE BOTTOM OF THE ROADWAY DITCH WITHIN THE ROW.
 INDUSTRY COMMUNICATIONS AGREES TO RESTORE THE ROW, DRAINAGE, AND CONSTRUCTION AREA TO EXISTING OR BETTER CONDITIONS. ALL PIPELINES AND UTILITIES WILL BE LOCATED THRU TEXAS811 BEFORE EXCAVATION. ROADS, DRIVEWAYS, TREES, AND TIGHT AREAS WILL BE BORED.

As Staked	
Industry Telephone Company	
Name: <u>Lori & Isaac Rajiman</u>	
WO: <u>0000</u>	
Exch: <u>Carmine</u>	
State: <u>Texas</u>	
County: <u>Washington</u>	
Section: <u>0</u>	
Staked By:	Date: <u>2/11/2026</u>
Sheet	1 of 1

AGENDA ITEM

#11

Discussion and possible action on the approval of the acceptance of a donation of \$150,784.93 from Magnolia Oil and Gas Operating LLC for roadway improvements on Koether Road, Moye Road, and Bascome Lane (Permit #2022-4001), Precinct 4. (Wesley Stolz, County Engineer)

AGENDA ITEM

#12

Presentation of the Engineering and Development Services Department quarterly report. (Wesley Stolz, County Engineer)



Washington County

Engineering and Development Services

2026 First Quarter Report

EDS Highlights

2025 EDS Employee of the Year

Paving Progress

Bridge/Culvert Projects

Street Mapping

Employee of the Year

The EDS department requested employee of the year nominations at the end of 2025 from all employees in the department. There were a few employees with numerous nominations with Mr. John Howard being the final winner. John has shown extraordinary work effort and leadership within the department on a consistent basis for years which has earned him a very high standing with his colleagues. We are proud to work alongside Mr. Howard as he shows just what it means to be an extraordinary employee, colleague and friend.



Figure 1 – John Howard 2025 EDS Employee of the Year

Work Orders

Within the first quarter of 2026 there have been a total of 187 work order modifications. See below for a general map of the locations of each work order generated. A description of each work order generated can be found in Appendix B.

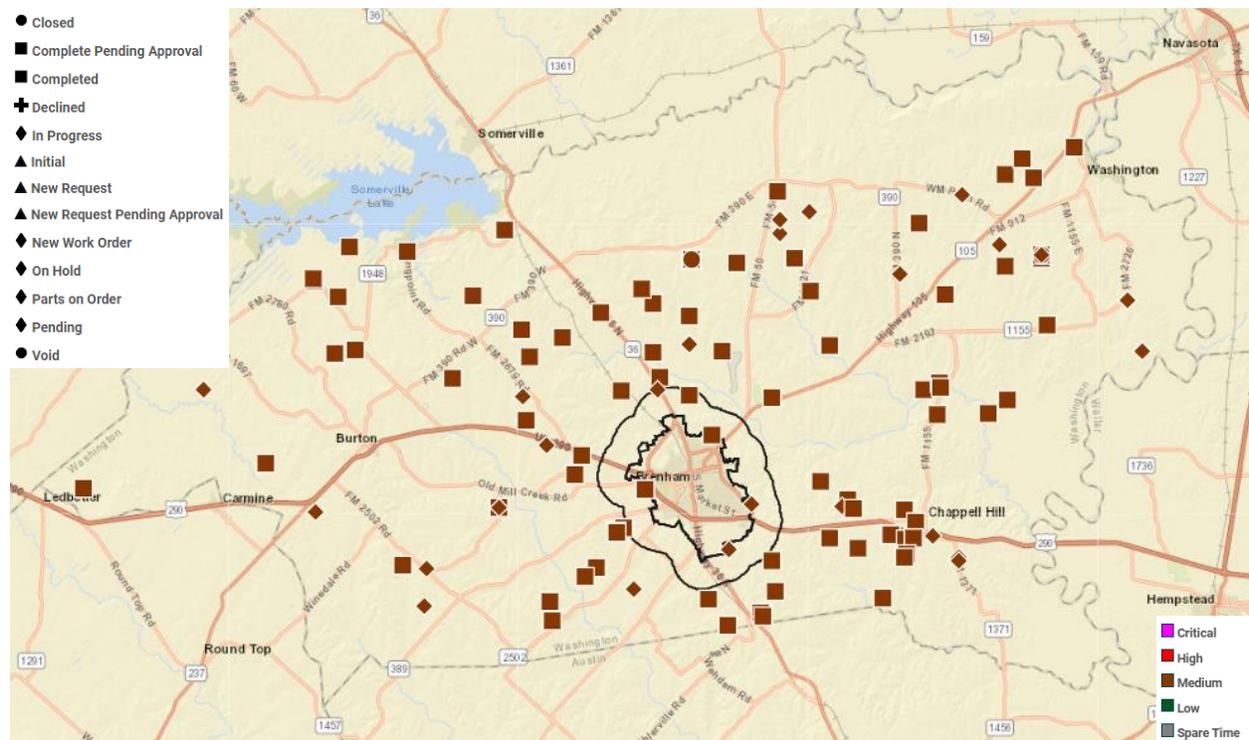


Figure 2 – Work Order Modifications from December 18th through February 27th.

OSSF & Environmental Status

The average septic permit per month for 2026 is currently 25.5, which is down 2.55% and 14.18% from that in 2025 and 2024 respectively.

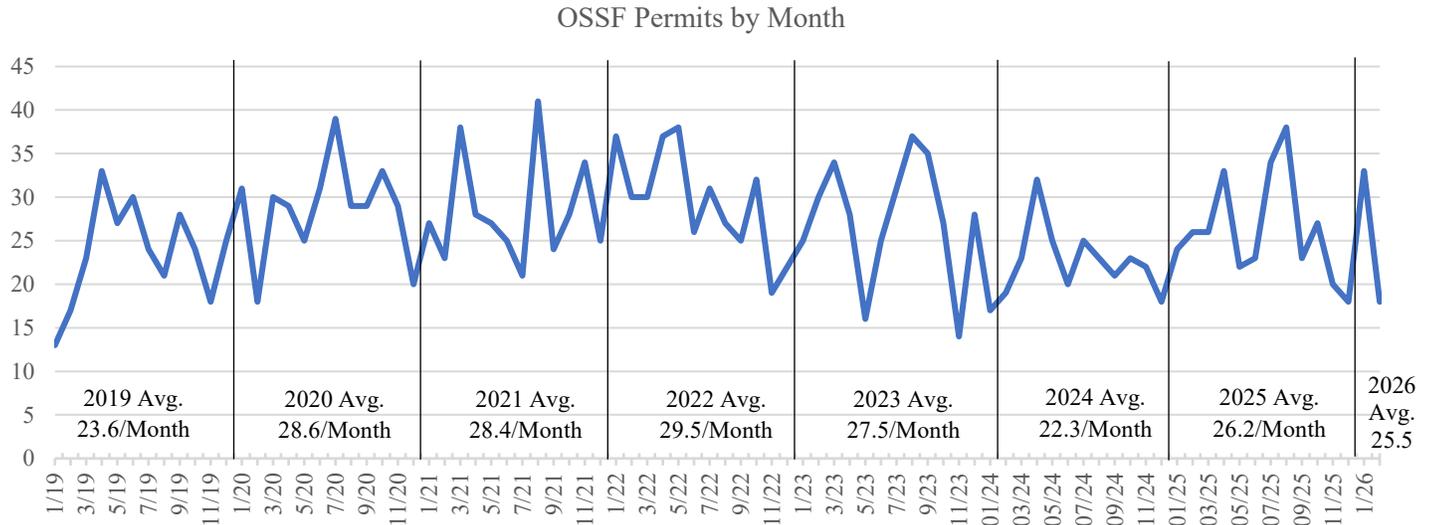


Figure 3 - New OSSF Permits per Month

New Addresses Created (Unincorporated Washington County)

New Addresses by Quarter

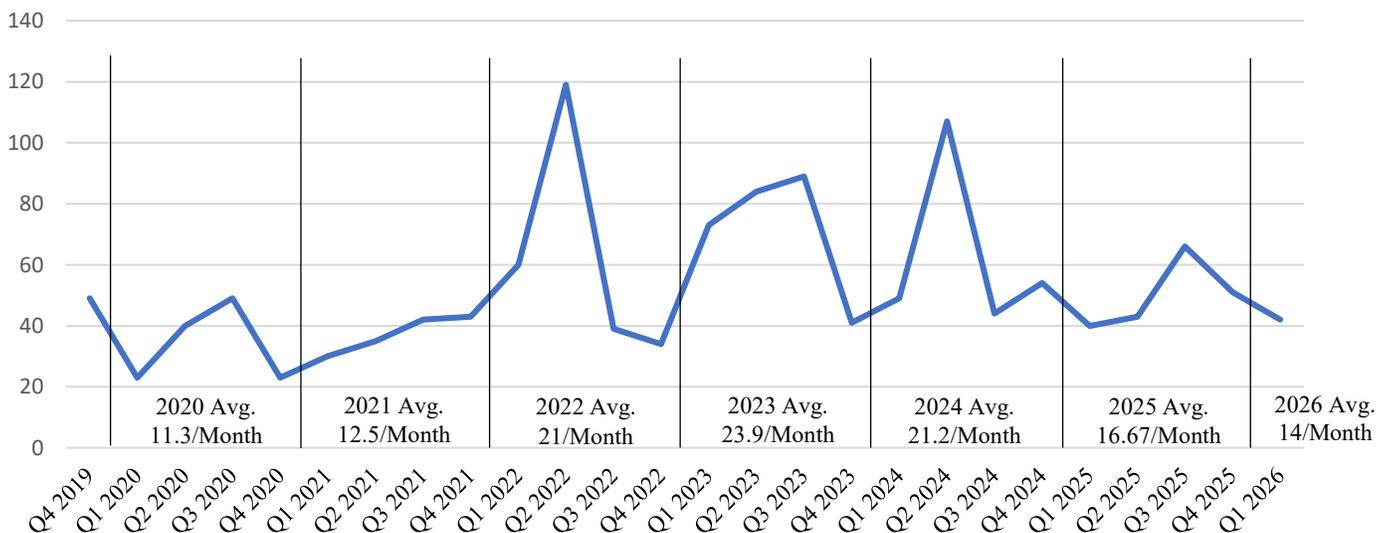


Figure 4- New Addresses Per Quarter

Subdivision Status

See Table 1 below for a breakdown of the previous and current subdivisions located within the unincorporated limits of Washington county.

Table 1 – Subdivision Status

Subdivision	Lots	Precinct	Infrastructure	Status	Year
Chappell Creek	10	2	Yes	Accepted	2021
Chappell Grove	11	2	Yes	Accepted	2021
Century Farms at Chappell Hill	39	2	Yes	Accepted	2021
Wolf Creek Springs	5	3	No	Complete	2021
Reserve at Chappell Hill	35	1	Yes	Accepted	2022
Hill Creek Ridge Section 1	10	1	Yes	One Year Maintenance Phase	2022
Childress Ranch Estates	45	1	Yes	Complete	2022
Washington Meadows	20	1	Yes	Canceled	2022
Farmhouses of Pleasant Hill	10	2	Yes	Accepted	2022
Timber Bridge	24	2	Yes	Accepted	2022
Sunset Hills	34	2	Yes	One Year Maintenance Phase	2022
Washington Heights	52	2	Yes	Accepted	2022
Bluebonnet Ridge	36	2	Yes	Accepted	2022
Chappell Ranchettes	6	2	No	Complete	2022
Independence Trail	13	3	Yes	Accepted	2022
Fork in the Road Meadows	12	3	No	Complete	2022
County Line 360	12	4	No	Complete	2022
Gates Crossing	40	1	Yes	Complete	2023
Replat Andrade Lot 3	2	2	No	Complete	2023
Brenham Hills	23	2	Yes	Accepted	2023
Chadwick Hogan Estates	13	2	No	Complete	2023
Orchard Oaks	15	3	Yes	Accepted	2023
Sweed Estates Subdivision	4	1	No	Complete	2024
Sandy Hill Estates	7	1	No	Complete	2024
Conner Crossing Subdivision	6	1	No	Complete	2024
Palestine Estates	5	1	No	Complete	2024
Bluebonnet Hills Replat	6	2	No	Complete	2024
Bluebonnet Ridge Replat	2	2	No	Complete	2024
Porch Swing Plantation	15	2	No	Complete	2024
Spring Creek Estates Section III	23	2	Yes	Complete	2024
Oak Creek Subdivision	5	1	No	Complete	2025
Old Washington Business Park	3	1	No	Complete	2025
Wellman Road Estates	3	1	No	Complete	2025
Nicholson Lake Subdivision Replat	2	2	No	Complete	2025
Maroon Meadows	9	2	No	Complete	2025
Anton Subdivision Replat	2	2	No	Complete	2025
Timber Bridge Replat	2	2	No	Complete	2025
Timber Bridge Replat Lot 2 & 3	2	2	No	Complete	2025

Wonder Hill Subdivision	9	2	No	Complete	2025
Upshaw Road Subdivision	5	4	No	Complete	2025
Rolling Creek Subdivision Replat	3	4	No	Complete	2025
Gates Crossing Replat Lot 8	2	1	No	Complete	2025
Oak Hill Reserve Subdivision	8	1	No	Complete	2025
Maplewood Subdivision	12	3	Yes	Construction	2025
Windmill Ridge Subdivision	41	1	Yes	Construction	2025
Oak Crest Estates	6	4	No	Complete	2025
Hill Creek Ridge Section II	13	1	Yes	Review	2025
Ridgewood Farms Subdivision Sec I	8	4	Yes	Review	2026
Ridgewood Farms Subdivision Sec II	27	4	Yes	Review	2026

See Figure 2 below for a breakdown of subdivision variance requests by year. Washington County has received two (2) request to date for 2026.

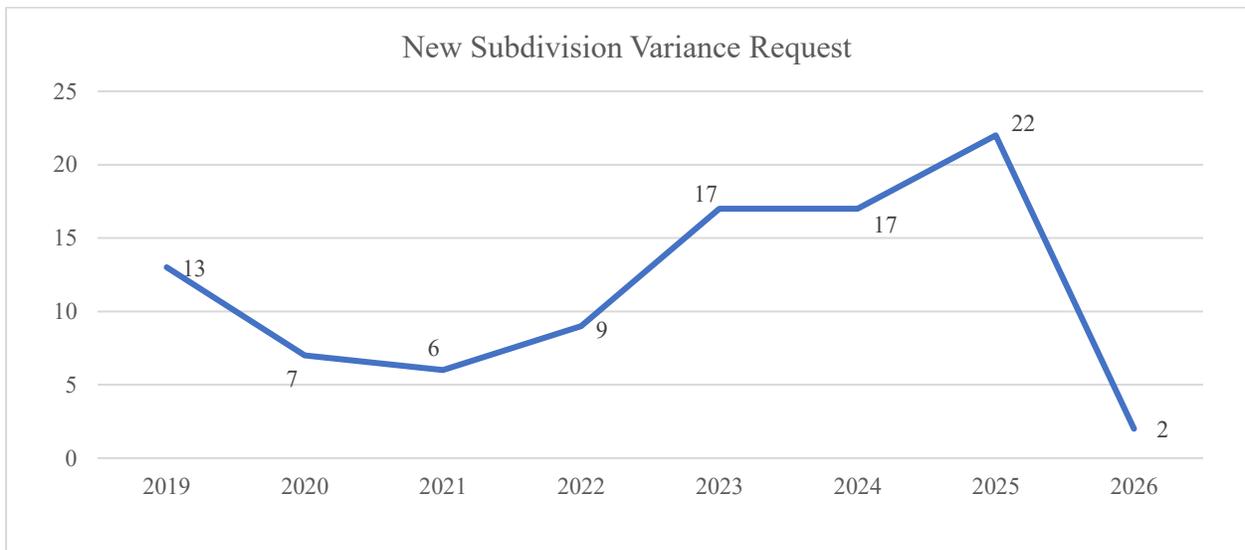


Figure 5 – Subdivision Variance Request

Material Availability and Utilization

To date the department has procured 1,394 tons of base material for paved road construction and flexbase road maintenance. See below for a breakdown of flexbase sourcing by year.

2022 Base Material Source - 27,156 TNs

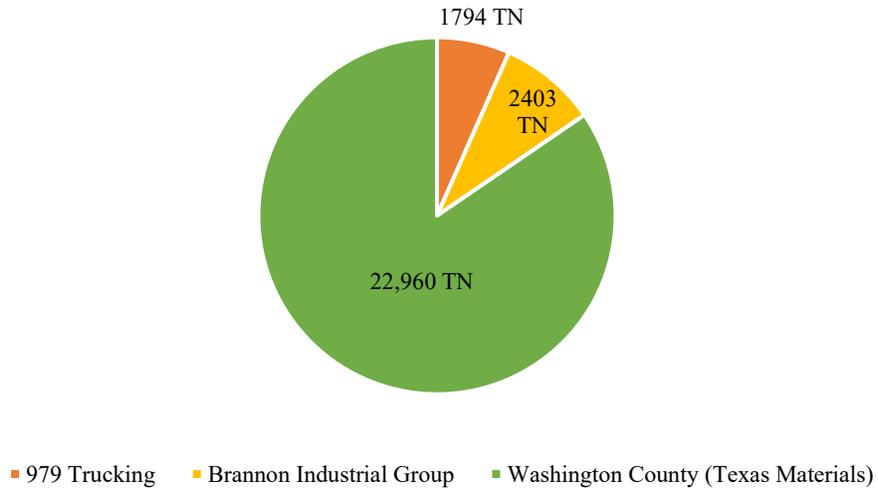


Figure 6 - 2022 Base Material Sourcing

2023 Base Material Source - 46,773 TNs

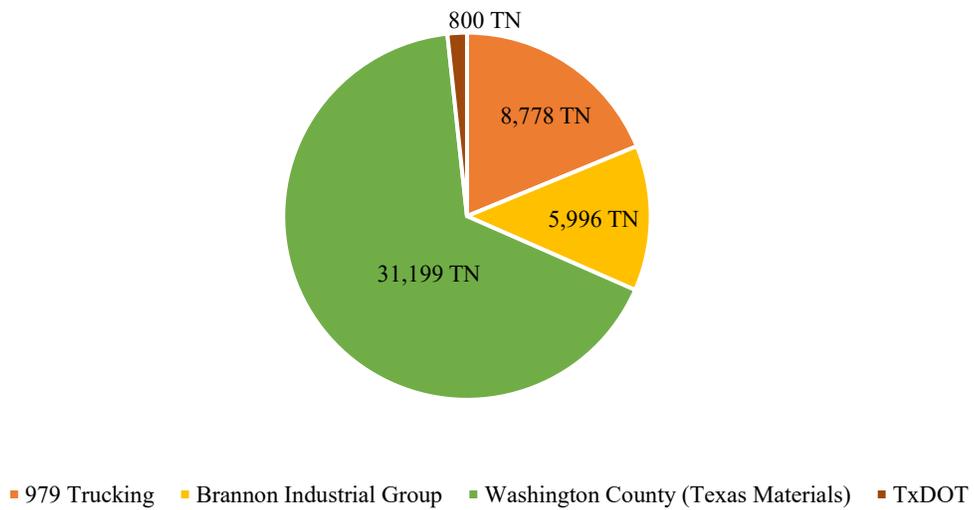


Figure 7 - 2023 Base Material Sourcing

2024 Base Material Source - 62,051 TNs

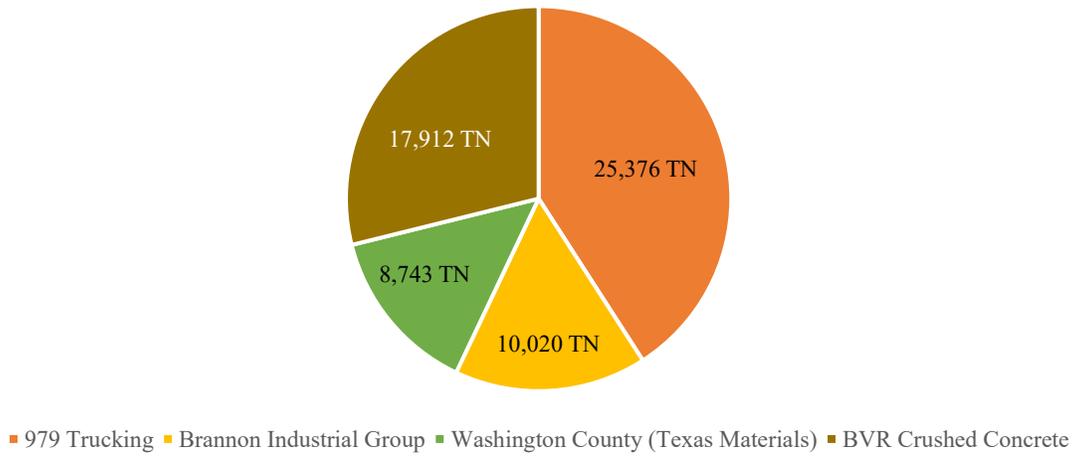


Figure 8 - 2024 Base Material Sourcing

2025 Base Material Source - 67,954 TNs

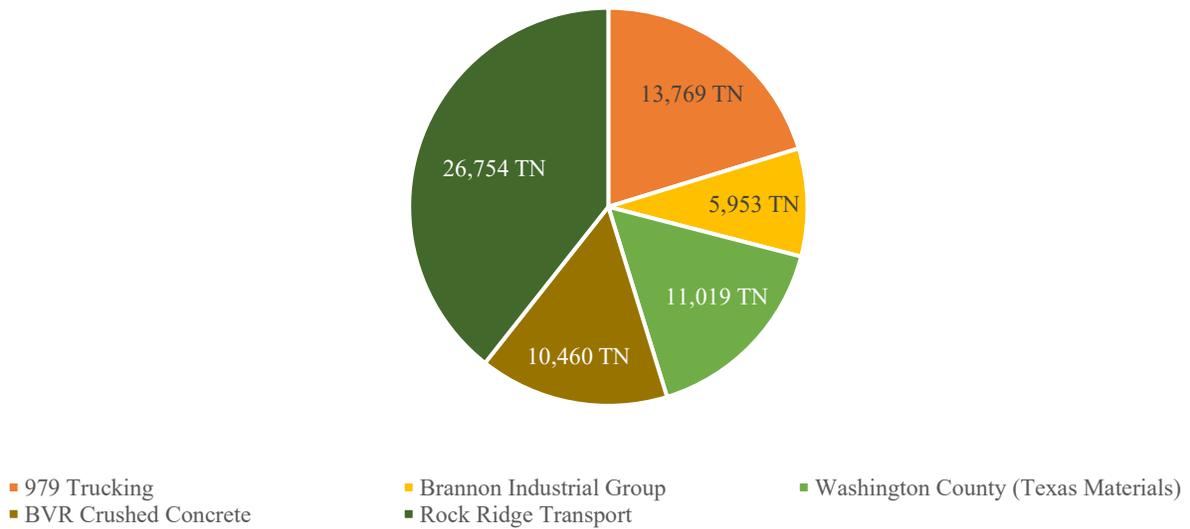


Figure 9 - 2025 Base Material Sourcing

2026 (To Date) Base Material Source

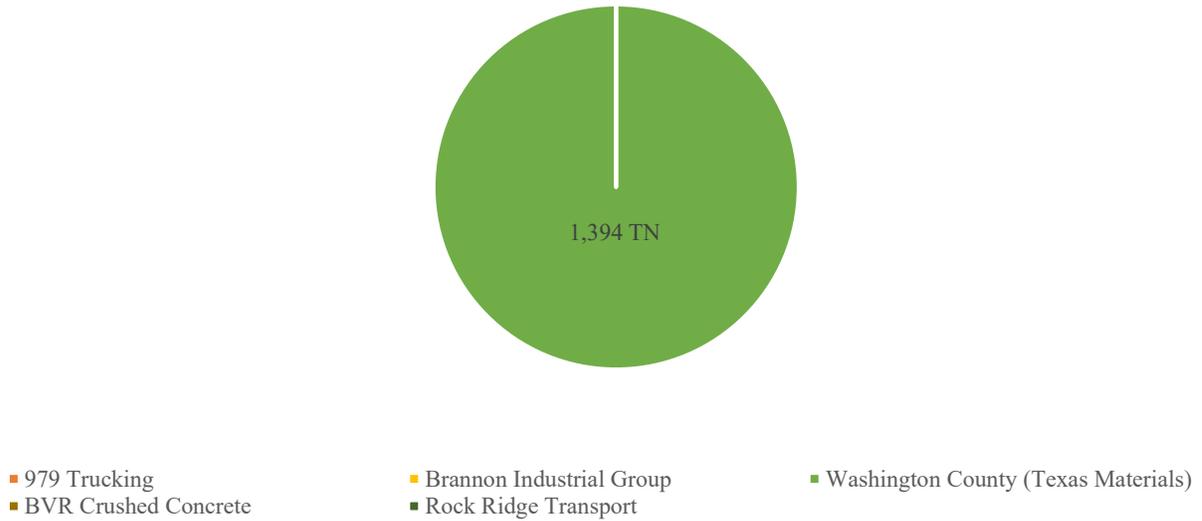


Figure 10 – 2026(To Date) Base Material Sourcing

2026 Paving Progress

See below for a breakdown of the paving for 2026. Total length by paving type can be found below:

- RAP installation – 4.2 miles
- Two Course Seal (Structurally Prepped for Paving) – 7.05 miles

Table 2 – 2026 Paving Status

Roadway	Project Type	Length (ft)	Material Cost (\$)	Status
Dove Lane	Two Course Seal	6,200	\$67,634	In Progress
Prayer Lane	RAP	5,540	\$1,459	Complete
Dairy Farm Road	RAP	650	\$172	Complete
Mertins Creek Lane	RAP	5,050	\$1,317	Complete
Wellmann Road	RAP	9,300	\$0	Complete
Buttercup Lane	Two Course Seal	1,000	\$18,572	In Progress
Whitman Road	Two Course Seal	12,500	\$340,250	In Progress
Edgewater Lane	RAP	1,640	\$432	Complete
Maass Road	Two Course Seal	3,400	\$68,380	In Progress
Zibilski Road	Two Course Seal	5,200	\$104,571	In Progress
Egypt Lane	Two Course Seal	8,950	\$70,848	In Progress



Figure 12 – Dove Lane Culvert Replacement and Base Installation 1/13/2026



Figure 11 – Egypt Road Ditching and Road Widening 3/3/2026



Figure 13 – Maass Road Base Installation 2/19/2026



Figure 14 – Zibilski Road Base Installation 2/23/2026



Figure 15 - Edgewater RAP Installation – 2/12/2026

Driveway Culvert Installations

See below for a historic breakdown of culvert installations by month. The total number of driveway installs for 2026 comes to 15. The total number of driveway culverts set for 2024 and 2025 respectively were 124 and 106.

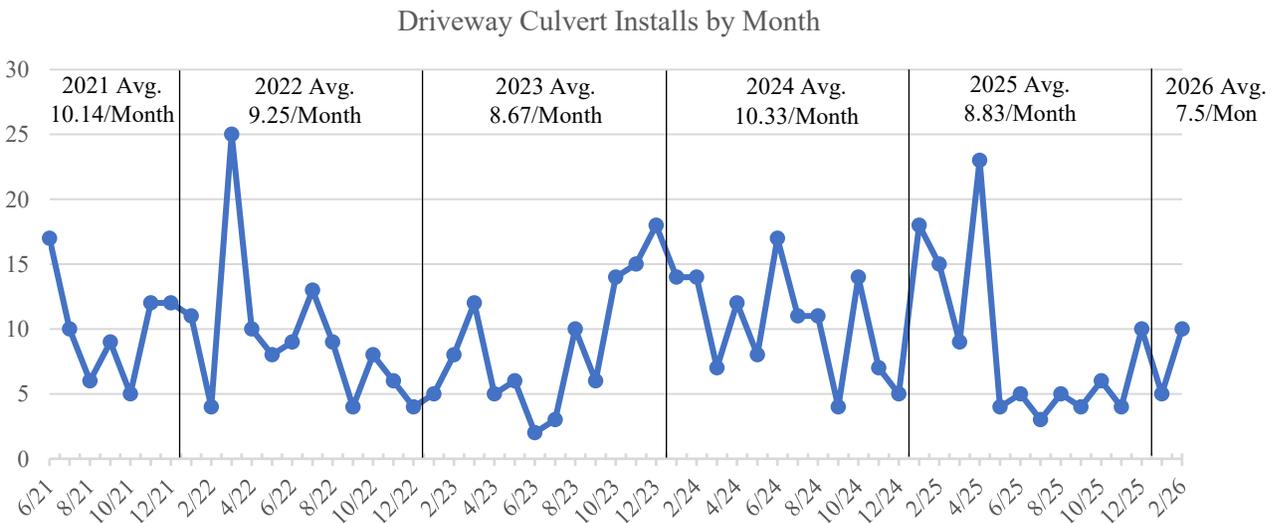


Figure 16 – Driveway Culvert Installs by Month

Subdivision Rules and Regulations

The Subdivision Rules and Regulations public hearing and proposed adoption is scheduled for the March 31st Washington County Commissioner’s Court Meeting. The Design and Construction Standards Manual along with the department’s integrated fee schedule is proposed for adoption at the same time.

Road Mapping Update

Road Mapping of Washington has commenced and is currently visible on the Mapillary website.



Figure 17 - 360 Camera Mounted

Bridge Repair Projects

The Biannual TxDOT structural inspection has been completed in Washington County. Three bridges were included that showed deterioration in the wooden end caps (Brandt Road, Deer Point Road and Christian Cemetery Road). All scheduled end cap replacement projects have been completed. Two erosion repair projects are scheduled for later in the year with an additional two abutment repair projects being coordinated with the 2026 bridge contractor for bridge pile driving operations.



Figure 18 – Deer Point Road Bridge End Cap Replacement 12/29/2025



Figure 19 – Deer Point Road Head Wall Installation 12/29/2025



Figure 20 - Christian Cemetery Road End Cap Replacement 2/23/2026



Formal Trainings/Certifications

See below for a list of trainings conducted so far this year. Two employees have obtained their Class A Commercial Drivers Licenses (CDL) and have signed three-year work agreements with Washington County.

Table 3 – 2025 Training Courses and Conferences

Course	Date	Course	Date
OSSF – Subsurface Drip Disposal	02/11/2026	CDL Training Program (TEEX)	02/20/2026

Herbicide

Herbicide has been ordered for the upcoming Johnson Grass spraying. The intent is to conduct a first round of County wide right of way mowing and to quickly follow up with a targeted Johnson Grass spray to minimize visibility issues on the roadways.

The Texas Department of Agriculture conducted a routine audit of the County facilities and record keeping. All facility storage techniques and spraying methods and practices were approved. Minor additions to the record keeping (wind speed and volume dispersal) will be added to the daily records for 2026 based on the audit recommendations.

Culvert Replacements

The Department is in the process of culvert replacements across the County in preparation for paving operations.



Figure 22 - Meyersville Culvert Removal 1/22/2026



Figure 21 – Culvert Backfill Compaction (Cement Stabilized Sand) 1/22/2026

Winter Storm Fern

The Department conducted deicing practices on all Washington County bridges on January 23rd in preparation for Winter Storm Fern. Minimal issues were noted on bridges throughout the following days.



Figure 23 - Winter Storm Fern Bridge Deicing 1/23/2026

TxDOT Advanced Funding Agreement Status

Design meetings have been conducted for the five outstanding bridge construction projects. Right of way/easement acquisition is the duty of the County to manage. Landowner meetings have taken place and all survey documents have been completed. Easements and right of way dedication has been completed for Dierking Road, Artesian Park Lane and Old Bryan Road with the only outstanding designed project remaining being Bosse Road. Approval has been granted for two additional bridges to be replaced along Tigerpoint Road and Caney Creek Road. Contracts are being coordinated with TxDOT and will be presented to Commissioner’s Court when completed.

Table 4 – AFA TxDOT Project Status

AFA Contract Year	Project Description	Location	Identifier	Project Status	Estimated Construction Cost
2021	Roberts Road Bridge Replacement	Roberts Road at Burns Creek	172390AA0139001	Complete	\$525,000.00
2022	Old Bryan Road (Prev. Machemehl Road) Bridge Replacement	Old Bryan Road at Thomas Creek	172390AA0255001	100% Design	\$630,000.00
2022	Bosse Road Bridge Replacement	Bosse Road at Doe Run Creek	172390AA0293001	100% Design	\$595,000.00
2022	Dierking Road Bridge Replacement	Dierking Road at Wiallims Creek Draw	172390AA0392002	100% Design	\$665,000.00
2022	Randermann Road Bridge Replacement	Randermann Road at Hardeman Branch	172390AA0203001	Pre. Design Const. 2026	\$700,000.00
2022	Artesian Park Lane Bridge Replacement	Artesian Park Lane at East Fork of Mill Creek	172390AA0419001	100% Design	\$860,000.00
2025	Caney Creek Road Bridge Replacement	Caney Creek Road at Caney Creek Tributary	172390AA0331002	Approved	\$1,050,000.00
2025	Tigerpoint Road Bridge Replacement	Tigerpoint Road at Jackson Creek	172390AA0457001	Approved	\$1,050,000.00

Table 5 – AFA Washington County Project Status

AFA Contract Year	Project Description	Location	Identifier	Project Status	Estimated Construction Cost
2021	Wonderhill Road Culvert Improvements	Wonderhill Road/Stern Road Intersection	EMP# 0917-19-053-001	Complete	\$68,150.00
2022	Krueger Road Bridge Replacement	Krueger Road at Jackson Creek	EMP# 0917-19-055-001	Complete	\$107,205.00
2022	Old Masonic Road Bridge Replacement	Old Masonic Road at Big Sandy Creek	EMP# 0917-19-055-002	Complete	\$107,205.00
2022	Felder Road Bridge Replacement	Felder Road at Jackson Creek	EMP# 0917-19-055-003	Complete	\$102,990.00
2022	Jeske Road Culvert Improvements	4834 Jeske Road	EMP# 0917-19-055-004	Complete	\$17,425.00
2025	Gilmore Road Culvert Replacement	Gilmore Road at Wolf Creek tributary	EMP# 0917-19-064-001	Approved	\$161,545.00
2025	Flewellen Road Culvert Replacement	Flewellen Road at Peach Creek Tributary	EMP# 0917-19-064-002	Approved	\$27,574.00

Appendix A

Equipment Inventory and Mileage

Unit #	Asset #	Model/Description	Vin/Serial Number	Mileage 8/25/2025	15 Years of Life
1	4942	F150 Super Cab 4x4	1FTFX1EF0EKF91466	176,503	2029
2	6005	2022 Ford F150 XL/Super Cab/4x4	1FTFX1E58NKE91817	58,833	2037
5	4930	F-550	1FDAF57P96EA02677	155,926	2021
12	5348	Silverado 1500	1GCNCPEC3FZ444230	104,215	2030
13	6316	M2-106 Gradall	1FVACYFC9NHNG4721	15,553	2039
14	5349	Ram 1500	3C6JR6DTXGG153984	128,869	2031
15	5396	Silverado 1500	1GCPWAEH4MZ103747	65,962	2036
16	6003	Silverado	1GCNCNEC2HZ174155	144,798	2032
17	4451	Silverado 1500	1GCEC14V03Z346591	143,898	2018
52	5352	Patch Truck	1GB3CYC80GF217208	114,644	2031
53	5360	Silverado	1GCRCNEC6J2340913	104,828	2033
55	5361	1500 Silverado	1GCRCNEC8JZ340508	123,742	2033
58	1910	Winch Truck	1HTLDUXPXHHA16284	266,732	2002
59	6312	Distributor Truck	2NPMHM7X3RM657274	24,467	2038
60	4440	Water Truck	1HTSCABN9SH206357	287,961	2010
62	4441	Water Truck	1HTSCABN9SH665260	333,902	2010
64	6314	Water Truck	1M2AW07Y5DM027168	136,427	2028
101	4918	F350 Crew Cab	1FTWW30547EB31743	106,762	2022
102	4938	Flatbed	1FDUF4GT3EEA31885	85,733	2029
104	4937	F150	1FTFX1CF7DFE09367	211,185	2028
106	5358	F450	1FD0X4GT9JEC64255	83,687	2033
122	4910	7400	1HTWHAAR35J150520	386,243	2020
124	4913	Dump Truck	1HTWHAAR86J319089	321,108	2021
126	5354	7400	HAWHSTRXFL720874	162,705	2030
127	4934	8600	1HSHXSJR8DJ404193	407,042	2028
128	5356	7600 SFA	3HCGSSNRXJL678872	249,567	2033
129	6320	Truck - Dump Bottom (Belly Dump)	1M1PN3GY0SM015185	58,304	2040
130	6315	Dump Truck	1M2GR2GC5RM043671	46,477	2039
131	6317	Dump Truck	1M2GR2GC7RM043672	49,660	2039
132	6318	Dump Truck	3ALHCYFE9SDVK3608	45,588	2040
133	6319	Dump Truck	3ALHCYFE9SDVK3609	49,719	2040
134	6261	2026 Freightliner 114SD	1FUJG3FM3THWX3620	2,747	2040
136	6263	2026 Freightliner 114SD	1FUJG3FM5THWX3621	306	2040
310	6321	2025 Silverado (Shop Truck)	1GB3ARE75SF138738	9,570	2040
311	6322	2024 Colorado 14C43	1GCGSBEC1R1313427	8,369	2039
312	6323	2025 2500 Silverado Chevy (Tire Truck)	1GC0ALE76SF192495	8,873	2040
313	6324	2025 Silverado	1GB0ALE70SF193386	4,340	2040
314	6226	2024 Dodge Ram 3500 (Patch Truck)	3C7WRSBL1RG412555	14,083	2039
315	6327	2025 Silverado	1GCRAAED5SZ217774	10,467	2040
316	6328	2025 Silverado (Jose's Truck)	1GCRKAED4SZ217391	2,620	2040
317	6329	2025 Silverado	1GCRAAED0SZ217696	14,520	2040
318	6332	2024 Colorado 14C43	1GCPSBEK7S1129204	2,691	2039
319	6333	2024 Colorado 14C43	1GCPTBEK9T1116355	1,634	2039
320	6334	2024 Colorado 14C43	1GCPSBEK2T1116457	1,966	2039
321	6335	2024 Colorado 14C43	1GCPSBEK8T1116429	691	2039
322	6336	2024 Colorado 14C43	1GCPTBEKXT1116381	660	2039

Appendix B
Q1 2026 Work Orders

Work Order #	Title	Work requested	WO Status	Source Asset	Source User	Assigned	Last Modified On
11117	1-16655 Bosse Rd-Culvert Washout	16655 Bosse Rd-Culvert Washout Caller says that there is a washout at the cross culvert on Bosse Rd, which is also causing erosion in the right of way side of the fence at address. Mark Anderson: 512-796-3169 Caller: Brandon Plumb: 979-421-2891	New Work Order	13_Gradall Freightliner	Alan Cook	2/27/2026 14:13	2/27/2026 14:21
11116	4-Brandt Rd-Tree Debris	Brandt Rd-Tree Debris; lots of branches and tree debris in ditch area, will need trailer per Lance; Lance needs it cleared before he can brushcut	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/27/2026 14:02	2/27/2026 14:05
11115	2-Salem Rd-Tree Debris	Salem Rd-Tree Debris; tree debris in ditch	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/27/2026 10:33	2/27/2026 10:44
11114	2-6750 Schroeder Rd-Set	6750 Schroeder Rd-Set Jessica Belcher: 979-450-0301	New Work Order	13_Gradall Freightliner	Alan Cook	2/27/2026 9:09	2/27/2026 9:13
11113	2-951 Anderson Ln-Size	951 Anderson Ln-Size Paulino Lopez: 979-203-0407 Culvert Replacement, replacing existing driveway	New Work Order	321_Addressing&Mapping	Aaron Harmon	2/26/2026 9:08	2/26/2026 9:09
11112	Captain Scott	Tree Removal	New Work Order	102_2014 F450 Flat Bed Pickup	Matt Buerger	2/26/2026 6:42	2/26/2026 6:42
11111	1-Whitman Rd-Tree Debris	Whitman Rd-Tree Debris	Completed	317_2025 Chevrolet Silverado	Matt Buerger	2/25/2026 11:02	2/26/2026 6:31
11110	3-Harge Rd-Tree Debris	Harge Rd-Tree Debris	Completed	317_2025 Chevrolet Silverado	Matt Buerger	2/25/2026 10:58	2/26/2026 6:33
11109	1-19282 Egypt Ln-Culvert Washout	19282 Egypt Ln-Culvert Washout Frederick Santee: 832-870-7101	New Work Order	13_Gradall Freightliner	Alan Cook	2/25/2026 7:43	2/25/2026 7:51
11108	1-19256 Egypt Ln-Culvert Washout	19256 Egypt Ln-Culvert Washout Frederick Santee: 832-870-7101	New Work Order	13_Gradall Freightliner	Alan Cook	2/25/2026 7:41	2/25/2026 7:43
11107	1-8603 Little Rocky Rd-Tree Debris	8603 Little Rocky Rd-Debris Removal Tree Debris	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/24/2026 12:46	2/24/2026 12:47
11106	1-WM Penn Rd & Sommer Ln-Sign	WM Penn Rd & Sommer Ln-Sign Please see if we need to replace the street sign for visibility, caller is saying that it is worn out	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/24/2026 9:34	2/24/2026 9:37
11105	4-Brandt-Brush Cutting & Tree Trim	4-Brandt-Brush Cutting & Tree Trim Get with Rowdy if details are needed	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/24/2026 7:37	2/24/2026 7:42
11104	Old Independence	Curve Sign Missing	Completed	317_2025 Chevrolet Silverado	Matt Buerger	2/24/2026 6:45	2/25/2026 6:36
11103	4-4303 Beckermann Rd-Ditch	4303 Beckermann Rd-Ditch; Clayton Stewart: 406-547-4200 Please check ditch for drainage/ditching if needed in front of address	New Work Order	38_04 Gradall XL3100	Alan Cook	2/23/2026 15:23	2/23/2026 15:52
11102	3-Happy Hollow Rd-Ditch	Happy Hollow Rd-Ditch please check the ditchline for drainage, caller says that the ditches are overgrown and full	New Work Order	13_Gradall Freightliner	Alan Cook	2/23/2026 10:43	2/23/2026 10:52
11101	3 - Hilltop Acres Ln - pothole	Potholes at her Driveway 4111 Hilltop Acres. 281-380-5864 Ciled again saying that they are back, because of heavy trucks	Completed	52_2016 Chevrolet Silverado 1 ton with 2-3 yard be	Matt Buerger	2/20/2026 16:07	2/24/2026 6:41
11100	1-Husemann Rd-Debris Removal	Husemann Rd-Debris Removal	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/20/2026 13:20	2/20/2026 13:21
11099	1-Little Rocky Rd-Debris Removal	Little Rocky Rd-Debris Removal	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/20/2026 13:10	2/20/2026 13:19
11098	1-Sam Houston Rd-Debris Removal	Sam Houston Rd-Debris Removal	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/20/2026 13:09	2/20/2026 13:10
11097	3-8560 Sommerville Terrace Ln-Drainage	8560 Sommerville Terrace Ln-Drainage Please check the drainage areas of the road, owner of property at address says that water on the road drains into her property Mary Pawlak: 713-515-5743. ...NATURAL FALL OF LAND FLOWS TOWARDS HOUSE	Completed	13_Gradall Freightliner	Alan Cook	2/19/2026 13:33	2/25/2026 12:02
11096	1-Krueger Rd-Patching	Krueger Rd-Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	2/19/2026 11:01	2/23/2026 6:44
11095	1-Bosse Rd & Krueger Rd-Shoulder	Bosse Rd & Krueger Rd-Shoulder; please check the shoulder where property owners put orange cones. Caller is saying that the shoulder is degrading and that there is a dangerous dropoff 713-828-2262 Please update office so that we can call them back with an update	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/19/2026 10:59	2/20/2026 9:00
11094	O'Malley Rd	Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	2/18/2026 6:43	2/20/2026 6:36
11093	Farmers Rd	Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	2/18/2026 6:41	2/20/2026 6:37
11092	4-14465 Sandtown Rd-Tree Debris	14465 Sandtown Rd-Tree Debris debris removal	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 15:48	2/17/2026 15:50
11091	3-6253 Glenblythe Rd-Set	6253 Glenblythe Rd-Set Please call before installing to give the land owner a heads up. Tommy Ladewig: 281-536-2960	Completed	13_Gradall Freightliner	Alan Cook	2/17/2026 13:33	2/19/2026 14:37
11090	3-11364 Lakeview Dr.-Set Culvert	11364 Lakeview Dr.-Set Culvert Calvin Carter: 850-292-8791	Completed	13_Gradall Freightliner	Alan Cook	2/17/2026 12:55	2/19/2026 14:37
11089	3-2501 McNelly Ln-Set	2501 McNelly Ln-Set culvert extension; please call before coming out so that the property owner has a heads up Vivian Dawson: 979-277-8190	Completed	13_Gradall Freightliner	Alan Cook	2/17/2026 11:00	2/20/2026 14:07
11088	2-Winding Branch-Patching	Winding Branch-Patching; please check near the entrance of Winding Branch off of 1371. Where the median strip is there are some potholes.	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 9:54	2/17/2026 9:56
11087	1-1650 Old Independence Rd-Culvert Clogged	1650 Old Independence Rd-Culvert Clogged; please check and see if the culvert at entrance can be unclogged, and also lay eyes on the ditch to make sure the water can flow properly. Property owner is doing work on his property and says that the water is flowing wrong because of the culvert and possibly ditch Contractor: Rudolph Engstrom: 979-481-0046	Completed	13_Gradall Freightliner	Alan Cook	2/17/2026 9:45	2/19/2026 14:38
11086	Koehler Rd	Tree removal	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 7:54	2/17/2026 7:54
11085	Mayfair Ln	Tree limb removal	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 7:52	2/17/2026 7:52
11084	Nixon Lake Rd	Tree removal	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 7:49	2/17/2026 7:49
11083	Artesian Park Ln	Tree removal	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 7:46	2/17/2026 7:46
11082	Road Runner Ln	Tree removal	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 7:44	2/17/2026 7:44
11081	Baranowski Rd	Tree removal	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 7:42	2/17/2026 7:42
11080	3-Geers Rd-Stripes	Geers Rd-Stripes Caller asked for us to check on the condition of the striping near the 36 end of Geers, saying that they have worn out and causing traffic issues (979-251-2829)	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 7:23	2/17/2026 7:25
11079	Lehmann Ln	Tree limb removal	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 6:50	2/17/2026 6:50
11078	Tolliver Rd	Tree removal	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 6:48	2/17/2026 6:48
11077	Salem Rd	Tree removal	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 6:45	2/17/2026 6:45
11076	Lomax-Harmel Rd	patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 6:42	2/26/2026 6:35
11075	Nixon Lake Rd	patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 6:40	2/20/2026 6:39
11074	Old Independence Rd	patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 6:39	2/24/2026 6:42
11073	Airport Rd	patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 6:37	2/23/2026 6:46
11072	Salem Rd	patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	2/17/2026 6:35	2/20/2026 6:40
11071	2-Crestview Ln-Set	Crestview Ln-Set; Felix Andrade: 979-451-8151	Completed	13_Gradall Freightliner	Alan Cook	2/16/2026 14:22	2/19/2026 14:38

11070	4-676 Farmers Rd-Set Culvert	676 Farmers Rd-Set Culvert; Vernon Wellman: 979-277-4637	Completed	13_Gradall Freightliner	Alan Cook	2/13/2026 10:13	2/17/2026 14:35
11069	3-Orchard Oaks Ln-Ditching	Orchard Oaks Ln-Ditching, needs to be seeded afterwards Jeff Ross: 979-482-6506	Completed	13_Gradall Freightliner	Alan Cook	2/12/2026 16:03	2/17/2026 14:35
11068	2-8318 Timber Bridge Ln-Set	8318 Timber Bridge Ln-Set Robert Humphrey Jr	Completed	13_Gradall Freightliner	Alan Cook	2/12/2026 9:23	2/13/2026 9:50
11067	4-Willow Springs Rd-Dead Tree	Willow Springs Rd-Dead Tree Please see if we can remove the dead tree located on Willow Springs Rd around the address 4905 FM 2502 Sophie Capps-Moore: 760-587-1300	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	2/10/2026 9:04	2/10/2026 9:21
11066	3-4005 Grebe Rd-Set	3-4005 Grebe Rd-Set Carie Kubezca: 979-277-8884 It@drakeheller.com	Void	13_Gradall Freightliner	Alan Cook	2/9/2026 12:23	2/11/2026 8:02
11065	3-4005 Grebe Rd-Set	3-4005 Grebe Rd-Set On the Mockingbird side of the property. Carie Kubezca: 979-277-8884 It@drakeheller.com	Completed	13_Gradall Freightliner	Rowdy Scott	2/9/2026 10:34	2/12/2026 7:51
11064	3-4005 Grebe Rd-Set	3-4005 Grebe Rd-Set Carie Kubezca: 979-277-8884 It@drakeheller.com	Completed	13_Gradall Freightliner	Alan Cook	2/9/2026 10:31	2/12/2026 7:51
11063	3-Spreen Rd-Children at Play Sign	Spreen Rd-Children at Play Sign Owen: 979-203-3503 Please replace the missing children at play sign	Completed	317_2025 Chevrolet Silverado	Matt Buerger	2/6/2026 14:49	2/10/2026 6:42
11062	2-9255 FM 1371-Size	9255 FM 1371-Size ON JOSEPH STREET SIDE Joel Romo: 512-423-1598	New Work Order	321_Addressing&Mapping	Aaron Harmon	2/5/2026 14:48	2/5/2026 14:51
11061	3-Vista Place-Size	Vista Place-Size; culvert on vista place, property id 68700. Contact: 346-572-6420	New Work Order	321_Addressing&Mapping	Aaron Harmon	2/5/2026 10:51	2/5/2026 13:42
11060	4-511 Century Farms Rd-Size	511 Century Farms Rd-Size Culvert Extension, Craig Gouldson: 979-451-1511	New Work Order	321_Addressing&Mapping	Aaron Harmon	2/5/2026 8:46	2/5/2026 8:51
11059	3-7464 Hoddeville School Rd-Set	7464 Hoddeville School Rd-Extension Set Gladys Schumacher: 979-203-0685 Landowner needs to be contacted ahead of time so that he can put the band out on site just before install.	Completed	13_Gradall Freightliner	Alan Cook	2/4/2026 8:08	2/12/2026 14:55
11058	Sweed Rd	Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	2/4/2026 6:42	2/10/2026 6:43
11057	3 - Old Gay Hill & County Farm Ln - Leaning Tree	Get with Rowdy about tree on Old Gay Hill	Completed	317_2025 Chevrolet Silverado	Matt Buerger	2/3/2026 15:19	2/11/2026 6:57
11056	3 - 124 Forrest Lane - Ditching	Requesting Ditching due to flooding when it rains.	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/30/2026 8:56	2/12/2026 14:55
11055	2-6750 Schroeder Rd-Size	6750 Schroeder Rd-Size Jessica Belcher: 979-450-0301	Completed	321_Addressing&Mapping	Aaron Harmon	1/29/2026 12:20	2/27/2026 9:09
11054	2-Crestview Ln-Size	Crestview Ln-Size; Felix Andrade: 979-451-8151	Completed	321_Addressing&Mapping	Aaron Harmon	1/29/2026 11:10	2/16/2026 14:22
11053	1-Rau Rd-Tree Pickup	Rau Rd-Tree Pickup Tree fell into ditch line, not blocking traffic. Needs pickup. Located near the intersection with HWY 105	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/27/2026 15:18	1/29/2026 6:38
11052	2-8318 Timber Bridge Ln-Size	8318 Timber Bridge Ln-Size Robert Humphrey Jr	Completed	321_Addressing&Mapping	Aaron Harmon	1/26/2026 13:15	2/12/2026 9:23
11051	3-Happy Hollow Rd-Debris Removal	Happy Hollow Rd-Debris Removal on call already removed the tree just need debris removed	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/26/2026 10:40	1/28/2026 6:46
11050	3 - Coles Rd - Trees Down	Trees blocking roadway	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/26/2026 10:35	1/29/2026 6:43
11049	3-Post Oak Rd-Debris Removal	Post Oak Rd-Debris Removal on call already removed the tree just need debris removed	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/26/2026 9:04	1/29/2026 6:45
11048	3-Crane Ln-Debris Removal	Crane Ln-Debris Removal on call already removed the tree just need debris removed	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/26/2026 8:36	1/28/2026 6:50
11047	1-Copelynn Springs Rd-Debris Removal	Copelynn Springs Rd-Debris Removal; on call got tree just need debris removed	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/26/2026 8:30	1/28/2026 6:48
11046	3-811 Neumann Rd-Debris Removal	811 Neumann Rd-Debris Removal; on call already got tree just need debris removed	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/26/2026 8:24	1/29/2026 6:47
11045	1-Newmann League Rd-Debris Removal	Newmann League Rd-Debris Removal; on call already got the tree, just need debris removed	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/26/2026 8:06	2/5/2026 6:43
11044	1-Sam Houston Rd-Patching	Sam Houston Rd-Patching Potholes	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/23/2026 10:47	2/6/2026 6:44
11043	4-8722 Christian Cemetery Rd-Reflectors	8722 Christian Cemetery Rd-Reflectors are missing from a crash	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/23/2026 7:42	1/27/2026 6:35
11042	3-Dorothy Ln-Culvert Clogged	Dorothy Ln-Culvert Clogged; please check the cross culvert at Dorothy & Longpoint, resident thinks the culvert is clogged and possibly collapsed. COLLAPSED CULVERT NEED TO REPLACE	Completed	13_Gradall Freightliner	Alan Cook	1/22/2026 15:33	2/12/2026 14:58
11041	3-5150 Spreen Rd-Dips in Road	5150 Spreen Rd-Dips in Road Caller says that there are two large dips in the road Heather Baldwin: 832-257-5199	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	1/22/2026 12:37	1/22/2026 15:59
11040	1-Bosse Rd & Krueger Rd-Reflectors	Bosse Rd & Krueger Rd-Reflectors Please see if we need reflectors at the crosspipe where washout is, caller asked for them to be placed for visibility	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/22/2026 9:46	1/30/2026 6:35
11039	1-Bosse Rd & Krueger Rd-Culvert Washout	Bosse Rd & Krueger Rd-Culvert Washout; please check on the culvert washout at the crosspipe	Void	13_Gradall Freightliner	Alan Cook	1/22/2026 8:46	2/11/2026 6:59
11038	3-6253 Glenblythe Rd-Size	6253 Glenblythe Rd-Size Tommy Ladewig: 281-536-2960	Completed	321_Addressing&Mapping	Aaron Harmon	1/21/2026 10:29	2/17/2026 13:33
11037	2 - St Joseph St - Pothole	Pothole on St Joseph St	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/20/2026 15:12	1/22/2026 6:42
11036	2 - Pebble Ln - Culvert Washout	3500 Pebble Lane. Culvert to the pond is washing out. Terry Wilson 979-830-5270	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	1/20/2026 15:07	1/20/2026 15:11
11035	2-Chadwick Hogan Rd & Nicholson Lake Rd-Sign	Chadwick Hogan Rd & Nicholson Lake Rd-Sign; please check and see if we can /need a T in The Road Sign at the intersection of Chadwick Hogan Rd & Nicholson Lake Rd 979-277-8794	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/20/2026 11:07	1/30/2026 6:36
11034	4-5857 Wickel Rd-Debris	5857 Wickel Rd-Debris removal for tree debris	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/20/2026 11:01	1/29/2026 6:50
11033	3-831 Indian Hill Ln-Culvert Set	831 Indian Hill Ln-Culvert Set Arturo Andrade: 979-451-1472	Completed	13_Gradall Freightliner	Alan Cook	1/20/2026 10:59	1/21/2026 12:21
11032	Old Independence and Tommelson Creek	Stop Sign Down	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/20/2026 6:52	1/21/2026 6:55
11031	Running River	Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/20/2026 6:49	1/21/2026 6:56

11030	Old Chappell Hill	Patching	Completed	52_2016 Chevrolet Silverado 1 ton with 2-3 yard be	Matt Buerger	1/16/2026 6:49	2/4/2026 6:44
11029	1-8101 Sandy Hill Rd-Set	8101 Sandy Hill Rd-Set Please call her before, Elaine Solomon: 512-281-6340	Completed	13_Gradall Freightliner	Alan Cook	1/15/2026 13:01	2/23/2026 14:55
11028	4-Tiger Point Rd-Dead Tree	Tiger Point Rd-Dead Tree dead tree in ditch between addresses of 2553 and 2600 area. Please see if we should remove it	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/15/2026 10:12	1/29/2026 6:53
11027	4-2553 Tigerpoint Rd-Patching	2553 Tigerpoint Rd-Patching; driveway area is separating from the pavement on road, please see if we can add some material to the edges	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/15/2026 10:10	1/21/2026 6:58
11026	3-Eberhardt Rd-Patching	Eberhardt Rd-Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/15/2026 9:17	1/22/2026 6:44
11025	Hack Ln	Tree removal	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/15/2026 6:54	1/29/2026 6:54
11024	Beaver rd	Tree removal	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/15/2026 6:52	1/29/2026 6:56
11023	Quail Run	Tree removal	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/15/2026 6:51	1/29/2026 6:58
11022	Mt Vernon	Tree removal	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/15/2026 6:49	1/29/2026 7:01
11021	2-All Jersey Rd-Debris Removal	All Jersey Rd-Debris Removal	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/14/2026 15:03	1/16/2026 6:47
11020	3-2501 McNelly Ln-Size	2501 McNelly Ln-Size Extension Clifford & Vivian Dawson: 979-421-3433	Completed	321_Addressing&Mapping	Aaron Harmon	1/14/2026 14:42	2/12/2026 9:23
11019	2-3495 Bradley Ln-Patching	3495 Bradley Ln-Patching; Josh Address: 713-677-1122 called and asked us to look at the condition of Bradley, saying that it really needs some attention	New Work Order	317_2025 Chevrolet Silverado	Matt Buerger	1/14/2026 12:40	1/14/2026 12:41
11018	3 - quebe rd - size	Doesn't know if she needs a culvert. Prop ID# 10631 Phone Number: 512-749-7564	Completed	321_Addressing&Mapping	Aaron Harmon	1/13/2026 14:52	2/10/2026 15:50
11017	1-10084 Clear Woods Ct 5- set	10084 Clear Woods Ct St culvert has been delivered and ready to be installed	Completed	13_Gradall Freightliner	Alan Cook	1/13/2026 12:39	1/20/2026 14:23
11016	1-Old Plantation Rd-Patching	Old Plantation Rd-Patching; potholes down to Felder Rd	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/12/2026 15:33	1/15/2026 7:18
11015	2-Wonderhill Rd-Patching	Wonderhill Rd-Patching some potholes in the Century Terrace area, as well as some sides crumbling here and there	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/12/2026 15:10	2/10/2026 6:45
11014	1-Copelyn Springs Rd-Tree Limb Removal	Copelyn Springs Rd-Tree Limb Removal; bus drivers called to say there is a broken limb hanging over the roadway area, and that it brushes the buses when they drive through	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/12/2026 9:42	1/15/2026 6:59
11013	1-Copelyn Springs Rd-Tree Removal	Copelyn Springs Rd-Tree tree across from address in ditch area is split, caller is worried it might eventually fall into roadway Linda McBride: 9794512125	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/12/2026 8:58	1/15/2026 6:57
11012	Neumann Rd	Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/9/2026 14:44	1/16/2026 6:51
11011	Old Masonic Rd	Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/9/2026 14:42	1/16/2026 6:52
11010	Horak Rd	Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/9/2026 14:38	1/15/2026 7:20
11008	Heinecke Rd	Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/9/2026 14:33	1/15/2026 7:01
11009	3-11364 Lakeview Dr. -Size Culvert	11364 Lakeview Dr.-Size Culvert put the inspection option only	Completed	321_Addressing&Mapping	Aaron Harmon	1/9/2026 14:29	2/17/2026 12:55
11007	1-Felder Rd-Patching	Felder Rd-Patching potholes down the road	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/9/2026 13:42	1/15/2026 7:22
11006	1-Old Plantation Rd-Patching	Old Plantation Rd-Patching; potholes down the road	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/9/2026 13:41	1/15/2026 7:23
11005	Dove Ln	Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/9/2026 6:51	1/15/2026 7:24
11004	1-Whitman Rd-Crosspipes	Whitman Rd-Crosspipes have settled and causing bad bumps along the roadway, caller wanted us to see if we could check on this and level them out a bit..."need a blade to shape up area"	Completed	13_Gradall Freightliner	Rowdy Scott	1/8/2026 16:11	1/30/2026 6:37
11003	1-3525 Heinecke Rd-Debris Pickup	3525 Heinecke Rd-Debris Pickup; County tree dropped a large limb in the ditch area. laying on part of their driveway but they can get around it. Bonnie Bush: bonniebush86@yahoo.com	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/7/2026 12:14	1/12/2026 6:42
11002	2 - Turkey Creek Ln - Tree Trimming	Asking for trees to be trimmed after the curve on Turkey Creek Ln; says its a dead end road and they are having to drive into the wrong lane in order to get through.	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/7/2026 10:31	1/29/2026 7:03
11001	Dogwood Rd	Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/7/2026 6:55	1/12/2026 6:44
11000	Wicked Rd	Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/7/2026 6:53	1/9/2026 6:46
10999	Pitchers Ln	patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/7/2026 6:52	1/15/2026 7:26
10998	1-3702 Kuykendall Rd-Rotting Tree	3702 Kuykendall Rd-Rotting Tree; caller wants to know if we can take a look at the rotting tree near address in ROW, asking if we can remove it. Fritz Poehl: 979-229-3582	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/6/2026 15:21	1/15/2026 7:03
10997	2-1047 Sledge Ct-Set	Call Ahead please 1047 Sledge Ct-Set; Charles Eagleson: 713-857-1234	Completed	13_Gradall Freightliner	Alan Cook	1/5/2026 14:50	1/8/2026 10:53
10996	2-1075 Sledge Ct-Set	1075 Sledge Ct-Set	Completed	13_Gradall Freightliner	Alan Cook	1/5/2026 14:47	1/8/2026 10:53
10995	2-3420 Bluebonnet Blvd-Dead Deer	3420 Bluebonnet Blvd-Dead Deer in ditch at address	Completed	317_2025 Chevrolet Silverado	Matt Buerger	1/2/2026 8:13	1/6/2026 6:45
10994	2-5501 Larkspur Ln-Size	5501 Larkspur Ln-Size Carlos Garcia: 281-844-4682	Completed	321_Addressing&Mapping	Aaron Harmon	12/31/2025 15:17	2/10/2026 11:56
10993	3-6830 Weber Ln-Size	6830 Weber Ln-Size Sean Brierley: 713-899-5022	Completed	321_Addressing&Mapping	Aaron Harmon	12/31/2025 14:54	2/10/2026 11:26
10992	1-16650 WM Penn-Culvert Crimped	Allen Heinrich: 281-794-9512 Please check on the culvert at address, owner wants to see if the crimped culvert is saveable. Please let the office know whether he needs a replacement or if it can be fixed so that we can call him.	Completed	13_Gradall Freightliner	Alan Cook	12/31/2025 13:38	2/16/2026 8:31
10991	1-Brown College Ln-Size	Brown College Ln-Size Sharon Whitley: 409-626-4321	On Hold	321_Addressing&Mapping	Aaron Harmon	12/31/2025 9:51	2/5/2026 14:01
10990	1-Brown College Ln-Size	Brown College Ln-Size Sharon Whitley: 409-626-4321	New Work Order	321_Addressing&Mapping	Aaron Harmon	12/31/2025 9:49	2/5/2026 14:04
10989	2-Sample Cemetery Ln-Patching	Sample Cemetery Ln-Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	12/29/2025 15:59	12/31/2025 6:23
10988	1-10084 Clear Woods Ct 5-Size	10084 Clear Woods Ct 5-Size	Completed	321_Addressing&Mapping	Aaron Harmon	12/29/2025 11:59	1/13/2026 12:39
10987	2-7376 Chadwick Hogan Rd-Set	7376 Chadwick Hogan Rd-Size; Matthew Krolczyk: 979-337-4554	Completed	13_Gradall Freightliner	Alan Cook	12/23/2025 15:19	1/9/2026 11:56
10986	1-8101 Sandy Hill Rd-Size	8101 Sandy Hill Rd-Size	Completed	321_Addressing&Mapping	Aaron Harmon	12/22/2025 15:59	1/15/2026 13:01
10985	4-1430 Raymond Lehmann Ln-Washout	1430 Raymond Lehmann Ln-Washout; Jacqueline Lyons: 832-332-1546 Please check the culverts at both 1430 and 1510	Completed	13_Gradall Freightliner	Alan Cook	12/22/2025 12:03	1/16/2026 10:26

10984	3-6915 Cedar Hill Rd-Culvert Set	Call Contractor First 6915 Cedar Hill Rd-Culvert Set; Douglas & Joy Yeager: 281-948-7771 General Contractor Zach: 979-319-2562 zussery@wilmark.com	Completed	13_Gradall Freightliner	Rowdy Scott	12/22/2025 10:19	1/12/2026 12:00
10983	1-20080 Washington Bridge Rd-Patch	20080 Washington Bridge Rd-Patch pothole at address	Completed	317_2025 Chevrolet Silverado	Matt Buerger	12/22/2025 9:25	12/30/2025 6:28
10982	2-2350 Indian Paint Brush Rd-Patching	2350 Indian Paint Brush Rd-Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	12/22/2025 8:37	12/30/2025 6:30
10981	4-3780 Jason Ln-Culvert Set	3780 Jason Ln-Culvert Set; Extension install Mary Stolz: 979-525-7586	Completed	13_Gradall Freightliner	Alan Cook	12/18/2025 15:39	1/16/2026 14:55
10980	3-Maass Rd-Ditching	Maass Rd-Ditching From 3870 address to 2679, get with Rowdy for details	New Work Order	13_Gradall Freightliner	Alan Cook	12/18/2025 10:31	12/18/2025 10:32
10979	4-Adamek Rd-Patching	Adamek Rd-Patching Bridge approach needs patching Caller is saying the problem spot is still there	Completed	317_2025 Chevrolet Silverado	Matt Buerger	12/18/2025 10:29	12/23/2025 6:21
10978	Old Bryan	Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	12/18/2025 7:45	12/30/2025 6:31
10977	Marcus	Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	12/18/2025 7:44	12/30/2025 6:33
10976	Little Rocky	patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	12/18/2025 7:43	12/30/2025 6:34
10975	Randle Hill	patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	12/18/2025 7:41	12/30/2025 6:35
10974	Shirrtail	Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	12/18/2025 7:40	12/30/2025 6:36
10973	Dierking	Patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	12/18/2025 7:39	12/30/2025 6:37
10972	Wonder Hill Square	Patching	Completed	52_2016 Chevrolet Silverado 1 ton with 2-3 yard be	Matt Buerger	12/18/2025 7:38	12/30/2025 6:37
10971	4-Roadrunner Ln-Culvert Set	Roadrunner Ln-Culvert Set; James Atkinson: 979-530-8507	Completed	13_Gradall Freightliner	Alan Cook	12/17/2025 14:47	1/9/2026 14:07
10970	3-Seeker Rd-Curve Sign Missing	Seeker Rd-Curve Sign Missing	Completed	317_2025 Chevrolet Silverado	Matt Buerger	12/17/2025 13:05	12/18/2025 6:32
10969	4-676 Farmers Rd-Size Culvert	676 Farmers Rd-Size Culvert; Vernon Wellman: 979-277-4637	Completed	321_Addressing&Mapping	Aaron Harmon	12/17/2025 9:56	2/13/2026 10:13
10968	1-Sweed Rd-Set	call him when gradalls are operational Sweed Rd-Set Eugene Castillo: 979-676-4076 Near 17208 Sweed Rd Property owner moved culvert back to private property	Completed	13_Gradall Freightliner	Alan Cook	12/17/2025 9:26	1/7/2026 13:54
10965	3-1025 Old Burton Rd-Culvert Set	1025 Old Burton Rd-Culvert Set; Trey Knittel: 512-771-7090	Completed	13_Gradall Freightliner	Alan Cook	12/16/2025 10:17	1/12/2026 12:00
10964	3-2705 Tommelson Creek Rd-Bridge	3209 Tommelson Creek Rd-Bridge; roadway is humped like a speed bump at bridge, resident asked if we could get it smoothed out	Completed	317_2025 Chevrolet Silverado	Matt Buerger	12/16/2025 8:18	12/18/2025 6:33
10963	2-6700 Sander Rd-Culvert Set	6700 Sander Rd-Culvert Set; Please call him ahead 979-277-8129, his elderly aunt lives on the property and needs a heads up. Also, the culvert is in the ditch area a ways up from the set location (culvert replacement). You might need the grabbers the property owner says the ditch area is really deep	Completed	13_Gradall Freightliner	Alan Cook	12/15/2025 9:16	1/8/2026 15:15
10962	2-Turkey Creek Ln - Tree Trimming	Asking for trees to be trimmed after the curve on Turkey Creek Ln	Completed	317_2025 Chevrolet Silverado	Matt Buerger	12/15/2025 8:18	1/7/2026 10:31
10961	3-831 Indian Hill Ln-Culvert Size	831 Indian Hill Ln-Culvert Size Arturo Andrade: 979-451-1472	Completed	321_Addressing&Mapping	Aaron Harmon	12/15/2025 7:44	1/20/2026 10:59
10960	1-18187 Sweed Rd-Culvert Size	18187 Sweed Rd-Culvert Size Michael Ruehle: 832-684-7172	Completed	321_Addressing&Mapping	Aaron Harmon	12/15/2025 7:32	12/31/2025 10:11
10959	4-1950 Lomax Harmel Rd-Culvert Crushed	1950 Lomax Harmel Rd-Culvert Crushed Please check if the culvert can be uncrushed. The owner would like to eventually extend it but wants to know if part of it can be saved or if he just needs to replace the whole culvert. Robert Gregory: 713-899-8831	Completed	13_Gradall Freightliner	Alan Cook	12/12/2025 15:00	1/16/2026 10:25
10957	1-Randermann Rd-Culvert Size	Randermann Rd-Culvert Size for ID 316460	Completed	321_Addressing&Mapping	Aaron Harmon	12/9/2025 13:58	12/31/2025 10:55
10956	4-2100 S Berlin Rd-Culvert Removal	4-2100 S Berlin Rd-Culvert Removal Please remove the old culvert at this address, we have already set the new one on his property James Joswiak 512-799-9103	Completed	13_Gradall Freightliner	Alan Cook	12/9/2025 13:23	1/6/2026 7:47
10955	2-Old Phillipsburg Ln-Set	Old Phillipsburg Ln-Set Chad Sweazey: 210-664-0305 for lots 6 and 8	Completed	13_Gradall Freightliner	Alan Cook	12/9/2025 8:20	1/6/2026 11:05
10952	2-6700 Sander Rd-Cross Culvert	6700 Sander Rd-Cross Culvert Cleaned out Brian Tiemann: 979-277-8129	Completed	13_Gradall Freightliner	Alan Cook	12/4/2025 8:29	1/8/2026 15:14
10948	2-1075 Sledge Ct-Size	1075 Sledge Ct-Size	Completed	321_Addressing&Mapping	Aaron Harmon	12/3/2025 9:00	1/5/2026 14:47
10947	2-1047 Sledge Ct-Size	1047 Sledge Ct-Size; Charles Eagleson: 713-857-1234	Completed	321_Addressing&Mapping	Aaron Harmon	12/3/2025 8:23	1/5/2026 14:50
10945	2-4400 Langhorn Rd-Washout	4400 Langhorn Rd-Washout; Culvert washout near the 4400 Langhorn area, caller also stopped to let John Howard know about it	Completed	13_Gradall Freightliner	Alan Cook	12/2/2025 16:18	1/9/2026 14:07
10944	2-6201 Langhorn Rd-Culvert Washouts	6201 Langhorn Rd-Culvert Washouts; two culvert washouts near 6201 Langhorn, on bridge near wedding venue Shulze: 281-782-2923	Completed	13_Gradall Freightliner	Alan Cook	12/2/2025 16:16	1/9/2026 14:06
10942	2-Schroeder Rd - Culvert Set	Property ID 189644 Culvert Set	Completed	13_Gradall Freightliner	Rowdy Scott	12/2/2025 15:36	1/6/2026 11:02
10932	2-7376 Chadwick Hogan Rd-Size	7376 Chadwick Hogan Rd-Size; Matthew Krolczyk: 979-337-4554	Completed	317_2025 Chevrolet Silverado	Matt Buerger	11/20/2025 13:40	12/23/2025 15:19
10913	4-Adamek Rd-Patching	Adamek Rd-Patching Bridge approach needs patching	Completed	317_2025 Chevrolet Silverado	Matt Buerger	11/17/2025 11:10	12/18/2025 10:29
10908	2-Chadwick Hogan Rd-Brushcutting	Chadwick Hogan Rd-Brushcutting	Completed	317_2025 Chevrolet Silverado	Matt Buerger	11/7/2025 13:50	1/6/2026 6:48
10883	2-2712 E Cheri Ln-Culvert Clogged	2712 E Cheri Ln Culvert Clogged Tim Johnston: 512-581-2891 *Rowdy to look at first*	Pending	13_Gradall Freightliner	Rowdy Scott	10/29/2025 7:57	2/12/2026 14:57
10878	1-18221 Wellmann Rd-Culvert Set	18221 Wellmann Rd-Culvert Set; Steven Westmoreland: 713-725-6692 Update: Metal Culvert was delivered	Completed	13_Gradall Freightliner	Rowdy Scott	10/27/2025 10:20	1/29/2026 11:19
10867	3-4005 Grebe Rd-Size	3-4005 Grebe Rd-Size On the Mockingbird side of the property. They put "No Culvert" inspection only. Carle Kubecka: 979-277-8884 ft@drakehellier.com	New Work Order	55_2018 Chev Silverado Double Cab	Aaron Harmon	10/23/2025 15:21	2/9/2026 12:23
10861	3-6915 Cedar Hill Rd-Culvert Size	6915 Cedar Hill Rd-Culvert Size; Douglas & Joy Yeager: 281-948-7771 General Contractor Zach: 979-319-2562 zussery@wilmark.com	Completed	321_Addressing&Mapping	Aaron Harmon	10/20/2025 10:29	12/22/2025 10:19
10827	3-6053 Quail Run Rd-Culvert Set	6053 Quail Run Rd-Culvert Set Bradley Hodde: 979-277-5082 New culvert will be right where the gate currently is and the existing driveway is	Completed	13_Gradall Freightliner	Rowdy Scott	10/1/2025 9:30	1/29/2026 11:20
10823	3-Kelm Rd-Brushcutting	Kelm Rd-Brushcutting; the limbs are growing over the roadway and brushing the tops of trucks	Completed	317_2025 Chevrolet Silverado	Matt Buerger	9/30/2025 9:35	12/31/2025 6:24

10803	3-4005 Grebe Rd-Size	3-4005 Grebe Rd-Size They put "No Culvert" inspection only. Carie Kubecka: 979-277-8884 lt@drakeheller.com	Completed	16_Dee's Truck with Tommy Lift	Aaron Harmon	9/17/2025 8:23	2/9/2026 10:31
10792	Lillie Lange Rd-Sizing	Lillie Lange Rd-Sizing; Todd Poehlmann: 979-337-2727 He doesn't think he needs a culvert but he also mentioned that he wants the area ditched (talked to Wes and he told me to hold off on the ditching WO until yall check the situation)	Completed	16_Dee's Truck with Tommy Lift	Aaron Harmon	9/15/2025 9:30	1/6/2026 15:17
10718	3 - Hilltop Acres Ln - pothole	Potholes at her Driveway 4111 Hilltop Acres. 281-380-5864	Completed	317_2025 Chevrolet Silverado	Matt Buerger	8/25/2025 9:52	2/20/2026 16:07
10694	4-Parkisons Ln-Brushcutting	Parkisons Ln-Brushcutting	Completed	317_2025 Chevrolet Silverado	Matt Buerger	8/11/2025 9:03	12/18/2025 8:13
10659	4-Roadrunner Ln-Brushcutter	Roadrunner Ln-Brushcutter	Completed	317_2025 Chevrolet Silverado	Matt Buerger	7/29/2025 13:46	12/23/2025 6:25
10654	3-1450 Pledger Rd-Dead Tree	1450 Pledger Rd-Dead Tree; Still standing, please see if we need to remove the dead tree at the address in our ROW	Completed	317_2025 Chevrolet Silverado	Matt Buerger	7/28/2025 10:33	1/30/2026 6:39
10639	2-Langhorn Rd-Grading	Langhorn Rd-Grading	Completed	24-John Deere Motor Grader	John Howard	7/23/2025 7:02	1/7/2026 14:49
10515	3-Old Bryan Rd-Brushcutting	Old Bryan Rd-Brushcutting; the intersections on both sides of the road need brushcutting, blind corners	Completed	53_2018 Chev Silverado Double Cab	Matt Buerger	6/10/2025 10:14	1/15/2026 7:28
10514	3-Cedar Hill Rd & Tommelson Creek Rd-Brushcut	Cedar Hill Rd & Tommelson Creek Rd-Brushcut; Blind corners from overgrowth of trees and brush, the curve sign is also being overgrown	Completed	53_2018 Chev Silverado Double Cab	Matt Buerger	6/10/2025 10:05	1/15/2026 7:30
10288	2-Buttercup Ln-Patching	Buttercup Ln-Patching; UPDATE: please let us know after patching is done, Juan Spivey: 432-208-4550 requested a callback	Completed	53_2018 Chev Silverado Double Cab	Matt Buerger	4/25/2025 8:34	1/15/2026 7:32
9776	2-Sample Cemetery Ln-Tree Trim	Sample Cemetery Ln-Tree Trim; caller said that large tree on corner needs trimming	Completed	53_2018 Chev Silverado Double Cab	Matt Buerger	10/22/2024 13:25	12/29/2025 15:59
9656	4-4303 Beckermann Rd-Size	4303 Beckermann Rd-Size; Clayton Stewart: 406-547-4200	Completed	38_04 Gradall XL3100	Alan Cook	8/28/2024 15:42	2/23/2026 15:23

Appendix C

Spring Cleanup

2026 ANNUAL SPRING OPEN COLLECTION DAYS

March 5th, 6th & 7th – City Residents Only
March 12th, 13th & 14th – County Residents Only

Must present proof of residence and ID upon arrival

BVR Collection & Transfer Station
2009 Old Chappell Hill Road
979-922-5958
Thursday & Friday - 8 a.m. – 5:00 p.m.
Saturday – 8 a.m. – 12:30 p.m.

OPEN COLLECTION IS FOR NON-HAZARDOUS MATERIALS ONLY

*****NO COMMERCIAL CUSTOMERS*****

ATTENTION RESIDENTS: Disposal charges for the first 500 lbs. of debris/material per household will be waived. Any debris/material more than 500 lbs. will be charged at the full rate in effect at the time of the event for that material. **RESIDENTS WILL BE LIMITED TO ONE (1) TRIP PER DAY.**

(\$95/ton (\$5.50 Minimum) for Non-Compactable Debris & \$30/ton (\$5 Minimum) for Brush/Yard Waste)

THE FOLLOWING ITEMS WILL BE ACCEPTED DURING OPEN COLLECTION DAYS:

- Household Debris
 - Yard Debris
 - Furniture
 - Scrap Metal (iron, aluminum, etc.)
 - Appliances**
 - Demolition Debris
 - Auto Batteries
 - Construction Materials
- Tires *will* be accepted at the normal rate.
 - No Propane Tanks
 - No Hazardous Materials (oil, gas, paint, hazardous liquids, etc.)
 - **LOADS THAT CONTAIN DIRT, CEMENT AND/OR BRICKS WILL BE REJECTED**
 - Appliances with coolant will be assessed a Removal Fee of \$20 prior to drop-off**



AGENDA ITEM

#13

Discussion and possible action on the approval of accounts payable. (Peggy Kramer, Treasurer)



Washington County, TX

Expense Approval Register

PKT05625 - 03/10/2026 Accounts Payable Packet

Account Number	Vendor DBA	Description (Item)	(None)	(None)	Amount
010-20244	PERDUE,BRANDON,FIELDER,...	Attorney Fees - 1/1/26-1/31/...			1,100.13
077-20201	WASHINGTON COUNTY GEN...	Monthly Recap			18,385.01
					19,485.14
Department: 0015 - EDS					
015-0015-53500	4 HYDRAULICS LLC	UNIT 32 TRACTOR			225.00
015-0015-53510	CHEMICAL WAREHOUSE	Novita			44.00
015-0015-53510	CHEMICAL WAREHOUSE	Novita			440.00
015-0015-53510	CHEMICAL WAREHOUSE	Herbicide -Herald			10,400.00
					Department 0015 - EDS Total: 11,109.00
Department: 0027 - CAPITAL PROJECTS					
027-0027-55300	STX BUILDCON LLC	Washington County Jail Roof...			89,550.00
					Department 0027 - CAPITAL PROJECTS Total: 89,550.00
Department: 0031 - AMERICAN RESCUE PLAN ACT					
031-0031-55000	CHAPPELL HILL CONSTRUCTI...	Washington County Jail Reno...			238,954.56
					Department 0031 - AMERICAN RESCUE PLAN ACT Total: 238,954.56
Department: 0035 - EMS DONATION					
035-0035-53100	RICKY PENA	Reimbursement - Retirement...			151.06
					Department 0035 - EMS DONATION Total: 151.06
Department: 0100 - COUNTY JUDGE					
010-0100-54350	JOHN DURRENBERGER	Mileage Reimbursement			235.90
010-0100-54350	JOHN DURRENBERGER	Mileage Reimbursement			66.70
010-0100-54350	JOHN DURRENBERGER	Fuel Reimbursement			46.28
010-0100-54350	JOHN DURRENBERGER	Fuel Reimbursement			29.34
					Department 0100 - COUNTY JUDGE Total: 378.22
Department: 0102 - COUNTY COMMUNICATIONS					
010-0102-54301	ROY R. LUEPNITZ, PH.D.	Psychological Evaluation - A....			400.00
					Department 0102 - COUNTY COMMUNICATIONS Total: 400.00
Department: 0600 - NON-DEPARTMENT					
010-0600-54135	FORT BEND MEDICAL EXAMI...	Autopsy - C. Johnson			2,600.00
010-0600-54300	SOUTH TEXAS NEWS INC	Administrative Services (Expo...			270.90
010-0600-54800	TEXAS ASSOCIATION OF CO...	COBRA Qualifying Event Noti...			160.00
010-0600-55000	PHOENIX 1 RESTORATION A...	Washington County Courtho...			264,043.00
010-0600-55000	CHAPPELL HILL CONSTRUCTI...	Washington County Records ...			308,195.46
010-0600-52030	BLUE CROSS BLUE SHEILD	Retiree Paid			6,181.18
010-0600-52030	BLUE CROSS BLUE SHEILD	County Paid			18,478.54
					Department 0600 - NON-DEPARTMENT Total: 599,929.08
Department: 0700 - DISTRICT COURT					
010-0700-54150	JAMES, REYNOLDS AND ASK	Attorney Fees - R. Azevedo			7,950.00
010-0700-53100	H & K PRINTING COMPANY	Reset/Scheduling Form			673.65
					Department 0700 - DISTRICT COURT Total: 8,623.65
Department: 0750 - DISTRICT ATTORNEY					
010-0750-53330	AQUA BEVERAGE COMPANY	Water - District Attorney			107.75
010-0750-54540	US BANK VOYAGER FLEET SY...	DA Exempted Taxes			-22.09
010-0750-54540	US BANK VOYAGER FLEET SY...	DA			162.27
					Department 0750 - DISTRICT ATTORNEY Total: 247.93
Department: 0800 - DISTRICT CLERK					
010-0800-53100	QUILL CORPORATION	Rewards+ Annual Membersh...			69.99
					Department 0800 - DISTRICT CLERK Total: 69.99
Department: 0910 - COUNTY COURT AT LAW					
010-0910-54150	BUNGER LAW FIRM	State of Texas vs E. Escobar			400.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs C. Stefanik			400.00

Expense Approval Register

Packet: APPKT05625 - 03/10/2026 Accounts Payable Packet

Account Number	Vendor DBA	Description (Item)	(None)	(None)	Amount
010-0910-54150	BUNGER LAW FIRM	State of Texas vs C. Stefanik			200.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs S. Allen			400.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs J. Villareal			400.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs D. Flenoy			400.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs D. Flenoy			200.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs M. Rawls			400.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs C. Forhertz			400.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs C. Castillo			400.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs J. Martinez			400.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs A. Traylor			400.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs K. Johnson			400.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs J. Branham			400.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs D. Flenoy			200.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs J. Montgom...			400.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs C. Stefanik			200.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs. J. Aguilera			400.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs D. Ward			400.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs J. Dean			400.00
010-0910-54150	BUNGER LAW FIRM	State of Texas vs. J. Dean			200.00
Department 0910 - COUNTY COURT AT LAW Total:					7,400.00
Department: 1000 - JUSTICE OF THE PEACE NO. 1					
010-1000-53330	AQUA BEVERAGE COMPANY	Water - JP1			25.50
010-1000-53100	AMERICAN SOLUTIONS FOR ...	Office Supplies			54.05
Department 1000 - JUSTICE OF THE PEACE NO. 1 Total:					79.55
Department: 1002 - JUSTICE OF THE PEACE NO. 2					
010-1002-54350	HOLLY JOHNSON	Mileage Reimbursement			123.98
Department 1002 - JUSTICE OF THE PEACE NO. 2 Total:					123.98
Department: 1004 - JUSTICE OF THE PEACE COURT NO. 4					
010-1004-54400	CITY OF BURTON	Utilities - JP4			92.58
Department 1004 - JUSTICE OF THE PEACE COURT NO. 4 Total:					92.58
Department: 1100 - COUNTY ATTORNEY					
010-1100-54200	TRANSUNION RISK AND ALT...	Communications			1.10
010-1100-53100	AMERICAN SOLUTIONS FOR ...	Office Supplies			57.53
Department 1100 - COUNTY ATTORNEY Total:					58.63
Department: 1600 - COUNTY COURTHOUSE					
010-1600-54500	BVR WASTE AND RECYCLING	Non-Compactable Waste			9.50
010-1600-54500	BVR WASTE AND RECYCLING	Non-Compactable Waste			59.85
010-1600-54500	LOFTIN EQUIPMENT COMPA...	Repairs/Maintenance on Buil...			655.33
010-1600-54500	TEXAS PLUMBING SOLUTIONS	Repairs & Maintenance - Buil...			601.40
010-1600-53330	AQUA BEVERAGE COMPANY	Water - Treasurer			121.75
010-1600-54500	ACE HARDWARE BRENHAM, ...	Repairs/Maintenance on Buil...			26.99
010-1600-53300	ACE HARDWARE BRENHAM, ...	Operating Supplies			69.06
010-1600-54520	PRO AUTO SUPPLY	Vehicle Repairs/Maintenance			16.19
010-1600-54500	BRANNON INDUSTRIAL GRO...	Trash Service			140.00
010-1600-54540	US BANK VOYAGER FLEET SY...	Maintenance Exempted Taxes			-10.46
010-1600-54540	US BANK VOYAGER FLEET SY...	Maintenance			97.67
010-1600-54500	ENTEC PEST MANAGEMENT, ...	Pest Control			111.30
Department 1600 - COUNTY COURTHOUSE Total:					1,898.58
Department: 1700 - CONSTABLE NO. 1					
010-1700-54200	TRANSUNION RISK AND ALT...	Communications			11.55
Department 1700 - CONSTABLE NO. 1 Total:					11.55
Department: 1702 - CONSTABLE NO. 2					
010-1702-54200	TRANSUNION RISK AND ALT...	Communications			9.15
010-1702-54540	US BANK VOYAGER FLEET SY...	Constable 2 Exempted Taxes			-18.93
010-1702-54540	US BANK VOYAGER FLEET SY...	Constable 2			137.80
010-1702-54520	PRO-FIT OUTFITTERS LLC	VEHICLE REPAIR AND MAINT...			2,581.00
Department 1702 - CONSTABLE NO. 2 Total:					2,709.02

Expense Approval Register

Packet: APPKT05625 - 03/10/2026 Accounts Payable Packet

Account Number	Vendor DBA	Description (Item)	(None)	(None)	Amount
Department: 1800 - SHERIFF					
010-1800-54520	PRO AUTO SUPPLY	Service Charge			1.23
010-1800-54200	TRANSUNION RISK AND ALT...	Communications			81.95
010-1800-54520	BDS TOWING & RECOVERY, LP	C23-12 TOW			150.00
010-1800-54520	PRO AUTO SUPPLY	SWITCH, WINDSHIELD WASH,...			53.99
010-1800-54520	PRO AUTO SUPPLY	32 WINDSHIELD WASH			30.00
010-1800-54540	US BANK VOYAGER FLEET SY...	Sheriff Discount			-16.48
010-1800-54540	US BANK VOYAGER FLEET SY...	Sheriff Exempted Taxes			-1,461.66
010-1800-54540	US BANK VOYAGER FLEET SY...	Sheriff			11,803.65
010-1800-54520	LAROCHE CHEVROLET BUICK...	C23-07 REPLACE LUG NUTS, ...			225.00
010-1800-54520	LAROCHE CHEVROLET BUICK...	C23-12 OIL CHANGE			79.95
Department 1800 - SHERIFF Total:					10,947.63
Department: 1900 - COUNTY JAIL					
010-1900-53320	TRINITY SERVICES GROUP, IN...	INMATE MEALS 02.26.2026			6,626.32
010-1900-53300	ACE HARDWARE BRENHAM, ...	LUBE TRIFLOW SPRAY			25.18
010-1900-53300	ACE HARDWARE BRENHAM, ...	DEWALT CHISEL SET			63.82
010-1900-52100	WEBB'S UNIFORMS LLC	JAILER UNIFORM PANTS- LC			254.97
010-1900-52100	WEBB'S UNIFORMS LLC	JAILER UNIFORM PANTS- JB			169.98
010-1900-53300	LINDE GAS & EQUIPMENT, I...	ELECTRIC MS 6011			25.82
010-1900-53300	LAWSON PRODUCTS, INC.	OPEN END RIVET			13.88
010-1900-53300	BETA TECHNOLOGY, INC	CLEAN SHEEN 20 GAL (4), DIS...			2,648.94
010-1900-54356	LONE STAR PRISONER TRANS...	INMATE TRANSPORT- BW			500.00
010-1900-53300	FERGUSON FACILITIES SUPPL...	DUST PANS (12)			78.74
010-1900-53300	FERGUSON FACILITIES SUPPL...	CENTER PULL, TP, TRASH BA...			969.51
010-1900-53300	FERGUSON FACILITIES SUPPL...	FOAM HAND WASH			257.07
010-1900-53300	FERGUSON FACILITIES SUPPL...	TP, KITCHEN PAPER TOWELS			300.90
010-1900-53300	FERGUSON FACILITIES SUPPL...	SPRAY, TP, TRASH BAGS			332.90
010-1900-53300	FERGUSON FACILITIES SUPPL...	TRASH CAN LINERS			50.05
010-1900-53300	FERGUSON FACILITIES SUPPL...	CENTER PULL TOWELS, MOP...			296.76
010-1900-53300	FERGUSON FACILITIES SUPPL...	ANGEL SOFT TP			331.74
010-1900-53300	FERGUSON FACILITIES SUPPL...	SPRAY BOTTLES, WIPES, CUPS..			470.24
Department 1900 - COUNTY JAIL Total:					13,416.82
Department: 2000 - ADULT PROBATION					
010-2000-53330	AQUA BEVERAGE COMPANY	Water - Adult Probation			42.00
Department 2000 - ADULT PROBATION Total:					42.00
Department: 2010 - JUVENILE PROBATION					
010-2010-53330	AQUA BEVERAGE COMPANY	Water - Juvenile Probation			42.00
Department 2010 - JUVENILE PROBATION Total:					42.00
Department: 2200 - EMS					
010-2200-54400	FAYETTEVILLE PROPANE CO., ...	Residential Propane			363.15
010-2200-54555	GAIN INNOVATION, LLC	Software License for Drone 1 ...			1,695.00
010-2200-53300	LIFE-ASSIST, INC.	Masima RD Set SPO2 Sensor			600.00
010-2200-53300	ZOLL MEDICAL CORP	ResQPod ITD			1,270.70
010-2200-53300	ACE HARDWARE BRENHAM, ...	Mouse Traps			7.18
010-2200-53300	ACE HARDWARE BRENHAM, ...	Discount Invoice # 471164			-0.72
010-2200-53300	ACE HARDWARE BRENHAM, ...	Duplicate Payment Ref #469...			-19.98
010-2200-53300	ACE HARDWARE BRENHAM, ...	Discount Invoice 471248			-4.00
010-2200-53300	ACE HARDWARE BRENHAM, ...	AA batteries 16 Pack			39.98
010-2200-53300	ACE HARDWARE BRENHAM, ...	Discount Invoice # 471982			-3.00
010-2200-53300	ACE HARDWARE BRENHAM, ...	Padlock Reset			29.99
010-2200-53300	ACE HARDWARE BRENHAM, ...	Finance Charge			0.64
010-2200-54500	OVERHEAD DOOR COMPANY	Station 2 Door 1 Repair			850.00
010-2200-53300	STERICYCLE, INC	3p Hazardous Drug Disposal ...			149.58
010-2200-53300	STERICYCLE, INC	Envi Surcharge			14.14
010-2200-53300	STERICYCLE, INC	Energy per Month			4.41
010-2200-53300	STERICYCLE, INC	Fuel per month			11.85
010-2200-53300	STERICYCLE, INC	Steri-safe.osha Compliance S...			269.41
010-2200-53300	STERICYCLE, INC	Envi Surcharge			25.46
010-2200-54500	NAVASOTA FIRE AND SAFETY	Replaced Valve on Hangar Fi...			200.00

Expense Approval Register

Packet: APPKT05625 - 03/10/2026 Accounts Payable Packet

Account Number	Vendor DBA	Description (Item)	(None)	(None)	Amount
010-2200-53300	BOUND TREE MEDICAL,LLC	Endotracheal tube w/ stylette..			32.60
010-2200-53300	BOUND TREE MEDICAL,LLC	IV Solution, 1000ml bag			408.00
010-2200-53300	BOUND TREE MEDICAL,LLC	Ammonia towelettes			8.25
010-2200-53300	BOUND TREE MEDICAL,LLC	IV Set Y Site 10 drop			495.72
010-2200-53300	BOUND TREE MEDICAL,LLC	Restraint Strap			63.60
010-2200-53300	BOUND TREE MEDICAL,LLC	1000ml stopcock			178.49
010-2200-53300	BOUND TREE MEDICAL,LLC	Sapphire Set Full Set			785.40
010-2200-53300	BOUND TREE MEDICAL,LLC	Sapphire Pump 1/2 set tubing			593.70
010-2200-53300	BOUND TREE MEDICAL,LLC	Adhesive bandage			26.60
010-2200-53300	BOUND TREE MEDICAL,LLC	Small Latex Free Gloves			142.49
010-2200-53300	BOUND TREE MEDICAL,LLC	Sodium Bicarbonate 50ml			224.25
010-2200-53300	BOUND TREE MEDICAL,LLC	Levophed 4mg			289.40
010-2200-53300	BOUND TREE MEDICAL,LLC	Stopcock 3 Way Luer Lock			22.20
010-2200-53300	BOUND TREE MEDICAL,LLC	Extension Set 8inch			172.00
010-2200-53300	BOUND TREE MEDICAL,LLC	Medium Latex Free Gloves			427.47
010-2200-53300	BOUND TREE MEDICAL,LLC	Destrose 50%			225.50
010-2200-53300	BOUND TREE MEDICAL,LLC	ETCO2 Airway Lines			192.00
010-2200-53300	BOUND TREE MEDICAL,LLC	Ready-Heat II			403.10
010-2200-53300	BOUND TREE MEDICAL,LLC	QuikClot			111.55
010-2200-53300	BOUND TREE MEDICAL,LLC	Naloxone 2mg			103.20
010-2200-53300	BOUND TREE MEDICAL,LLC	IV Solution 500ml Bag			121.20
010-2200-53300	BOUND TREE MEDICAL,LLC	Sterile Irrigation Water			59.04
010-2200-53300	BOUND TREE MEDICAL,LLC	Ready-Heat II			403.10
010-2200-53300	BOUND TREE MEDICAL,LLC	XL Gloes Latex Free			142.49
010-2200-53300	BOUND TREE MEDICAL,LLC	Amiodarone 50mg			107.99
010-2200-53300	BOUND TREE MEDICAL,LLC	Misc.			11.95
010-2200-53300	BOUND TREE MEDICAL,LLC	Midazolam 10mg			46.95
010-2200-53300	BOUND TREE MEDICAL,LLC	Succinylcholine 200mg			143.99
010-2200-54540	US BANK VOYAGER FLEET SY...	EMS			14,032.24
010-2200-54540	US BANK VOYAGER FLEET SY...	EMS Exempted Taxes			-1,434.73
010-2200-54540	US BANK VOYAGER FLEET SY...	EMS Discount			-16.47
010-2200-54400	FAYETTEVILLE PROPANE CO., ...	Residential Propane			242.10
010-2200-54555	ZOLL MEDICAL CORP	Service Contracts for 2 Ventil...			1,310.00
010-2200-53300	AIRGAS USA, LLC	Delivery Flat Fee			61.00
010-2200-53300	AIRGAS USA, LLC	Oxygen			28.21
010-2200-53300	AIRGAS USA, LLC	AirGas HazMat Charge			6.60
010-2200-53300	AIRGAS USA, LLC	Oxygen			92.60
010-2200-53300	AIRGAS USA, LLC	Energy Charge			6.15
010-2200-53300	AIRGAS USA, LLC	Oxygen			317.63
010-2200-53300	AIRGAS USA, LLC	Oxygen			41.16
010-2200-53300	AIRGAS USA, LLC	Oxygen			89.30
010-2200-53300	AIRGAS USA, LLC	Delivery Flat Fee			61.00
010-2200-53300	AIRGAS USA, LLC	AirGas HazMat Charge			6.60
010-2200-53300	AIRGAS USA, LLC	Energy Charge			14.02
010-2200-54520	APPEL FORD, INC.	Invoice FOCS112777			94.30
010-2200-54520	APPEL FORD, INC.	Invoice FOCS111922			1,481.38
010-2200-54520	APPEL FORD, INC.	Invoice FOCS112146			465.51
010-2200-54520	APPEL FORD, INC.	Invoice FOCS112496			6,846.46
010-2200-53300	SOUTH TEXAS BLOOD & TISS...	Whole Blood			556.00
010-2200-53300	SOUTH TEXAS BLOOD & TISS...	Freight Charge			43.37
010-2200-53550	GOT YOU COVERED WORK ...	#INV166235 - Blauer fleece p...			101.99
010-2200-53550	GOT YOU COVERED WORK ...	#INV166235 - heatseal reflect..			13.50
010-2200-53550	GOT YOU COVERED WORK ...	#INV166250 - Blauer pants			104.54
010-2200-53550	GOT YOU COVERED WORK ...	#INV166667 - Blauer polo			81.59
010-2200-53550	GOT YOU COVERED WORK ...	#INV166667 - M.Delgado N...			7.50
010-2200-53550	GOT YOU COVERED WORK ...	#INV166667 - EMTP Patch			3.61
010-2200-53550	GOT YOU COVERED WORK ...	#INV166667 - WCEMS Name ...			7.50
010-2200-53550	GOT YOU COVERED WORK ...	#INV166667 - Blauer pants			104.54
Department 2200 - EMS Total:					36,215.22

Expense Approval Register

Packet: APPKT05625 - 03/10/2026 Accounts Payable Packet

Account Number	Vendor DBA	Description (Item)	(None)	(None)	Amount
Department: 2250 - AVIATION					
010-2250-54540	CAMPBELL OIL COMPANY	Jet A Fuel			4,752.66
010-2250-54540	CAMPBELL OIL COMPANY	Fed Superfund			5.37
010-2250-54540	CAMPBELL OIL COMPANY	Fed Lust			1.25
Department 2250 - AVIATION Total:					4,759.28
Department: 2600 - INDIGENT HEALTH CARE					
010-2600-53104	MCKESSON MEDICAL - SURG...	MASKS, GLUCOSE STRIPS, B...			111.54
010-2600-53104	MCKESSON MEDICAL - SURG...	LENS CASE, BATTERIES, SEALS			49.04
010-2600-53104	MCKESSON MEDICAL - SURG...	CONTACT CASES			28.67
010-2600-53104	MCKESSON MEDICAL - SURG...	RED SEALS			62.60
010-2600-54205	AQUA BEVERAGE COMPANY	Water - Health Center			2.00
010-2600-53104	COMPUMED	EKG RENTAL- MARCH			189.00
010-2600-54100	MEDTRUST, LLC	MEDICAL- FEBRUARY			26,321.07
Department 2600 - INDIGENT HEALTH CARE Total:					26,763.92
Department: 2900 - ENVIRONMENTAL					
010-2900-53300	LEXISNEXIS RISK SOLUTIONS	February 2026 Minimum Co...			50.00
Department 2900 - ENVIRONMENTAL Total:					50.00
Department: 3100 - EXPO					
010-3100-53300	CATTLEMAN'S SUPPLY, INC.	Round			265.50
010-3100-53330	AQUA BEVERAGE COMPANY	Water Service			31.75
010-3100-53300	CINTAS	Mat Service			57.77
010-3100-54500	ACE HARDWARE BRENHAM, ...	PVC			17.94
010-3100-54500	ACE HARDWARE BRENHAM, ...	PVC			19.96
010-3100-54500	ACE HARDWARE BRENHAM, ...	PVC			27.93
010-3100-54500	ACE HARDWARE BRENHAM, ...	PVC			14.99
010-3100-54515	BRANNON INDUSTRIAL GRO...	Trash Service			702.50
010-3100-54500	ENTEC PEST MANAGEMENT, ...	Pest Control			90.10
010-3100-54520	APPEL FORD, INC.	Exp Maintenance			84.32
010-3100-54520	APPEL FORD, INC.	Exp Maintenance			382.97
Department 3100 - EXPO Total:					1,695.73
Department: 3300 - EXTENSION SERVICE					
010-3300-53330	AQUA BEVERAGE COMPANY	Water - Extension			42.00
Department 3300 - EXTENSION SERVICE Total:					42.00
Department: 4000 - TECHNOLOGY SERVICES					
010-4000-54257	NEW HORIZONS COMMUNIC...	Circuits			269.94
010-4000-54200	VERIZON WIRELESS	Communications - 1/24/26-2...			638.18
010-4000-55720	TIME CLOCK PLUS, LLC	TimeClock Plus Implementati...			16,461.23
Department 4000 - TECHNOLOGY SERVICES Total:					17,369.35
Grand Total:					1,092,616.47

Fund Summary

Fund	Expense Amount
010 - GENERAL FUND	734,466.84
015 - ENGINEERING & DEVELOPMENT SERVICES	11,109.00
027 - CAPEX GENERAL FUND	89,550.00
031 - AMERICAN RESCUE PLAN ACT	238,954.56
035 - EMS DONATION	151.06
077 - JUSTICE OF THE PEACE 4 PAYABLE	18,385.01
Grand Total:	1,092,616.47

Account Summary

Account Number	Account Name	Expense Amount
010-0100-54350	SEMINARS/DUES/MILEA...	378.22
010-0102-54301	PRE-EMPLOYMENT PSYC...	400.00
010-0600-52030	RETIREE INSURANCE - M...	24,659.72
010-0600-54135	PROFESSIONAL SVCS - A...	2,600.00
010-0600-54300	ADVERTISING & LEGAL ...	270.90
010-0600-54800	MISCELLANEOUS	160.00
010-0600-55000	CAPITAL OUTLAY	572,238.46
010-0700-53100	OFFICE SUPPLIES	673.65
010-0700-54150	APPOINTED ATTORNEYS ...	7,950.00
010-0750-53330	COFFEE & WATER	107.75
010-0750-54540	VEHICLE FUEL	140.18
010-0800-53100	OFFICE SUPPLIES	69.99
010-0910-54150	APPOINTED ATTORNEYS...	7,400.00
010-1000-53100	OFFICE SUPPLIES	54.05
010-1000-53330	COFFEE & WATER	25.50
010-1002-54350	SEMINARS/DUES/MILEA...	123.98
010-1004-54400	UTILITIES	92.58
010-1100-53100	OFFICE SUPPLIES	57.53
010-1100-54200	COMMUNICATION	1.10
010-1600-53300	OPERATING SUPPLIES	69.06
010-1600-53330	COFFEE & WATER	121.75
010-1600-54500	REPAIRS & MAINTENAN...	1,604.37
010-1600-54520	VEHICLE REPAIRS/MAIN...	16.19
010-1600-54540	VEHICLE FUEL	87.21
010-1700-54200	COMMUNICATION	11.55
010-1702-54200	COMMUNICATION	9.15
010-1702-54520	VEHICLE REPAIRS/MAIN...	2,581.00
010-1702-54540	VEHICLE FUEL	118.87
010-1800-54200	COMMUNICATION	81.95
010-1800-54520	VEHICLE REPAIRS/MAIN...	540.17
010-1800-54540	VEHICLE FUEL	10,325.51
010-1900-52100	UNIFORMS	424.95
010-1900-53300	OPERATING SUPPLIES	5,865.55
010-1900-53320	FOOD SERVICES	6,626.32
010-1900-54356	TRANSPORT EXPENSE	500.00
010-2000-53330	COFFEE & WATER	42.00
010-2010-53330	COFFEE & WATER	42.00
010-20244	COLLECTION SERVICES F...	1,100.13
010-2200-53300	OPERATING SUPPLIES	9,661.51
010-2200-53550	UNIFORMS	424.77
010-2200-54400	UTILITIES	605.25
010-2200-54500	REPAIRS & MAINTENAN...	1,050.00
010-2200-54520	VEHICLE REPAIRS/MAIN...	8,887.65
010-2200-54540	VEHICLE FUEL	12,581.04
010-2200-54555	SERVICE CONTRACTS	3,005.00
010-2250-54540	VEHICLE FUEL	4,759.28
010-2600-53104	MEDICAL SUPPLIES	440.85
010-2600-54100	PROFESSIONAL SERVICES...	26,321.07
010-2600-54205	HEALTH CENTER	2.00

Account Summary

Account Number	Account Name	Expense Amount
010-2900-53300	OPERATING SUPPLIES	50.00
010-3100-53300	OPERATING SUPPLIES	323.27
010-3100-53330	COFFEE & WATER	31.75
010-3100-54500	REPAIRS & MAINTENAN...	170.92
010-3100-54515	TRASH SERVICE	702.50
010-3100-54520	VEHICLE REPAIRS/MAIN...	467.29
010-3300-53330	COFFEE & WATER	42.00
010-4000-54200	COMMUNICATION	638.18
010-4000-54257	CIRCUITS	269.94
010-4000-55720	SOFTWARE & SUBSCRIPT...	16,461.23
015-0015-53500	REPAIRS & MAINTENAN...	225.00
015-0015-53510	HERBICIDE	10,884.00
027-0027-55300	BUILDING & IMPROVEM...	89,550.00
031-0031-55000	CAPITAL OUTLAY	238,954.56
035-0035-53100	OFFICE SUPPLIES	151.06
077-20201	PAYABLE TO GENERAL	18,385.01
	Grand Total:	1,092,616.47

Project Account Summary

Project Account Key	Expense Amount
None	281,423.45
COURTHOUSE55290	264,043.00
JAIL REM-55700	238,954.56
RSF55000	308,195.46
	Grand Total:
	1,092,616.47