

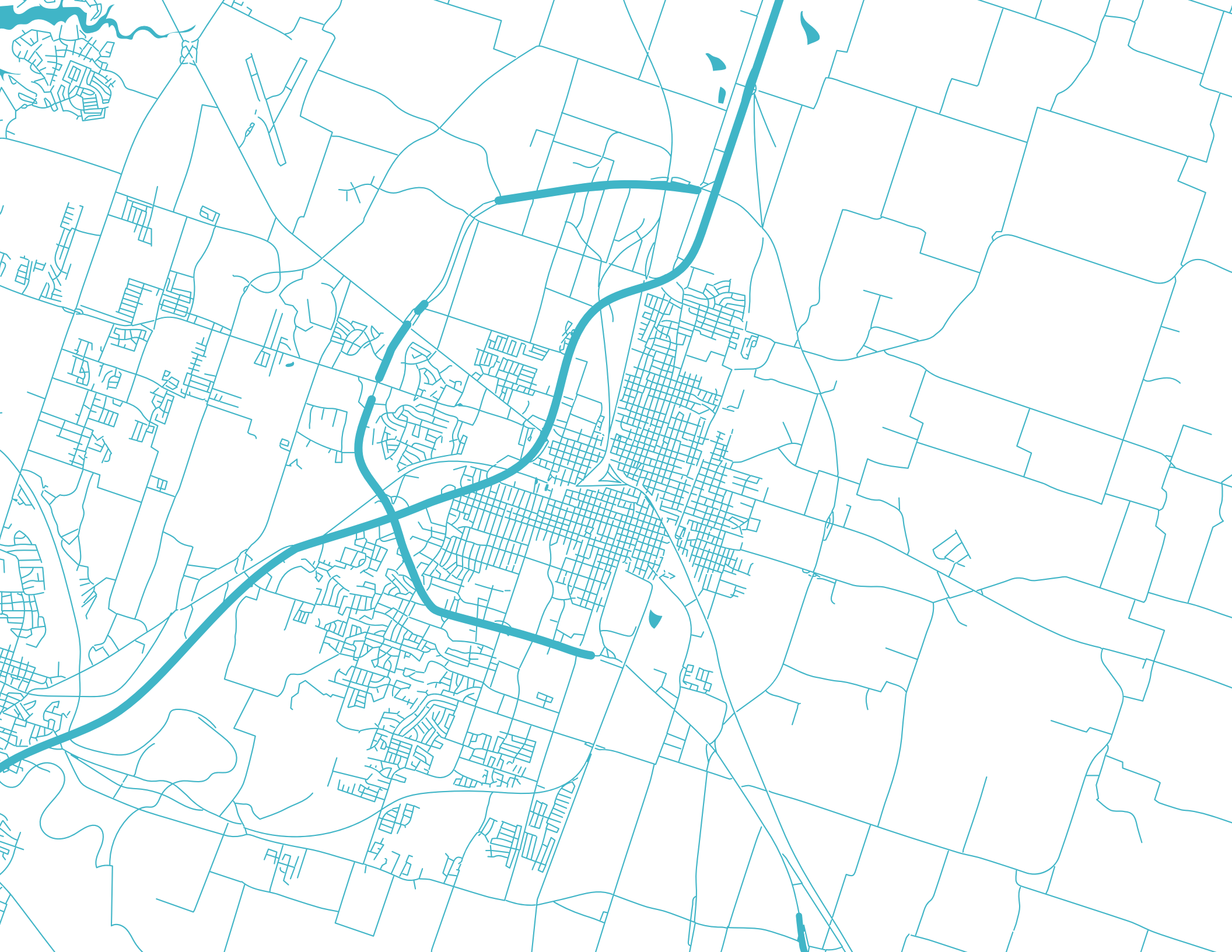
**CITY OF TEMPLE, TEXAS**



**TEMPLE**

**ADOPTED BUDGET**

**2021**



OCTOBER 1, 2020 – SEPTEMBER 30, 2021

This budget will raise more revenue from property taxes than last year’s budget by an amount of \$2,736,533, which is a 8.56% increase from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is \$1,165,767.

The record vote of each member of the governing body by name voting on the adoption of FY 2020-2021 Budget was as follows:

City Council	For	Against
<b>Tim Davis</b> , Mayor	✓	
<b>Jessica Walker</b> , Council Member – District 1	✓	
<b>Judy Morales</b> , Mayor Pro-Tempore – District 2	✓	
<b>Susan Long</b> , Council Member – District 3	✓	
<b>Wendell Williams</b> , Council Member – District 4	✓	

In accordance with Section 140.0045 of the Local Government Code, which requires the itemization of certain expenditures by a political subdivision, the City of Temple is expected to expend for the year ended September 30, 2020 and has budgeted for FY 2021 the following amounts, respectively:

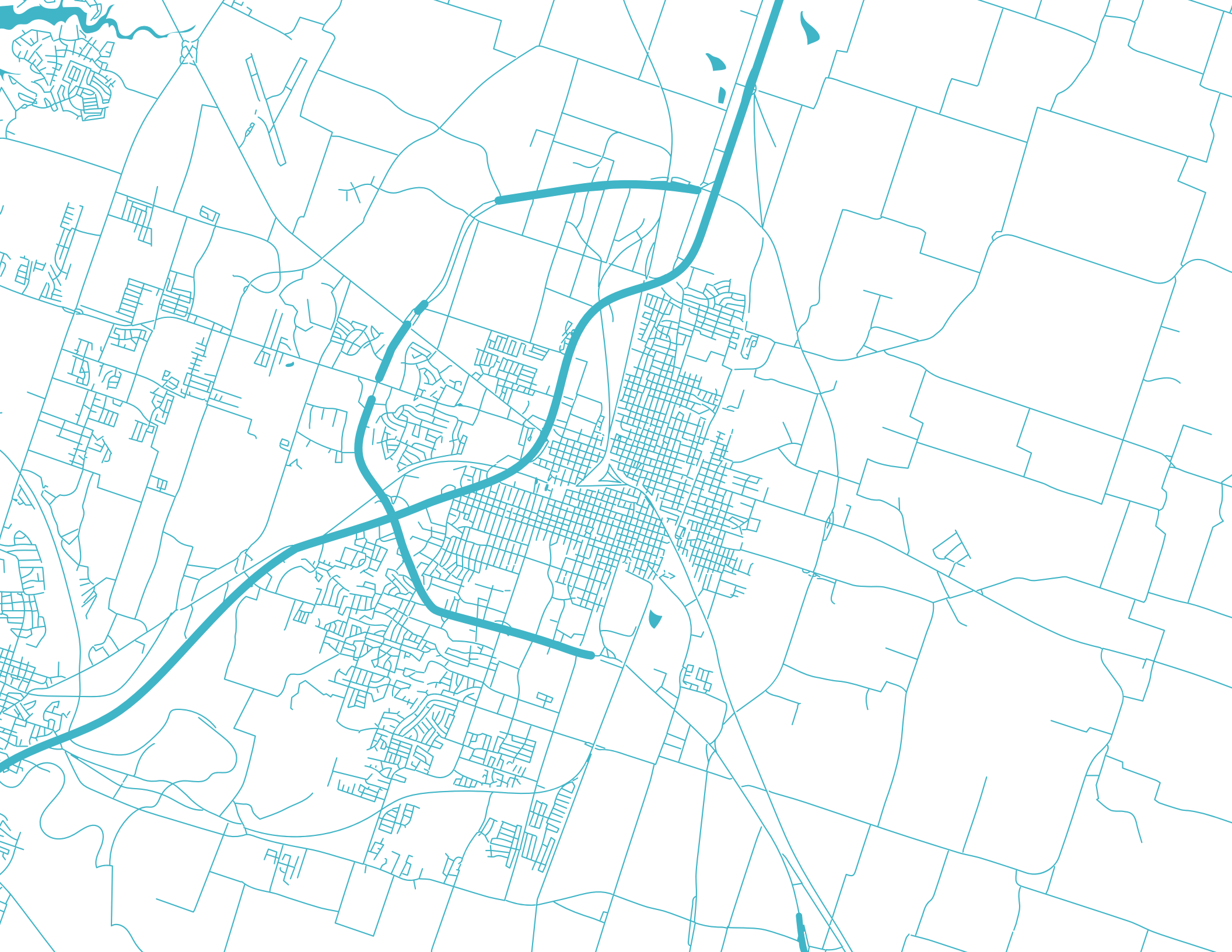
- Notice required by law to be published in a newspaper: \$29,862 and \$36,850
- Lobbying activities: \$66,000 and \$66,000

The municipal property tax rates for the preceding fiscal year, and each property tax rate that has been adopted or calculated for the current fiscal year, include:

Fiscal Year	2019-2020	2020-2021
Tax Year	2019	2020
<b>Adopted Operating Rate</b>	\$0.309700	\$0.300000
<b>Adopted Debt Rate</b>	\$0.363000	\$0.352500
<b>Total Adopted Rate</b>	\$0.672700	\$0.652500
<b>No-New Revenue Tax Rate</b>	\$0.595000	\$0.625200
<b>No-New Revenue Operating Rate (M&amp;O)</b>	\$0.448500	\$0.466700
<b>Voter-Approval Operating Rate (M&amp;O)</b>	\$0.484300	\$0.483000
<b>Debt Rate (I&amp;S)</b>	\$0.363000	\$0.352500
<b>Voter-Approval Tax Rate</b>	\$0.672900	\$0.668700

The total amount of outstanding municipal debt obligations (principal & interest) is as follows:

Type of Debt	Total Outstanding	Current Year Debt
<b>Property Tax Supported</b>	\$218,188,754	\$17,305,791
<b>Self-Supporting Debt</b>	\$10,660,000	\$2,615,092
<b>Total Debt</b>	\$228,848,754	\$19,920,883



# INTRODUCTION



Twenty-seven dollars for an acre of land seemed like a lot of money in 1881, but that's what the Gulf, Colorado & Santa Fe Railway Company paid Jonathan Ewing Moore for 181 acres of his family's farm. The railroad needed a central junction point for the hundreds of miles of track beginning to spread throughout the state.

Trains brought prospective buyers from five different cities to a land auction held on June 29, 1881. In true Texas style, a party and a barbecue highlighted the event. Everyone in attendance that day witnessed the birth of a town, named after the railroad's chief engineer Bernard M. Temple, the man responsible for building the tracks through Bell County.

The Gulf, Colorado & Santa Fe Railway quickly became a major employer for Temple, even building a hospital for its workers in 1891. In early 1892, Dr. Arthur Carroll Scott & Dr. Raleigh R. White, Jr. arrived in Temple to work in that hospital. The doctors saw a need for medical services that reached beyond the railroad workers, to include the town residents. In 1904, the doctors opened the Temple Sanitarium, which gave rise to one of the fastest-growing healthcare systems in the 20th century, Baylor Scott & White Health.

Temple is a city built on success stories like that of the two visionary doctors. McLane Company and Wilsonart International located their world headquarters here, because the founders of these enterprises built their legacy in Temple. Baylor Scott & White Health continues its phenomenal growth today after a multi-million-dollar expansion of their facility in the city. Its alignment with Texas A&M University Health Science Center as a teaching hospital provides unique educational opportunities for medical students offered only in Temple.

These organizations are just a part of Temple's solid economic foundation. Diversity remains a driving force in the city's thriving billion-dollar business sector, composed of a strong industrial base of manufacturing, medical services and education. With the major cities of Dallas, Houston, Austin and San Antonio less than three hours away,

Temple's strategic location continues to lure in new businesses who want to be in the center of Texas. In fact, 84 percent of the state's population lives within three hours of the Temple city limits.

Today, 136 years after its birth, Temple continues to grow and adapt to uniquely offer its residents the best aspects of two worlds: the conveniences of big-city dwelling with the atmosphere of a small town. It's affordability and central location continues to draw in newcomers looking to provide a better quality of life for their families. A home to visionaries and dreamers who saw the fulfillment of their aspirations, Temple offers a bright future to those fortunate enough to live within this community of growth and opportunity.





**Tim Davis** – Mayor



**Jessica Walker**  
District 1



**Judy Morales**  
Mayor Pro-Tempore,  
District 2

City Staff	
<b>Brynn Myers</b>	City Manager
<b>Traci L. Barnard, C.P.A</b>	Director of Finance
<b>Kathy Davis</b>	City Attorney
<b>Jana Lewellen</b>	City Secretary
<b>Melissa Przybylski, C.P.A.</b>	Assistant Director of Finance
<b>Jennifer Emerson</b>	Director of Budget

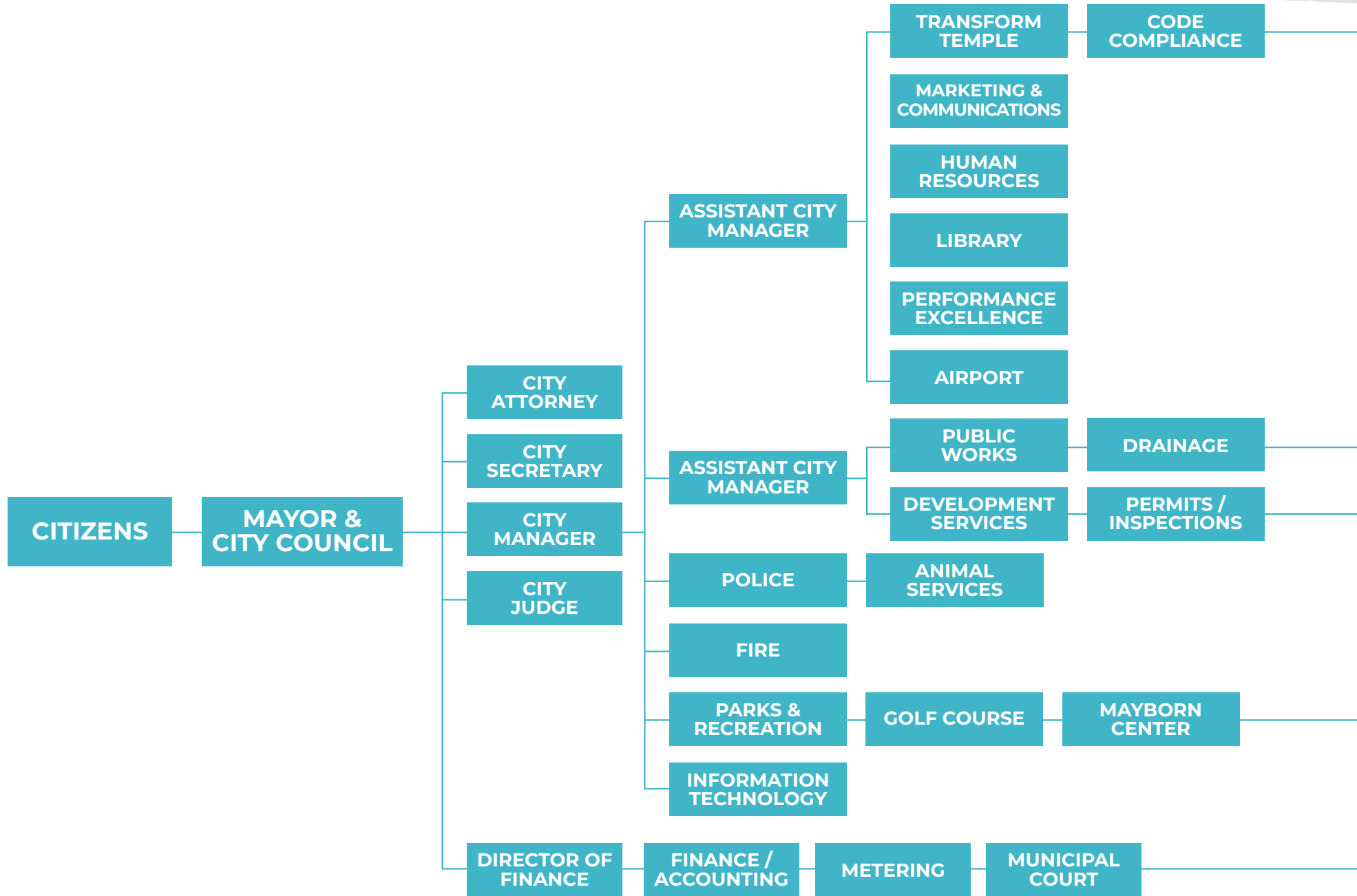


**Susan Long**  
District 3



**Wendell Williams**  
District 4

# ORGANIZATION CHART





NEIGHBORHOOD SERVICES

ENGINEERING

ENVIRONMENTAL PROGRAMS

FLEET SERVICES

SOLID WASTE

STREETS

TRAFFIC CONTROL

UTILITY SERVICES

PLANNING

PARKS

RAILROAD MUSEUM

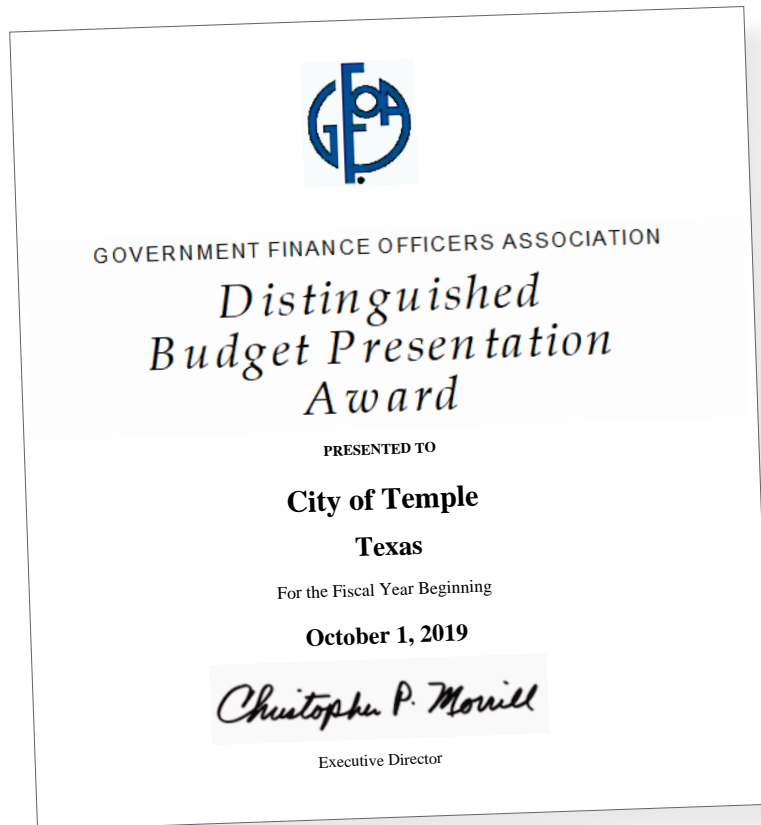
RECREATION

TOURISM

PURCHASING / FACILITY SERVICES

UTILITY BUSINESS OFFICE

## DISTINGUISHED BUDGET PRESENTATION AWARD



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Temple, Texas for its annual budget for the fiscal year beginning October 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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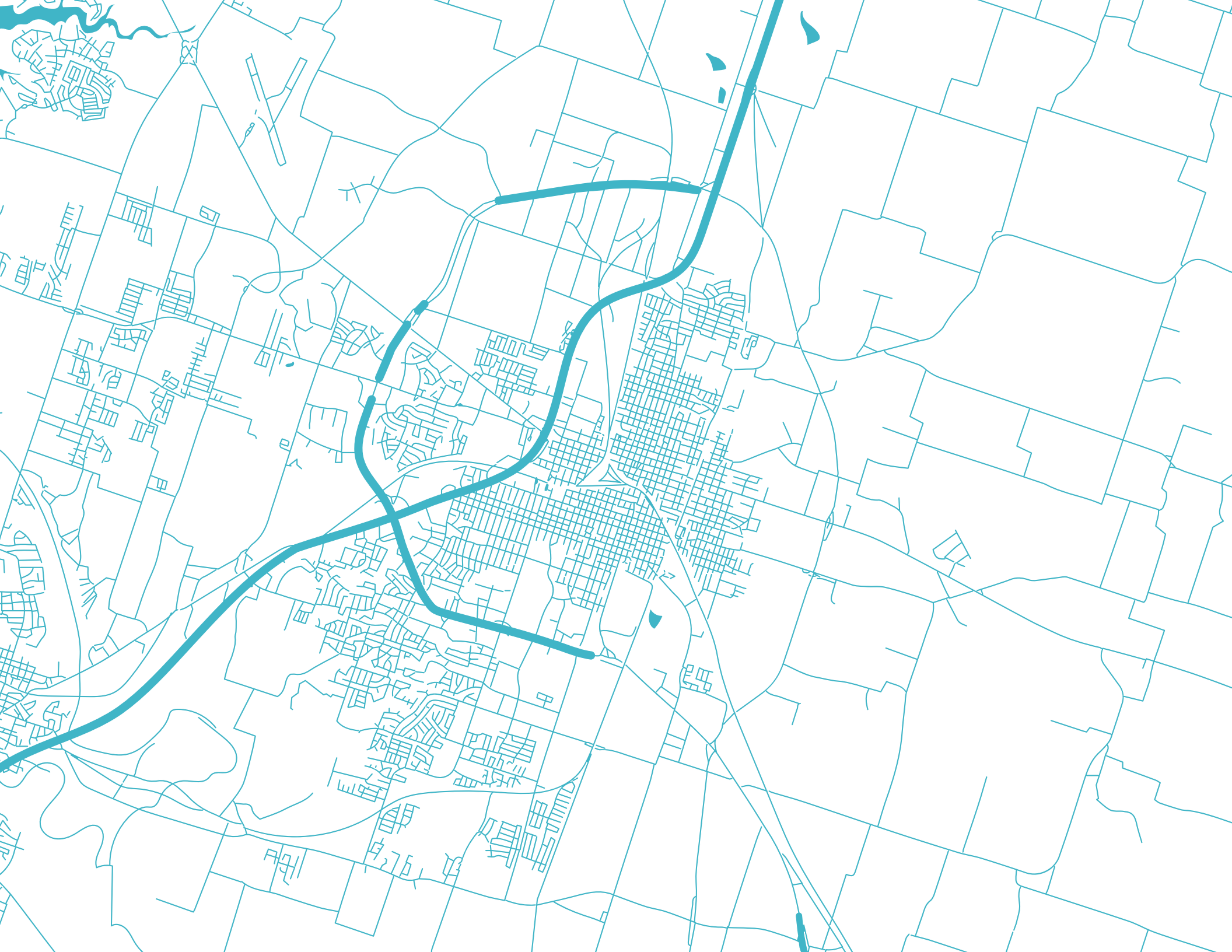
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**HIGH-PERFORMING ORGANIZATION**



# MESSAGE FROM THE CITY MANAGER



## MESSAGE FROM THE CITY MANAGER

**It is my privilege to present the fiscal year 2021 Business Plan for the City of Temple. This plan is our blueprint to achieve the City's vision of making Temple a place you love to call home. The plan is intended to reflect the community's priorities and will guide the City's decision-making as we strive to provide exceptional services to our community.**

The fiscal year 2021 Business Plan is presented in five key parts; 1) Strategic Plan; 2) Performance Report; 3) Financial Plan; 4) Annual Budget; and 5) Capital Improvement Program and covers a planning period from FY 2021 through FY 2028.

This is the second year we have presented the annual budget in the context of a multi-year business plan. Last year, we began the process of creating our first business plan. Through that initiative, instead of approaching the budgeting process and work plan development from a single year perspective, as we have traditionally done, the City of Temple committed to being future focused.

We challenged ourselves to look into the future and approach our planning from a longer-term view and to set an intentional direction for the organization. We challenged ourselves to plan for those things that are critical to maintain and enhance the Temple we love. We challenged ourselves to consider the need for growth, change, and innovation so that the City of Temple will be a city where next generations will also love to call home.

2020 has been an extraordinary year, the likes of which we have never experienced. The COVID-19 pandemic has changed the world's economy. Every one of us has felt that impact and we will continue to feel it in some way for the foreseeable future. The pandemic has certainly also had a financial impact on the City of Temple. In navigating this challenging time, the work we did and the foundation we laid in developing our multi-year Business Plan became more important and more valuable than I ever imagined.

The multi-year planning framework of our Business Plan allows us to be flexible and responsive to changing circumstances. In response to the financial implications of the COVID-19 pandemic, the 2021 Business Plan shifts many of our planned service level enhancements and new initiatives to a future year. We have also added fiscal years 2026-2028 to the plan to further broaden our planning horizon and continue to maintain our focus on the future. These adjustments will allow us to continue to be financially sound while maintaining the focus on our strategic goals and commitments.

The strategic and fiscally sound management by Temple's elected officials over the course of many years has served this community well. And once again our community has shown our strength and perseverance through times of crisis. The City's diverse economy, strong and innovative leadership, and our City's sound financial management practices will help us weather the storm and keep the City financially strong.



## MESSAGE FROM THE CITY MANAGER

The 2021 Business Plan is based on a FY 2021 property tax rate of 65.25¢ per \$100 valuation, which is a decrease of 2.02¢ as compared to FY 2020 tax rate of 67.27¢. In addition, there were no rates or fees increased for FY 2021.

I want to extend a special word of appreciation to Traci Barnard, Jennifer Emerson, Melissa Przybylski, Sherry Pogor, Stacey Hawkins, and Heather Bates. Without the talent, commitment, dedication, and countless hours of work they carried out in pursuit of this plan, this document would simply not be possible.

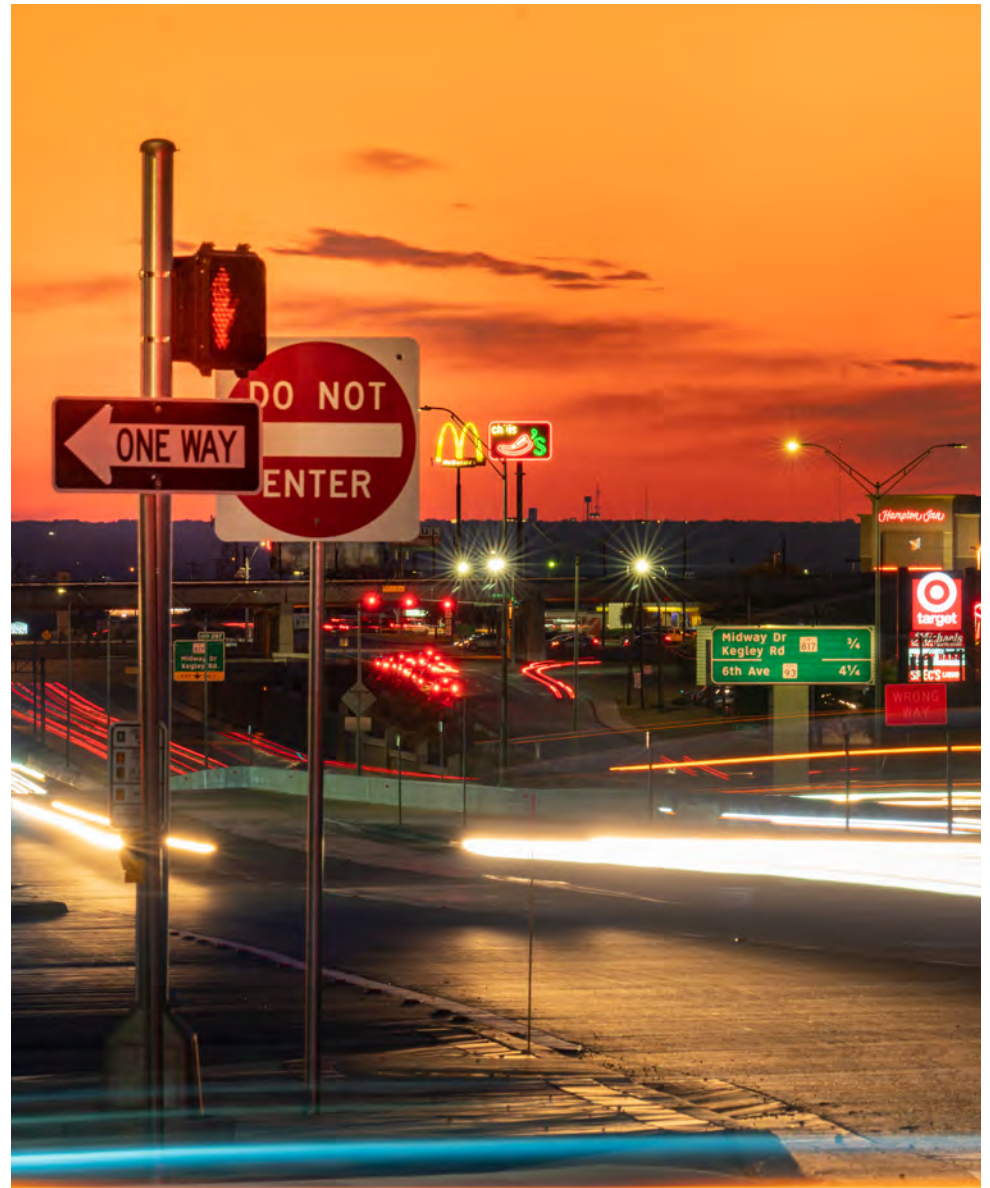
I sincerely appreciate every community member who provided their time and input to the process, the Mayor and Council for their leadership, and City staff for their hard work and commitment to this community.

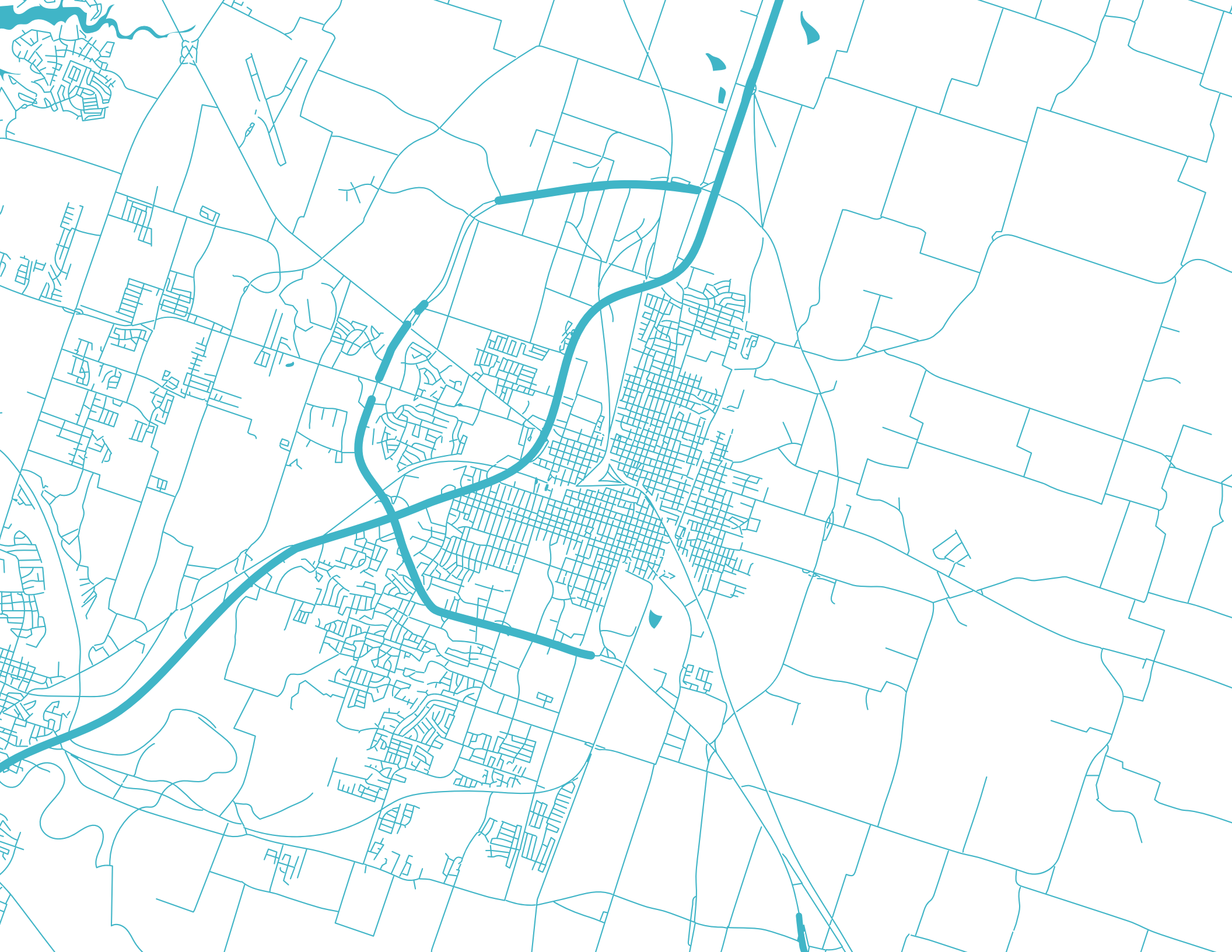
These are extraordinary times, but Temple is an extraordinary place. This plan is our guiding document as we face the challenges and capture the opportunities that lie ahead for the City of Temple.

Respectfully submitted,



**Brynn Myers** – City Manager





# USER'S GUIDE



## DOCUMENT LAYOUT

This budget document is prepared in a format that strives to reduce the level of difficulty for readers not familiar with public budgeting systems, yet still provides comprehensive information useful in communicating the overall financial direction and policy of the City. Each section of the budget document and its contents are described below:

### INTRODUCTION

This section contains cover page information as required by Local Government Code Section 102.007 (Adoption of Budget) and Section 140.0045 (Itemization of Certain Public Notice Expenditures Required in Certain Political Subdivision Budgets). Also, found within this section is a listing of the Mayor and Council Members, the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award, and the City's organizational chart.

### MESSAGE FROM THE CITY MANAGER

The message is a short summary that discusses the focus and vision of how the Business Plan was developed.

### USER GUIDE

The User Guide section contains several key items for readers to understand the City's financial and budgeting process. It explains the budget process, provides a budget calendar, describes all funds that are subject to appropriations, illustrates the department/fund relationship with an exhibit, and explains the basis of accounting and budgeting.

### STRATEGIC PLAN

This section lays out the City's Strategic Plan. This overarching guiding plan serves as a management tool that helps the organization align its leadership, resources, and operations in support of achieving the City's vision of making Temple a place you love to call home.

### PERFORMANCE REPORT

The Performance Report section ties back the City's Strategic Plan by highlighting departments' previous year's accomplishments, initiatives for the current year, as well as reporting key performance indicators.

### FINANCIAL PLAN

The Financial Plan links the City's strategic focus areas to an eight-year funding model to ensure that the necessary resources are allocated to the City's goals in order to make their achievement possible. The Financial Plan aligns the City's budget with the four strategic focus areas, estimates available revenue over the eight-year planning period, and identifies the resources needed for the specific initiatives that will help accomplish the strategic goals of the City and drive improvement in each focus area.

### ANNUAL BUDGET

The City is organized by department, and as such, each department is highlighted within the Annual Budget section. Information for each department include descriptive narratives, financial summaries, and a personnel schedule.

### CAPITAL IMPROVEMENT PROGRAM

This section provides a detailed account of each capital improvement project including descriptions.

### SUPPLEMENTAL SECTION

This section contains miscellaneous information that may be of interest to readers. It includes various statistical data, financial and budgetary policy, investment policy, budget and tax rate adoption documents, as well as an acronym listing and glossary.

## FORM OF GOVERNMENT

The City of Temple utilizes a Council–Manager form of government and is organized under the Constitution and Laws of the State of Texas. Temple is a home rule corporation. The City Council is composed of four members with a Mayor elected at-large. The City Council appoints the City Manager, City Attorney, Director of Finance, City Secretary, and the Municipal Judge. These staff members work with the direction of the City Council. All other staff members work with the direction of the City Manager.

The City Manager is the Chief Executive Officer and the head of the administrative branch of the City Government. She is responsible for the proper administration of all affairs of the City.

## BUDGET PROCESS

Budgeting is an essential element of the financial planning, control, and evaluation process of municipal government. The “operating budget” is the City’s annual financial plan. The City’s fiscal year begins on October 1st and ends on September 30th of each fiscal year. Although the City legally appropriates its budget on an annual basis, the budgeting process includes discussions regarding short-term and long-term financial planning. Therefore, eight-year projections for all funds are included in this document.

The City’s typical budget process occurs over an eight-month period through the collective efforts of department staff members, directors, the City Manager and the City Council. The budget process is coordinated to identify major policy issues for City Council consideration several months prior to the budget approval date so that proper decisions can be made. Preparation of the 2021 Budget was comprised of several key steps:

- City Council Budget Retreat
- Leadership Team Budget Retreat

- Departments Develop Budget Requests
- City Manager Develops Proposed Budget
- City Manager Files Proposed Budget with City Secretary
- City Council Work Sessions
- Hold Public Hearings on Budget & Tax Rate
- Adopt Budget & Tax Rate

## BUDGET AMENDMENTS

The budget can be amended at any time during the fiscal year by submitting forms to Finance for review. The City Manager is authorized, without further City Council action, to transfer appropriations within individual department budgets for each fund from line item to line item greater than \$5,000 provided that the total funds appropriated by the City Council for each individual department budget are neither increased nor decreased. The Director of Finance is authorized, without further City Council action, to transfer appropriations within individual department budgets for each fund from line item to line item less than \$5,000 provided that the total funds appropriated by the City Council for each individual department budget are neither increased nor decreased. If an amendment is seeking funding between departments, from contingency accounts or other financing sources, then the amendment must also be approved by the City Council. Amendments are submitted to City Council at each council meeting. Budget amendments for Council approved projects require only the Director of Finance and City Manager signatures.

## BUDGET CALENDAR

### JANUARY

- 9-10** City Council Retreat
- 22-23** Leadership Team Budget Retreat

### FEBRUARY

- 10-13** OpenGov Budget Training

### MARCH

- 5** Council Work Session
- 19** Council Work Session

### APRIL

- 2** Council Work Session
- 16** Council Work Session
- 17** Department Budgets Due  
City Receives Preliminary Tax Roll

### MAY

- 7** Council Work Session
- 11** CIP - Drainage /Transportation Review
- 12** CIP - Water/Wastewater Review
- 21** Council Work Session

### JUNE

- 4** Council Work Session
- 18** Council Work Session
- 25** File Proposed FY 2021 Budget & CIP Documents with City Secretary

### JULY

- 2** Council Work Session  
Schedule Public Hearings on City's Proposed Budget
- 5** Publish Ad - "Notice of Public Hearing on Budget"
- 16** Council Work Session  
Initial Public Hearing on City's Budget
- 20** City Receives Certified Tax Roll

### AUGUST

- 6** Council Work Session  
Council Vote - Proposed Tax Rate  
Public Hearing – Tax Increase  
1st Reading – Approving the Tax Roll & Levying Taxes  
1st Reading – Setting the Tax Rate  
Supplemental Notice of Hearing on Tax Rate Increase and Tax Rate - City's Website  
Notice of Tax Rate - City's Website
- 7** Publish Ad – Provision for the Public Hearing on the Tax Rate  
Publish Ad – "Notice of Public Hearing on Budget"
- 13** Final Public Hearing and Adoption of FY 2021 Budget  
2nd and Final Reading – Approving the Tax Roll & Levying Taxes  
2nd and Final Reading – Setting the Tax Rate

## CITY FUND STRUCTURE

The accounts of the City are organized and operated on the basis of funds or account groups, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund balances or retained earnings, revenues and expenditures or expenses. The various funds are grouped by category and type in the financial statements. The City maintains the following fund types within two broad fund categories – Governmental Fund and Proprietary Fund.

### GOVERNMENTAL FUND TYPES

Governmental funds are those through which most governmental functions of the City are financed.

The acquisition, use, and balances of the City's expendable financial resources, and the related current liabilities (except those, if any, which should be accounted for in proprietary or fiduciary funds) are accounted for through governmental funds. The measurement focus is upon determination of financial position and changes in financial position, rather than upon net income determination. The following governmental fund types are maintained by the City:

- I. **General Fund** – The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in other funds.
- II. **Special Revenue Funds** – Special revenue funds are used to account for the proceeds of certain specific revenue sources that are legally restricted to expenditures for specified purposes. The individual special revenue funds are:
  - A. **Hotel/Motel Tax Fund** – Levy and utilization of Hotel/Motel occupancy tax, Civic Center revenues, and Railroad Museum revenues.
  - B. **Reinvestment Zone No. 1 Fund** – Ad Valorem taxes levied on and used in a designated zone.

C. **Federal/State Grant Fund** – Operations of projects utilizing federal and state grant funds.

D. **Drainage Fund** – Levy and utilization of a municipal drainage fee.

III. **Debt Service Fund** – The Debt Service Fund is used to account for the accumulation of, resources for, and payment of general long-term debt principal, interest, and related cost.

Exhibit 1 on page 24 illustrates the relationship between governmental fund types and the different departments within the City.

### PROPRIETARY FUND TYPES

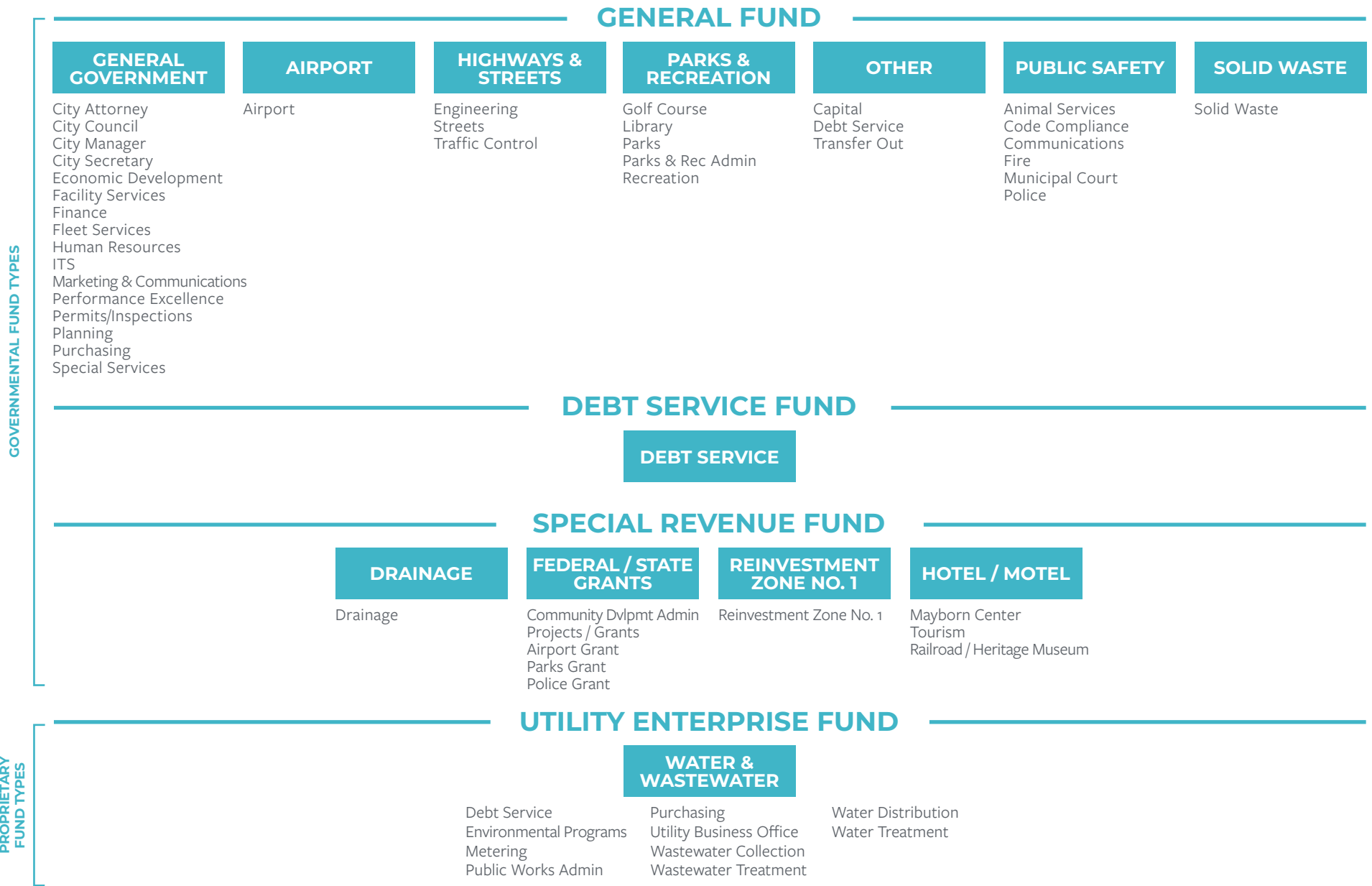
Proprietary funds are used to account for the City's ongoing organizations and activities, which are similar to those found in the private sector. The measurement focus is upon determination of net income and capital maintenance. The following proprietary fund type is maintained by the City:

I. **Enterprise Fund** – Enterprise funds are used to account for operations (1) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or (2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The City has one enterprise fund, as follows:

A. **Water and Wastewater Enterprise Fund** – Water and wastewater services provided to residents of the City.

Exhibit 1 on page 24 illustrates the relationship between proprietary fund types and the different departments within the City.

# DEPARTMENT/FUND RELATIONSHIP EXHIBIT





## **BASIS OF ACCOUNTING**

### **REVENUE AND EXPENDITURES**

Basis of accounting refers to the time at which revenues and expenditures or expenses, and the related assets and liabilities, are recognized in the accounts and reported in the financial statements.

Governmental funds and agency funds are accounted for using the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recorded when susceptible-to-accrual (i.e., both available and measurable). Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures, if measurable, are generally recognized when the related fund liability is incurred. Exceptions to this general rule include the unmatured principal and interest on general obligation long-term debt which is recognized when due and accrued vacation and sick leave, which is included in the General Long-Term Debt Account Group. These exceptions are in conformity with generally accepted accounting principles.

Property tax revenues are recognized when they become available. In this case, available means when due, or past due and receivable within the current period and collected within the current period or soon enough thereafter to be used to pay liabilities of the current period. Such time thereafter shall not exceed 60 days. Tax collections expected to be received subsequent to the 60-day availability period are reported as deferred revenue.

Sales taxes are recorded when susceptible-to-accrual (i.e., both measurable and available). Sales taxes are considered measurable when in the custody of the State Comptroller and are recognized as revenue at that time. Other major revenues that are considered susceptible to accrual include utility franchise taxes, grants-in-aid earned, and other intergovernmental revenues. In applying the susceptible-to-accrual concept to intergovernmental revenues, the legal and contractual requirements of the numerous individual grant programs are used for guidance. There are essentially two types of intergovernmental revenues. In one, monies must be expended

for the specific purpose or project before any amounts will be paid to the City; therefore, revenues are recognized based upon the expenditures recorded. In the other, monies are virtually unrestricted as to purpose of expenditure and are revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt, or earlier, if the susceptible-to-accrual criteria are met.

The accrual basis of accounting is utilized by the proprietary fund. Under the accrual basis of accounting, revenues are recognized in the accounting period in which they are earned and become measurable (i.e., water billings and accrued interest). Expenses are recorded in the accounting period incurred, if measurable.

Revenues in the Water and Wastewater Fund are recognized as billed on a cycle basis. Unbilled utility account receivables are not material and are not recorded in the financial statements.

### **ENCUMBRANCES**

Encumbrances represent commitments related to unperformed (executory) contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration in the general fund, enterprise fund, and special revenue funds. Encumbrances outstanding at year end are reported as reservations of fund balances and do not constitute expenditures or liabilities since the commitments will be honored during the subsequent year.

For the budgetary purposes, appropriations lapse at fiscal year-end except for that portion related to encumbered amounts. Encumbrances outstanding at year end and the related appropriation are carried forward to the new fiscal year through a supplemental budgetary allocation.

## **BASIS OF BUDGETING**

The budget of a general government fund type (for example, the General Fund and Special Revenue Funds such as the Hotel/Motel Tax Fund, Reinvestment Zone No. 1 Fund, Federal/State Grant Fund, and Drainage Fund) is prepared on a modified accrual basis. Briefly, this means that obligations of the City (for example, outstanding purchase orders) are budgeted as expenses, but revenues are recognized only when they are actually received.

The Enterprise Fund (i.e., Water and Wastewater), on the other hand, is budgeted on a full accrual basis. Not only are expenditures recognized when a commitment is made (for example, through a purchase order), but revenues are also recognized when they are obligated to the City (for example, water user fees are recognized as revenue when bills are produced).

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases this conforms to the way the City prepares its budget. Two exceptions, (1) the treatment of depreciation expense (this is not shown in the budget, although the full purchase price of equipment and capital improvements is, while purchases of capital improvements are depreciated in the CAFR for enterprise funds) and (2) compensated absences (accrued but unused sick leave) are treated slightly different in the budget and CAFR. The CAFR shows both fund expenditures and revenues on a GAAP basis for comparison purposes.

## **FUND BALANCE**

The number one goal of the City Council is to improve or maintain the financial health of the City. Annual revenue projections are conservative. Expenditures are closely monitored. In stable economic times, the combination of these two strategies results in excess revenues over expenditures. Unencumbered budget appropriations lapse at year end and do not carry forward to future years. The excess revenues are

then available to increase the fund balance. The General Fund Balance is increased from excess revenues each year as part of the budget process to attain the appropriate level.

It shall be the goal of the City to maintain an undesignated fund balance in the General Fund equal to at least four months of the fund's operating budget.

## **DEBT RESERVES**

Debt reserves are established to protect bond holders from payment defaults. Adequate debt reserves are essential in maintaining good bond ratings and the marketability of bonds.

The amount of debt reserves are established by bond covenants adopted in association with each bond issuance. The City Council may establish, upon recommendation of the Director of Finance, supplemental Debt Service reserves. Such reserves shall not be deemed to confer any rights upon bondholders over and above those set forth in the Bond Covenant for each bond issue.

# STRATEGIC PLAN



**The Strategic Plan is our overarching guiding plan for the City of Temple and serves as a management tool that helps the organization align its leadership, resources, and operations in support of achieving the City’s vision of making Temple a place you love to call home.**

The City’s vision, mission, values, and strategic focus areas for fiscal years 2020 through 2028 are identified in the Strategic Plan. The Plan also identifies the specific goals, commitments, and initiatives that City Council and staff will address over the next eight years.

The Strategic Plan sets our direction for the future and will guide the City’s multi-year Business Plan for 2020-2028. It is through the multi-year planning process that the City’s Strategic Plan will be put into action, adding further detail to each strategic goal about accountability, timing, and resourcing. On an ongoing basis, the City will report on the execution of the Strategic Plan, demonstrate the progress being made each year, and show how this work is making a difference in the community.

## Focus Areas



**HIGH-PERFORMING  
ORGANIZATION**



**PLACES & SPACES**



**PUBLIC SAFETY**



**SMART GROWTH**

# STRATEGIC PLAN FRAMEWORK

VISION	MISSION	CORE VALUES
Temple – a place you love to call home.	Exceptional service without exception.	Organizational values guide behavior, whether stated or unstated, and are observed when the workforce is at its best.

## CORE VALUES

The City of Temple is committed to a culture of performance excellence that is grounded in the values of:



### COMMITMENT

We are engaged and dedicated to our mission.



### INNOVATION

We encourage creative thoughts and are open to new ideas.



### INTEGRITY

We are ethical, respectful, and trustworthy in our actions.



### ACCOUNTABILITY

We honor our commitments, take ownership of our work, and are fiscally responsible.



### COLLABORATION

We rely on teamwork and open communication to accomplish our purpose.



# High-Performing Organization

## AN ORGANIZATION COMMITTED TO PERFORMANCE EXCELLENCE

**Pursue innovation and continuous improvement to drive performance excellence.**

- Implement the Baldrige Performance Excellence program framework.
- Develop department-specific Performance Excellence plans.
- Utilize data to make decisions and drive innovation.
- Pursue accreditation for Police, Fire, Public Works, and Parks and Recreation Departments.
- Align staff work plans to strategic plan commitments.

**Create efficient, integrated, and streamlined regulations, policies, and processes.**

- Develop or update standard operating procedures for each department.
- Develop a comprehensive, accurate, and easy to understand personnel policy manual.

- Implement a more efficient pre-employment screening process.
- Develop clear and effective Civil Service Local Rules.
- Update and modernize the Code of Ordinances.
- Develop a comprehensive organization-wide communication, social media, and community engagement policy.
- Provide transparent, predictable, and efficient processes to make it easier for citizens and businesses to interact and do business with the City.
- Develop clear processes for routing and evaluating public-private partnership requests.
- Develop a community partner sponsorship and advertising policy.
- Explore the possibility of creating neighborhood-based voting locations to improve the voter experience and make it easier for citizens to vote.





### **Provide exceptional city services and foster an organizational culture that aligns with our core values.**

- Develop an organization-wide Customer Service Excellence program.
- Implement an organization-wide core values initiative.
- Establish an enhanced professional-level customer service program for airport fixed base operations.

### **Optimize the use of data and technology to improve service and protect mission critical infrastructure.**

- Develop a Technology Master Plan.
- Continue to invest in the resources necessary to ensure the strategic and effective use of technology in support of performance excellence.
- Convert paper-based records to digital format.
- Enhance the use of Microsoft 365 to promote stronger collaboration among City departments.
- Enhance the use of our asset management system to better manage, track, and analyze our infrastructure assets.
- Implement the following technology initiatives:
  - » A hydraulic and hydrologic modeling system.
  - » A solid waste management and route optimization system.

- » A performance management system to track and report strategic plan progress and key performance measures.
- » An interactive, web-based financial dashboard to promote understanding and confidence in the expenditure of public funds.
- » An online community engagement platform.
- » An online bidding system.
- » A shift scheduling software for Fire Department personnel.
- » A new municipal court management system.
- » A new parks and recreation software.
- » A new digital records management system.
- » A new human resources information system.
- » A new employee performance review software.
- » An open records software.
- » An agenda management software.
- » A board and commission management software.
- » A cemetery management software.
- » An electronic document signing system.
- » A visitor management software.
- Replace the video and audio system in the Council Chambers.
- Replace police and fire mobile data laptops.







### **Plan for, design, construct, and maintain high quality facilities that meet the needs of the community now and in the future.**

- Develop a Facility Master Plan.
- Continue to fund and implement a Facility Capital Improvement Program.
- Invest in the continued maintenance of and improvement to the City's facilities.
- Construct a new recycling center and transfer station facility and update the recycling drop-off centers.
- Construct a new executive airport terminal, aircraft rescue and firefighting facility, and maintenance facility.
- Construct an expansion to the Service Center facility.
- Construct an expansion to the Municipal Building or the addition of a City Hall annex.
- Acquire a new Parks and Recreation Department administrative facility.
- Make strategic improvements to fire stations.
- Expand the Public Safety Training Center and shooting range.
- Expand and update the Animal Shelter and Pet Adoption Center.

### **Make strategic investments in fleet and equipment to increase efficiency, capitalize on technology advances, and improve safety.**

- Establish a fleet and equipment sharing program.
- Improve employee accountability for fleet condition and operation.
- Invest in the continued maintenance of the City's fleet and equipment.
- Analyze condition, efficiency, and utilization of fleet and equipment.
- Continue to fund and implement a fleet and equipment acquisition program.



## COMMUNITY LEADERS WITH A BOLD VISION AND INTENTIONAL DIRECTION

Build strong relationships with other levels of government, key stakeholders, educational partners, and community organizations to foster a collaborative approach to governance.

- Engage in regional policy conversations through active participation in Killeen-Temple Metropolitan Planning Organization, Texas Water Development Board, and other regional planning organizations.
- Proactively engage in policy and legislative development at all levels of government regulation.
- Establish regular meetings with other governmental officials, key stakeholders, educational partners, and community organizations.
- Establish a specific City staff liaison for each community partner organization.





### **Equip the City Council and board members with the knowledge and tools necessary for effective governance.**

- Update the City's governance policy.
- Update the City's boards and commission policy.
- Establish a City Council orientation program and a board member orientation program.
- Establish a continuing education and professional development program for City Council.
- Establish clear goals and work plans for each City board, commission, and committee.

### **Make participation on City boards, commissions, and committees more accessible.**

- Improve the process for recruiting, vetting, and appointing City board, commission, and committee members.
- Continue to support the Leadership Temple program to help educate current and future leaders about key issues and service opportunities.



## TALENTED AND DEDICATED EMPLOYEES WHO HAVE A HEART FOR SERVICE

### Attract and retain talented employees.

- Develop a talent recruitment strategy and employer branding program.
- Implement a performance review process that develops, engages, and rewards excellent employee performance.
- Implement an onboarding system that ensures new employees are aligned with the organization's core values.
- Develop an expanded employee engagement program.
- Conduct annual compensation studies to ensure competitive compensation.
- Conduct a proposal request process for employee benefits.

### Invest in employee development and training programs.

- Create a leadership development program.
- Develop a succession plan.
- Create an employee scholarship program.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.

### Make safety a priority to ensure employees go home safe every day.

- Develop a comprehensive safety program.
- Develop an Accident Prevention Plan.
- Implement a departmental safety ambassador program.





## AN OPEN, RESPONSIVE, AND ACCOUNTABLE GOVERNMENT

### **Employ fiscally-responsible practices and policies that ensure City investments are made based on sound review and analysis.**

- Align the City’s budgeting process with the strategic plan to ensure resource allocations are focused on City’s strategic goals and commitments.
- Align capital improvement programs with adopted master plans.
- Maximize resources by strategically pursuing grants.
- Continue to invest in the resources necessary to ensure financial excellence.
- Maintain and strengthen the City’s bond rating.
- Develop recommendations to reduce overtime expenditures.
- Implement a structured approach for making cost comparisons between in-house and contract service delivery.

### **Utilize a comprehensive public communications strategy with multiple outreach channels that allows the City to share information about its work, as well as engage with citizens.**

- Develop a coordinated communication, social media, and community engagement plan.

- Foster strong relationships with media outlets.
- Create a new city website.
- Develop a crisis communication plan.
- Produce a quarterly City news publication to help keep citizens informed.
- Create an attractive, information-packed resource for new residents.
- Ensure that local real estate professionals have the information they need to accurately represent Temple’s amenities.
- Ask citizens for regular feedback by conducting citizen surveys.
- Continue to promote use of Track Temple app.

### **Foster an excellent image that reflects the great things happening in Temple.**

- Implement a community marketing strategy.
- Build a library of high-resolution imagery for use in digital collateral and other marketing efforts.
- Update the City of Temple brand and establish brand guidelines.
- Pursue award and recognition programs.



# Places & Spaces



## BEAUTIFUL SPACES AND UNIQUE EXPERIENCES

**Enhance and expand our infrastructure of parks, recreation centers, greenspaces, and trails to encourage active living and wellness.**

- Develop a Parks and Trails Master Plan.
- Continue to fund and implement a Parks and Trails Capital Improvement Program.
- Plan for, design, construct, and invest in the continued maintenance of and improvement to the City's park, recreation, greenspace, and trail system.
- Develop a strategic plan for the Parks and Recreation Department.
- Develop a strategic plan for the Summit Recreation Center.
- Expand the wildflower initiative within City parks, trails, greenspace.
- Evaluate the potential of managing Temple Lake Park.
- Develop a master plan for Hillcrest Cemetery.
- Develop a master plan for Bend O' the River.

**Develop and showcase Temple as a unique place with amazing arts, culture, dining, and recreation experiences and amenities.**

- Expand community and special events and attractions to bring neighbors together and encourage additional tourism.
- Invest in the resources necessary to continue to provide a wide variety of high quality recreation services and opportunities.
- Evaluate the potential for establishing an arts coalition to leverage partnerships with other community organizations in providing culture and art programming.
- Invest in public art and community gateway enhancements.
- Develop a Destination Strategic Plan and update our destination brand and website.
- Develop a strategic plan for the Mayborn Civic and Convention Center.
- Develop a strategic plan for the Railroad and Heritage Museum.
- Leverage Crossroads Park to attract sports tourism opportunities.



### **Cultivate and promote Downtown Temple as a unique destination where commerce, culture, and recreation intersect.**

- Update the Downtown Temple brand and establish brand guidelines.
- Create a new downtown website.
- Encourage distinctive, attractive, and functional building and streetscape design while preserving valuable historic resources.
- Evaluate the structure and strategic plan for the Temple Main Street Program to align with other downtown initiatives and maximize program effectiveness.
- Develop a downtown zoning ordinance to ensure design standards and land use regulations align with the Downtown Master Plan.
- Implement a Downtown Parking Action Plan.
- Evaluate the potential to redevelop the Historic MKT Depot.
- Develop a reuse program for historic brick street pavers.
- Update the Temple Commercial National Register District for the historic tax credit program.
- Update downtown wayfinding and signage.
- Plan for, design, construct, and maintain high quality public infrastructure and services in Downtown Temple.
- Expand the Downtown Transform Temple initiative.
- Develop a Downtown Security and Lighting Master Plan.
- Construct a parking garage system in Downtown Temple.

### **Cultivate a library system where reading, learning, and imagination thrive.**

- Develop a Library Master Plan.
- Design programs, services, and collections based on the needs and interests of the community.
- Maintain welcoming, safe, and technology-enhanced spaces for learning and exploration.





## NEIGHBORHOODS WHERE PEOPLE LOVE TO LIVE

### **Foster cohesive, distinct, vibrant, safe, and attractive neighborhoods where citizens take pride and are engaged with their community.**

- Create a neighborhood planning program that identifies capital improvements, programs, and/or initiatives to meet resident's needs and maintain the City's high quality of life.
- Develop neighborhood-specific zoning ordinances to ensure design standards and land use regulations align with neighborhood master plans.
- Develop a comprehensive neighborhood engagement and leadership program.
- Develop a neighborhood association database.
- Create a neighborhood leadership academy.

### **Improve access to a wide variety of housing types that are safe, accessible, and affordable.**

- Develop a housing reinvestment strategy.
- Coordinate with other agencies and organizations to improve access to affordable housing and leverage existing programs and resources.
- Continue a growth management approach that encourages infill and redevelopment and maximizes the efficient use of public infrastructure.

- Streamline and improve the substandard housing abatement process.

### **Collaborate with other agencies to address homelessness, poverty issues, and other high priority human service needs.**

- Facilitate the development of a county-wide strategic action plan on homelessness.
- Implement a Social Navigator program to improve access to existing programs and resources for vulnerable populations.



# Public Safety



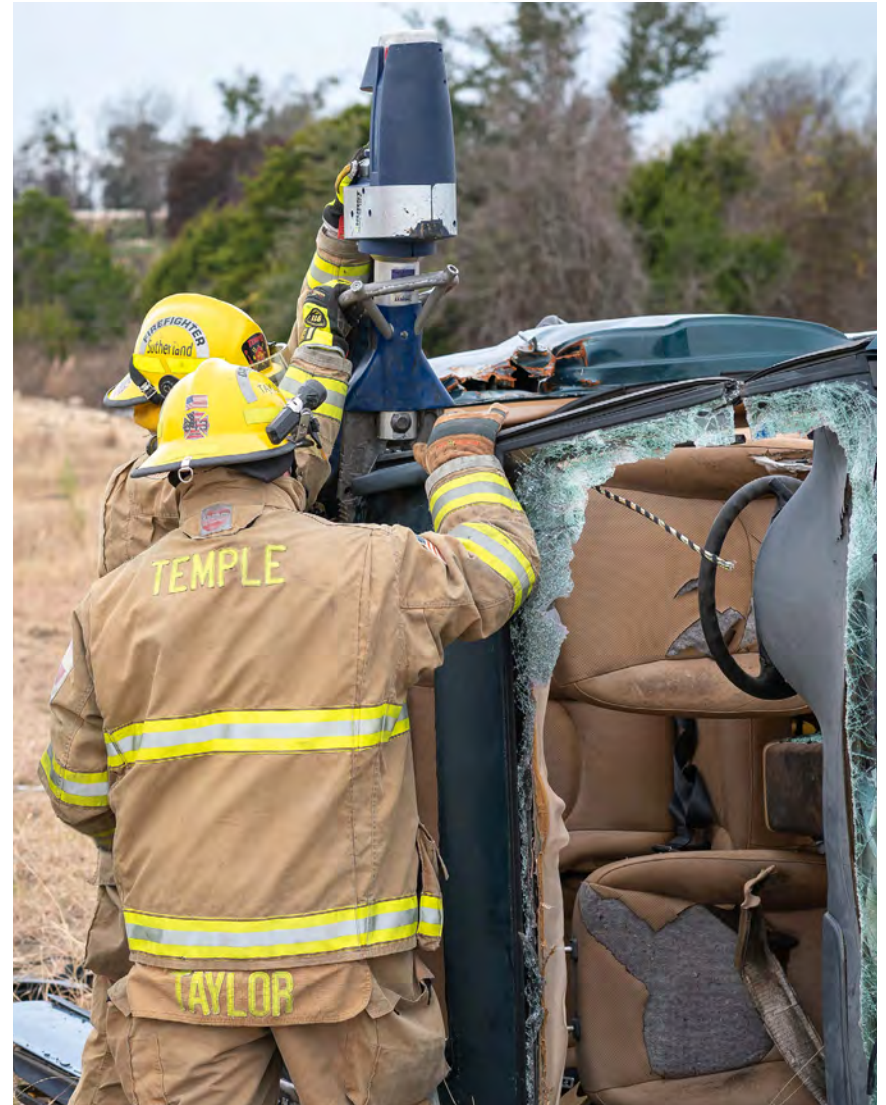
## A SAFE AND HEALTHY COMMUNITY

Enhance our public safety services to create a safer community and foster public trust.

- Implement a neighborhood, downtown, and park community policing program.
- Provide additional response capabilities to maintain emergency services in response to growth and increasing service demands.
- Expand police patrol districts.
- Complete staffing of Violent Crimes Enforcement Squad.
- Promote public safety and animal health and welfare through an effective animal services program.
- Develop a Fire Master Plan.
- Install a new station alerting system to help reduce emergency response times.



- Update and expand the outdoor warning siren system.
- Request that the Insurance Services Office perform an updated assessment of Temple’s public protection classification.
- Invest in additional resources to provide proactive code compliance initiatives.
- Implement innovative programs and techniques to achieve compliance with City codes and regulations.
- Engage citizens in ways that promote trust and community connectivity.
- Provide educational programs and information to enhance public health and safety awareness.
- Expand the Teen Court program to help reduce recidivism of juvenile offenders and spark an interest in the legal profession.





## INFRASTRUCTURE AND SYSTEMS THAT SUPPORT EXCEPTIONAL SERVICES AND COMMUNITY GROWTH

### **Develop a safe, connected, and well-maintained mobility system that incorporates all modes of travel including vehicular, pedestrian, bicycle, transit, and air.**

- Develop a Mobility Master Plan.
- Continue to fund and implement a Mobility Capital Improvement Program.
- Develop a Pavement Condition Assessment report.
- Plan for, design, construct, and maintain high quality mobility infrastructure, systems, and services.
- Develop a program to provide and maintain a continuous network of sidewalks and multi-use pathways.
- Collaborate with public and private school systems to develop and promote safe pedestrian and bicycle routes to school.
- Explore the implementation of a regional bike and scooter share program.
- Evaluate the most effective options for delivery of transit services.
- Update the Airport Master Plan.
- Focus efforts on enhancing the I-14 corridor through collaboration with regional and state partners.

- Develop standard street section designs that facilitate well-connected vehicular, pedestrian, bicycle, and transit systems.
- Implement a transportation planning system that uses data and analysis to help develop and maintain safe and reliable multi-modal travel.

### **Plan for, design, construct, and maintain high quality water, wastewater, and drainage infrastructure, systems, and services that meet the needs of the community now and in the future.**

- Develop a Water and Wastewater Master Plan.
- Continue to fund and implement a Utility Capital Improvement Program.
- Implement a water, wastewater, and drainage modeling program to understand utility system performance, assess impact of development on our utility systems, improve water pressure and fire protection, and reduce flooding and waterway erosion.
- Expand the advanced metering infrastructure program.
- Expand the capacity of the water treatment membrane plant.
- Expand the capacity of the Temple-Belton wastewater treatment plant.



- Implement a program to improve response time to non-emergency water line breaks.
- Implement a program to reduce sewer overflows.
- Evaluate service delivery methods and procedures for our environmental programs to ensure our enforcement process is predictable and efficient and is aligned with adopted regulations.
- Develop a comprehensive drainage modeling and assessment plan.
- Continue to fund and implement a Drainage Capital Improvement Program.
- Invest in the continued maintenance, replacement, and improvement of the City’s water, wastewater, and drainage infrastructure.
- Ensure a high-quality and sufficient water supply to sustain existing development and support future growth.

**Provide responsive solid waste and recycling services.**

- Develop a Solid Waste Management Plan.
- Strategically add routes and resources to prepare for and respond to growth.



## A CITY THAT SUPPORTS WELL-MANAGED GROWTH AND DEVELOPMENT TO PROMOTE A THRIVING ECONOMY

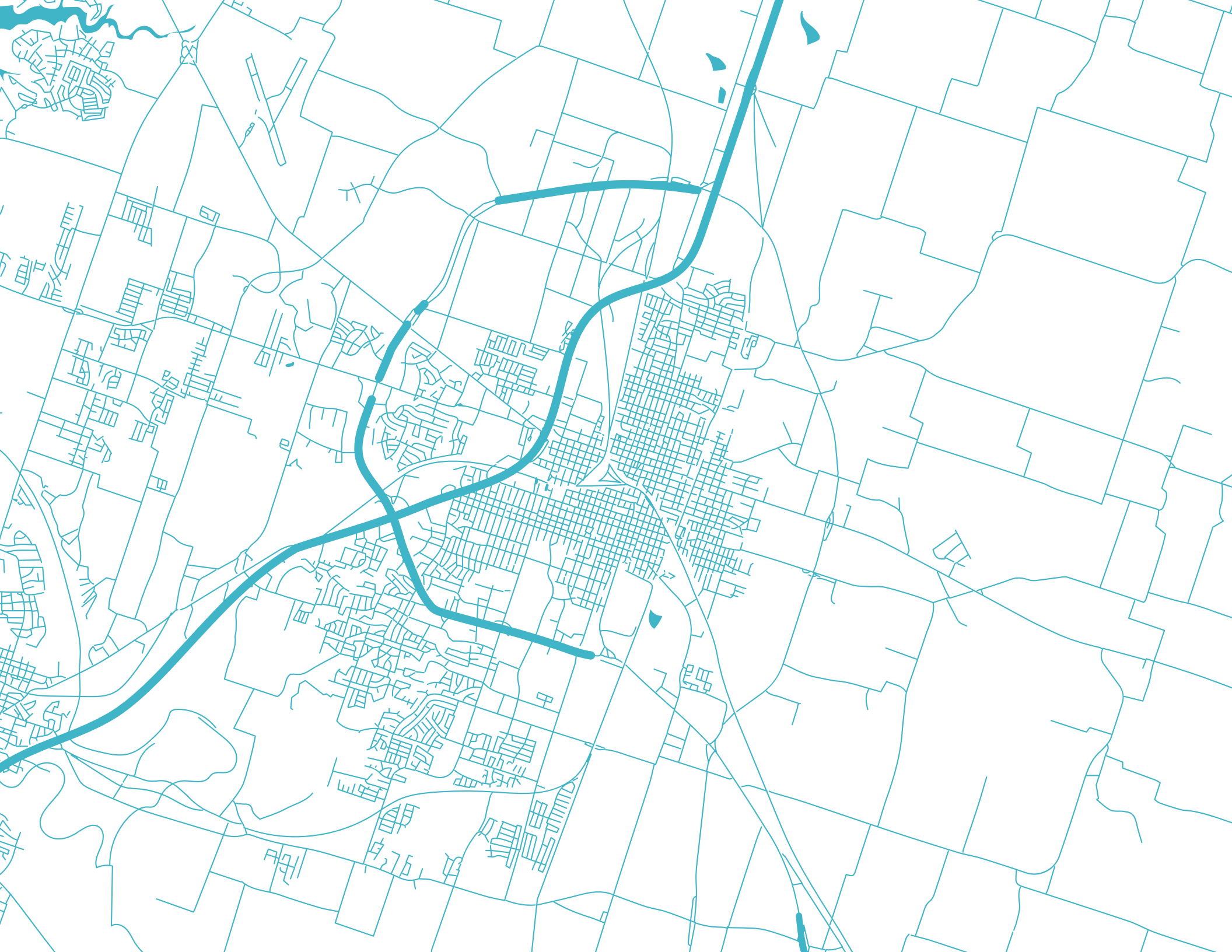
**Encourage high-quality, stable jobs and strengthen the sales and property tax base through business retention, expansion, and attraction efforts.**

- Update the Strategic Investment Zone program and establish a formal return-on-investment assessment as part of the grant application evaluation process.
- Develop a prospectus and marketing materials to promote economic development in Temple's Strategic Investment and Opportunity Zones.
- Actively prepare and market sites for future economic investment.
- Continue to fund an investment attraction and talent attraction marketing program through the Temple Economic Development Corporation.



**Facilitate high quality, safe, and strategic community growth.**

- Develop a Comprehensive Plan.
- Update the unified development code to ensure community design standards and land use regulations align with the Comprehensive Plan.
- Streamline and enhance development review services.
- Implement a Business Navigator program to provide increased support to small and start-up businesses.
- Establish an enhanced certificate of occupancy process to ensure that development and construction activity are consistent with adopted building codes and land use regulations.
- Invest in additional resources to maintain timely development review and inspection services to respond to accelerated growth.
- Promote higher-density, mixed-use development in targeted areas of the city, blending residential, commercial, and retail uses.
- Update interlocal agreement with Bell County related to subdivision plat jurisdiction.





# PERFORMANCE REPORT



## CITY OF TEMPLE STRATEGIC PLAN FY 2020 PROGRESS

In September 2019, the City Council adopted the City's Strategic Plan. Though originally conceived as a six-year plan, in FY 2020 the planning window was expanded by two years to account for the fiscal uncertainties brought-on by the COVID-19 Pandemic. This eight-year plan serves as the overarching guide for our organization to help us achieve our vision of being a place you love to call home. The Plan identifies the strategic focus areas, goals, commitments, and initiatives that City Council and staff will address over the next eight years.

During the first quarter of FY 2020, City staff collaborated to develop detailed task lists and timelines to operationalize and implement the City's strategic plan. In order to track and report our progress, we utilized collaborative work management software. Using these plans and tools, City staff began the work to implement the strategic plan.

To honor our commitment to report on the execution of the Strategic Plan and demonstrate the progress being made each year, we are excited to present the first annual performance report to the City Council. This report highlights progress made by Strategic Plan focus area and includes a department specific section that details key strategic and operational results for FY 2020.

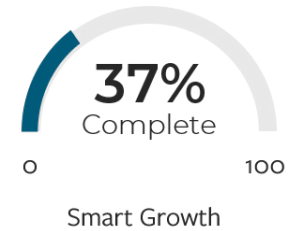
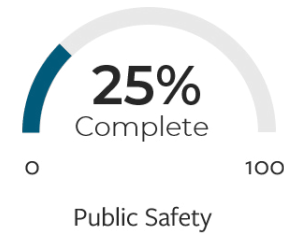
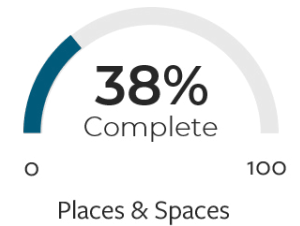
### OVERALL PROGRESS

**38%**  
Complete

#### INITIATIVES



### FOCUS AREAS





# HIGH PERFORMING ORGANIZATION FOCUS AREA FY 2020 PROGRESS

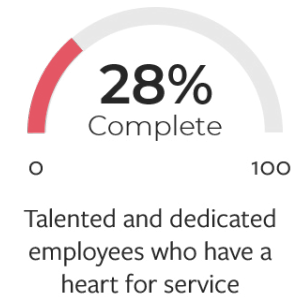
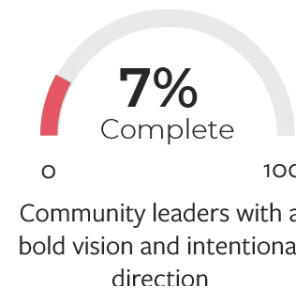
The High-Performing Organization focus area reflects our commitment to organizational excellence. The initiatives and goals included in the High-Performing Organization focus area support leading-edge management practices, data-driven decision making, and continuous improvement within our organization to ensure we provide exceptional service without exception.

There are four goals and 71 initiatives included in this focus area. During FY 2020, a major emphasis was placed on our commitment to optimize the use of data and technology to improve services and protect mission critical infrastructure. In support of this commitment, more than 20 new software programs were implemented, including a new human resource information system, an agenda management software, and a solid waste management and route optimization system. Priority was also placed on the commitment to create efficient, integrated, and streamlined regulations, policies, and processes with the development of a new personnel policy manual and the review and update of 10 chapters of the Code of Ordinances. Another important priority for FY 2020 was to enhance our communications and community engagement. During FY 2020 we successfully implemented several communications policies as well as a community marketing strategy and developed a crisis communication plan. The work completed during FY 2020 will ensure we are able to share the good things going on in the City of Temple.

**FOCUS AREA**  
**40%**  
Complete



## GOALS





# Kathryn Davis

## CITY ATTORNEY

During FY 2020, as part of the City's efforts to modernize the Code of Ordinances, the City Attorney's Office researched, drafted, and presented 10 ordinance amendments that were adopted by the City Council. In addition to executing the service contracts for an agenda management software, an open records software, and an electronic document signing system, our office assisted with the implementation and testing of each system in support of the City's technology initiatives. Our office was especially successful in acquiring property and easements for important public infrastructure projects. Of the 33 parcels acquired, over 90% were acquired through negotiated agreements. In FY 2021 we look forward to continuing our work updating the City's Code of Ordinances and providing exceptional legal support to every City department.

### FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS

- Developed a comprehensive, accurate, and easy to understand personnel policy manual
- Updated and modernized the Code of Ordinances—Amended or comprehensively reviewed multiple ordinance chapters
  - Chapter 6 - Animals
  - Chapter 11 - Cemeteries
  - Chapter 12 - Fire
  - Chapter 13 - Flood Damage Prevention
  - Chapter 14 - Food and Food Establishments
  - Chapter 21 - Minimum Housing Standards
  - Chapter 24 - Noise
  - Chapter 32 - Streets and Sidewalks
  - Chapter 37 - Traffic
  - Chapter 40 - Nuisances

### FY 2021 - STRATEGIC PLAN FOCUS

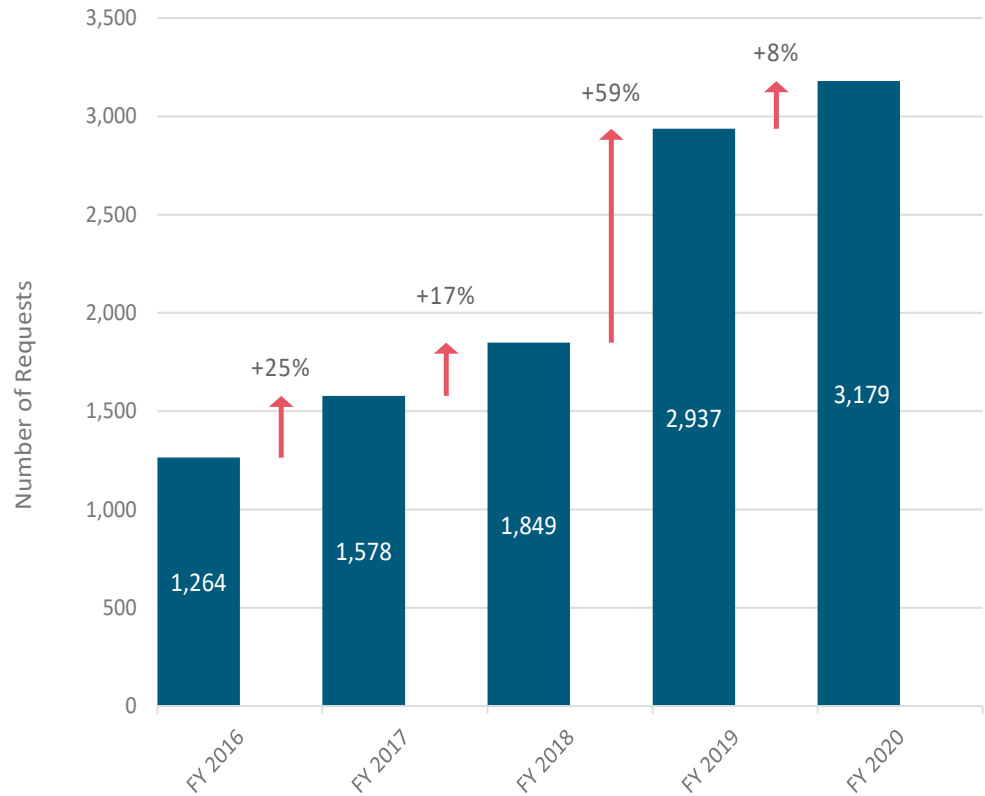
- Develop clear and effective Civil Service Local Rules
- Update and modernize the Code of Ordinances—Amend, comprehensively review, or create ordinance chapters
  - Chapter 3 - Airports and Aircraft
  - Chapter 5 - Ambulance Services
  - Chapter 8 - Civil Defense and Disaster Relief
  - UDC Article 6 - Central Area Special Purpose Zoning District
  - UDC Article 7 - Sign Ordinance
  - UDC Article 7 - Off-Street Parking Ratios
- Update interlocal agreement with Bell County related to subdivision plat jurisdiction

## PUBLIC INFORMATION ACT (PIA) REQUESTS PROCESSED FY 2020

A “PIA request” or “open records request” is a written request for records created or maintained by the City under the Texas Public Information Act (the “Act”), Chapter 552 of the Texas Government Code. Information may be contained in many forms of media—paper, digital, electronic, etc. Under the Act, the public generally has a right of access to all information “written, produced, collected, assembled, or maintained” under a law or ordinance or in connection with the transaction of City business, and the City must “promptly” produce the public information to the requester. The Act defines “promptly” as “as soon as possible under the circumstances, that is, within a reasonable time, without delay.”

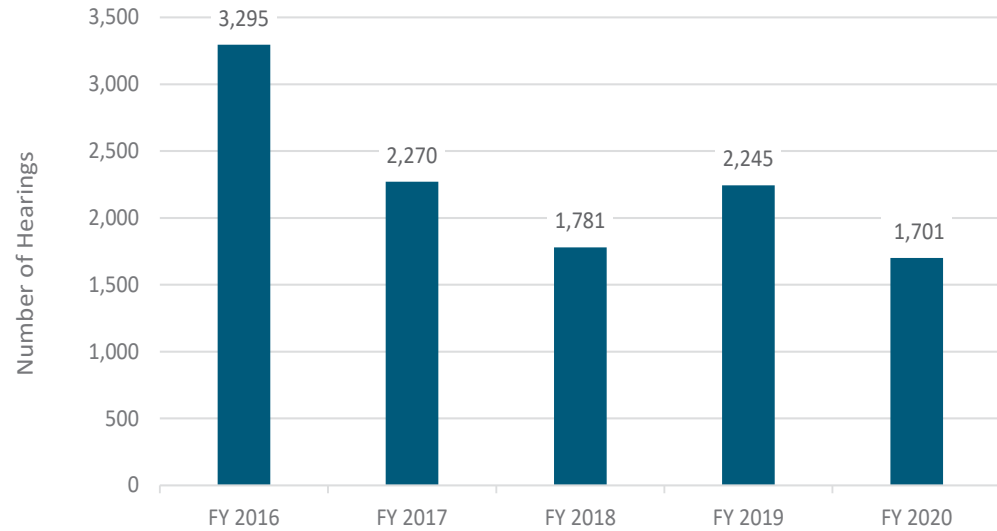
Although City information is presumed public, there are many exceptions to disclosure contained within the Act, which also incorporates other laws that make information confidential; some of these exceptions are discretionary while others are mandatory. If an exception applies to the disclosure of information, the City must request a decision from the attorney general within 10 business days about whether the information is within the stated exception and can or should be withheld. The attorney general’s office has 45 days to issue a decision about whether the stated exceptions raised by the City apply to the particular information requested and whether the information should be released to the public.

The City has seen a continual increase each year in the number of PIA requests received. NextRequest, the City’s open records request tracking software, has allowed the City to track not only the number of requests but the timeliness of responses and deadlines. It has also provided a central repository for City staff to upload responsive information and allows quicker release of documents to requesters. Additionally, the software includes an integrated redaction tool, which has reduced staff time spent manually redacting releasable documents. NextRequest also allows the City to publish responses to requests online which future requesters can search, hopefully eliminating duplicate requests.



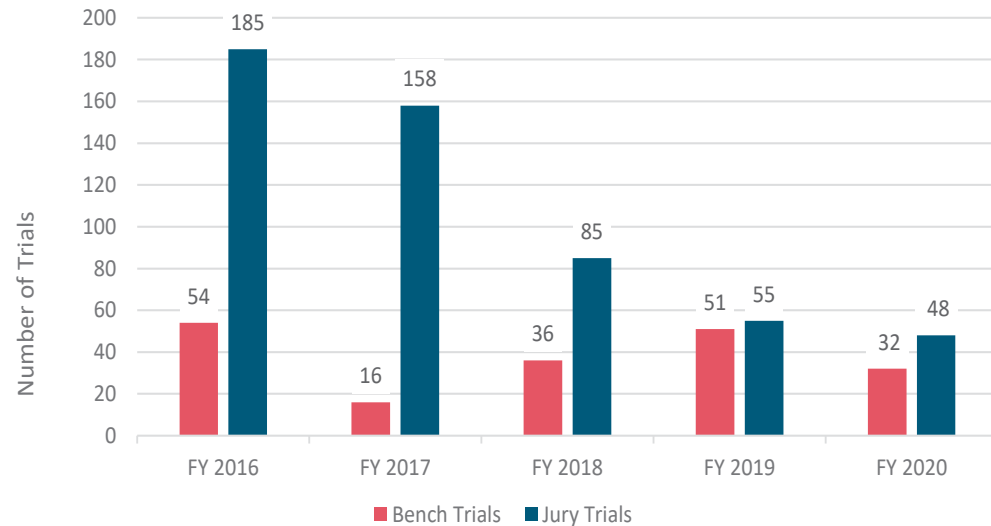
### MUNICIPAL COURT PRE-TRIAL HEARINGS FY 2020

The City Attorney's office is responsible for prosecuting Class C Misdemeanor cases. Class C criminal cases are offenses punishable by fine, fees, and costs only; the defendant does not face jail time if found guilty of a "fine only" offense. Once a person is accused of a class C offense by citation or complaint, they may plead guilty, not guilty or no contest (which has the effect of pleading guilty unless certain conditions are met). If the person pleads not guilty they are afforded a trial by Judge or a trial by Jury. A Pre-Trial hearing is held before any trial to evaluate evidence, determine compliance and to otherwise seek a resolution of the case before trial. The Pre-Trial Hearing is important for the management and control of the Municipal Court's trial docket.



### MUNICIPAL COURT TRIALS FY 2020

A defendant in a criminal case is afforded a bench trial (trial before a Judge) or Jury trial on a plea of not guilty. The decreasing number of trials indicates that more cases are resolved at the Pre-Trial hearing phase. Cases may be resolved by an agreement to pay the fine and/or costs or take a course such as defensive driving, drug awareness, or theft prevention. Cases are also resolved by compliance wherein a person complies by presenting automobile insurance, registration, a valid driver's license, animal vaccination documentation or other types of required proof. The defendant has the right to remain silent during the Pre-Trial process or she may present evidence that causes a legal resolution before trial.

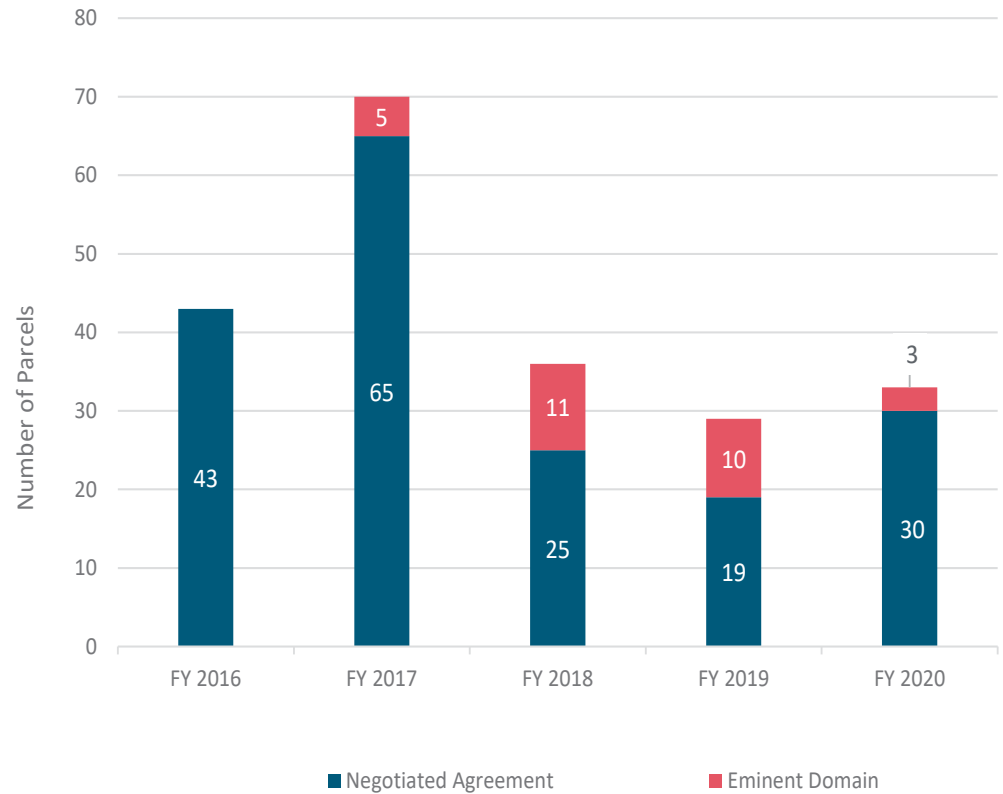


## PARCELS ACQUIRED BY THE CITY FY 2020

The City acquires parcels that are needed for City infrastructure projects such as the construction of new roads, road expansions, water and wastewater lines, and drainage structures. The City also acquires parcels for public green space such as MLK Fields or Santa Fe Market Trails. Texas law requires cities to negotiate with property owners before filing a condemnation case in County court. In order to exercise the City's eminent domain authority, the project must have a public purpose.

The number of acquisitions in a year are a reflection of timing of when funding is available for property acquisition, the number of parcels needed for a particular project, when offers are ready to be made to property owners, and when owners ultimately accept an offer and close on the property. For example, several projects for which acquisitions began in FY16 or earlier were completed in FY17.

The City has been successful in reaching agreements with property owners. The City attempts to negotiate a reasonable compensation package for the owner while maintaining fiscal soundness and responsibility with taxpayers' money. Sometimes the City is unable to reach an agreement with an owner or there are issues with the property, such as unclear title, that require court intervention even if an agreement is likely.





# Brynn Myers

CITY MANAGER

FY 2020 was an extraordinary year, but Temple is an extraordinary place. As we navigated through the initial stages of the COVID-19 Pandemic, the multi-year planning framework of the City's Business Plan allowed us to be flexible and responsive to changing circumstances. Our foundation of fiscally sound management enabled us to keep all of our employees on staff and engaged in providing our community with exceptional service without exception.

Our commitment to the health and safety of our community remained unwavering—whether it was providing resources for citizens experiencing homelessness or opening the City's fiber connections to ensure neighboring school districts could conduct virtual learning. To provide extra support to our community, we established utility assistance and business grant programs and deferred hotel-motel taxes and water cutoffs. We stayed in step with Bell County directives and maintained a consistent and effective level of communication with county officials and the public at large.

As we look forward to FY 2021, the City's diverse economy, innovative leadership, and sound financial management practices will ensure the City remains financially strong while we focus on fulfilling our commitments and accomplishing our strategic goals.

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**Erin Smith**  
ASSISTANT CITY MANAGER



**David Olson**  
ASSISTANT CITY MANAGER



**FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS**

- Proactively engaged in policy and legislative development at all levels of government regulation
  - Served on the Texas Municipal League's Legislative Policy Committee on Advocacy Strategy
- Developed a Downtown Parking Action Plan
- Actively prepared and marketed sites for future economic investment–Negotiated economic development and/or tax abatement agreements for the following projects:
  - Redevelopment of the Hawn, Arcadia, and Sears buildings
  - Redevelopment of the SPJST/Professional building
  - Expansion of Lengefeld Lumber
  - Expansion of Spare Time Family Entertainment
  - Purchase of an additional 147 acres of property for future economic investment

**FY 2021 - STRATEGIC PLAN FOCUS**

- Update the City's governance policy.
- Update the City's boards and commission policy.
- Establish clear goals & work plans for each City board, commission, and committee
- Establish a City Council orientation program and a board member orientation program
- Establish a continuing education and professional development program for City Council
- Proactively engage in policy and legislative development at all levels of government regulation
- Proactively engage with other governmental officials, key stakeholders, educational partners, and community organizations

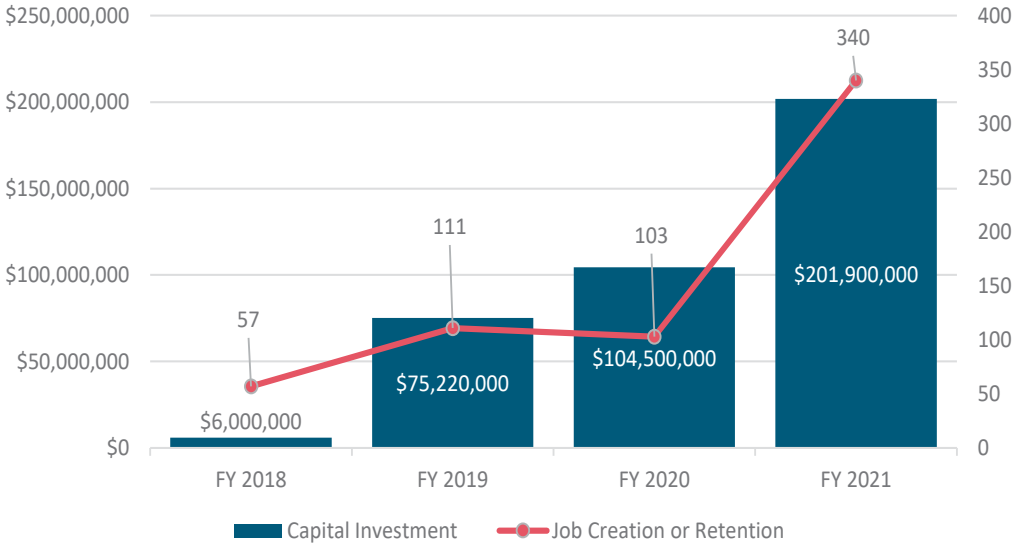
### INCENTIVIZED CAPITAL INVESTMENT & JOB CREATION

The City of Temple actively engages in a comprehensive business retention and recruitment effort to improve the economic wellbeing and quality of life of a community by creating and retaining jobs, diversifying the economy, and building the local tax base.

The tax base that is created through this growth and investment is used by the City of Temple to provide services such as police, fire department, parks and recreation, and library services. The increased tax revenue also funds community projects and local infrastructure.

Better infrastructure and services and more jobs improve the economy of our region and enhances the quality of life for our residents.

FISCAL YEAR	NUMBER OF COMPANIES	CAPITAL INVESTMENT	JOB CREATION/ RETENTION
2018	1	\$6,000,000	57
2019	5	\$75,220,000	111
2020	2	\$104,500,000	103
2021	7	\$201,900,000	340



## NATIONAL COMMUNITY SURVEY

PERCENT OF RESPONDENTS RATING EXCELLENT OR GOOD

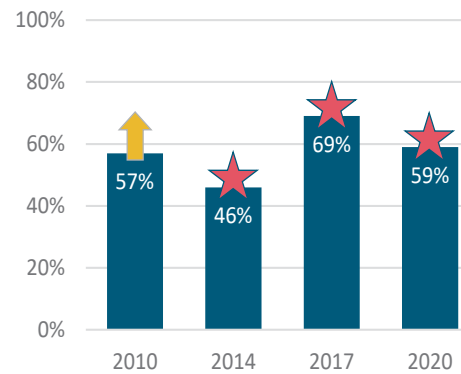
Comparison to National Benchmark

↑ Higher   ★ Similar   ↓ Lower

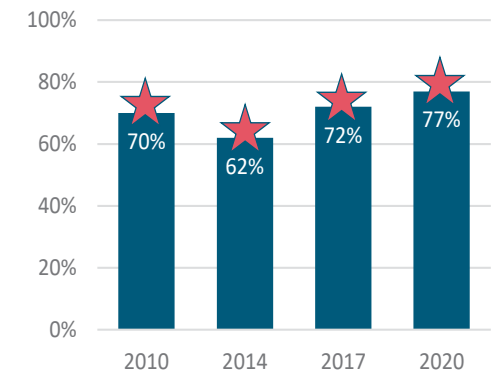
### GOVERNANCE

The National Community Survey is a benchmarking survey conducted approximately every three years to gain insight into the quality of life of Temple residents and their perspectives on city services, policies, and management. Though residents' perception of the City's overall direction trended downward between 2017 and 2020, these ratings are similar to other communities nationwide. In other words, the drop in ratings may be more reflective of a nationwide social trend rather than a trend specific to the City of Temple. Residents' perception of the quality of city services trended upward from 2017 to 2020, and these ratings were similar to communities across the country.

OVERALL DIRECTION



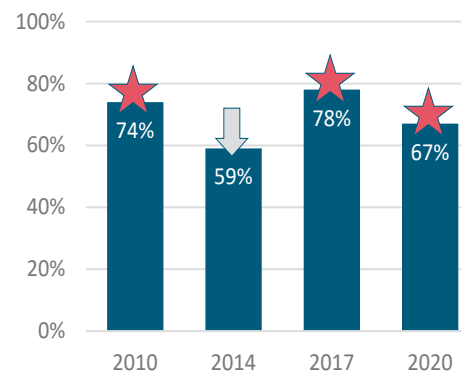
SERVICES PROVIDED BY TEMPLE



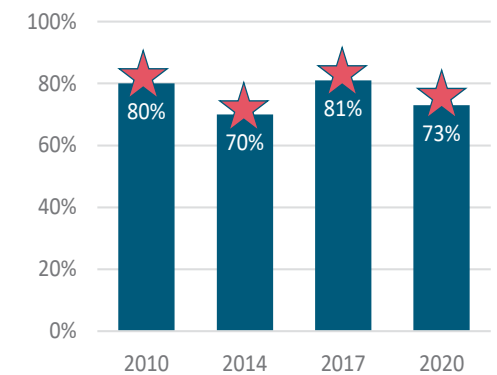
### COMMUNITY CHARACTERISTICS

Residents' perception of the overall quality of life in Temple and their neighborhood as a place to live trended downward between 2017 to 2020. Though the ratings declined, Temple's ratings were similar to the national benchmark. While it is important to note the change in the percent of respondents rating excellent or good, it is more important to note how the rating compares to the national benchmark. If a rating is higher or lower than the national benchmark, it is more likely that the trend is specifically related to things taking place in the City of Temple and not the result of a larger social trend.

OVERALL QUALITY OF LIFE



PLACE TO LIVE





# Jana Lewellen

## CITY SECRETARY

In FY 2020, the City Secretary's Office played a key role in the implementation and testing of an open records software, an electronic document signing system, and an agenda management software. Though short-staffed, our office remained open during the COVID-19 pandemic. With proper protocols and public health measures in place, we continued to issue permits and provide the public with access to vital records. The City Secretary's Office has a strong commitment to each other, and we will continue to carry this commitment to council, staff, and more importantly the citizens of Temple.

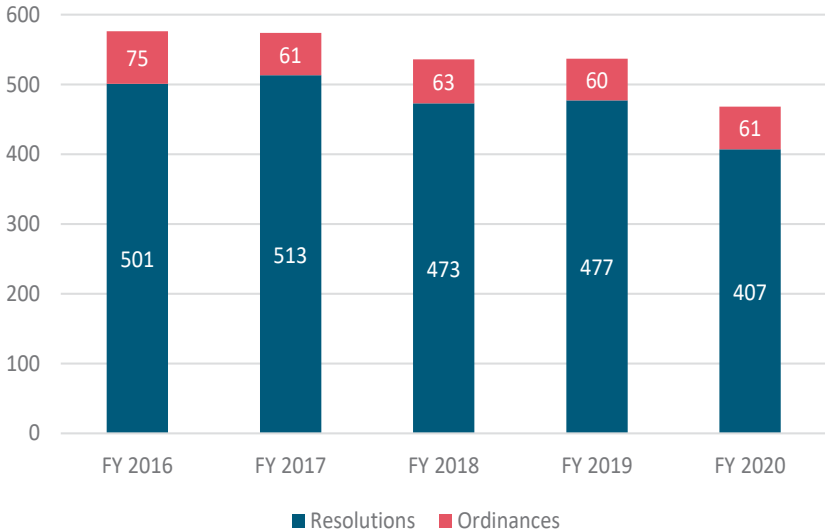
### FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS

- Implemented the following technology initiatives:
  - An open records software
  - An agenda management system
  - An electronic document signing system

### FY 2021 - STRATEGIC PLAN FOCUS

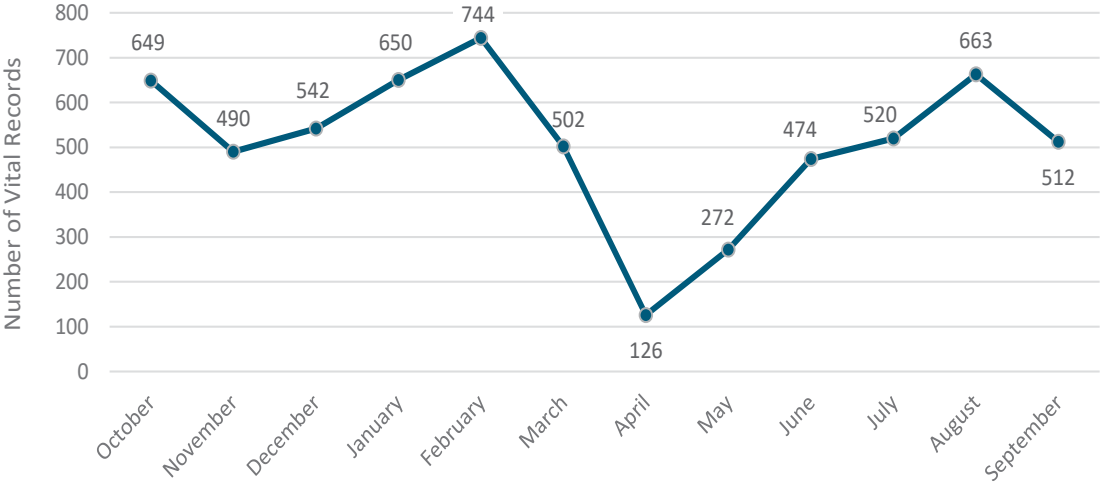
- Provide transparent, predictable, and efficient processes to make it easier for citizens and businesses to interact and do business with the City
  - Conduct records retention and destruction in accordance with state and local laws
- Convert paper-based records to digital format

### RESOLUTIONS AND ORDINANCES APPROVED - FY 2020



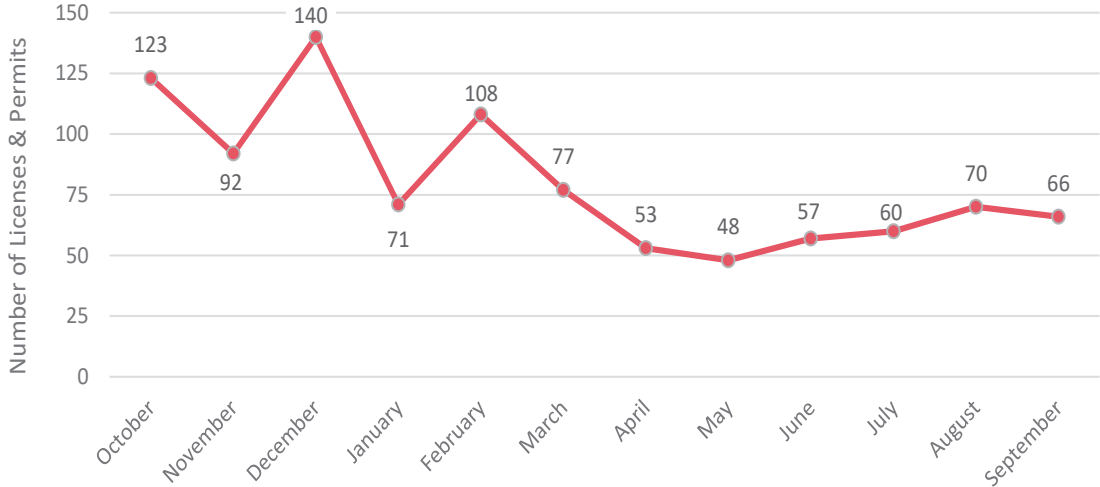
### VITAL RECORDS PROCESSED FY 2020

The City Secretary's Office provides Certificates for Births and Deaths that occur inside the city limits of Temple. The City of Temple, one of very few municipalities that provides vital records service, is proud to offer this service to Temple residents. Despite the COVID-19 Pandemic, there were no changes to the process for requesting vital records. Texas law is specific about confidentiality regarding the application and release process; therefore, certified copies of Birth and Death Certificates must comply with Texas Government Code 552.115.



### LICENSES AND PERMITS PROCESSED FY 2020

The City Secretary's Office provides Alcohol, Mobile Food, Food Dealer, Liquid Waste, and Vendor Permits. These permits allow businesses to conduct certain operations within the City of Temple ensuring compliance with city ordinances and state laws.





## Traci Barnard

### DIRECTOR OF FINANCE

FY 2020 was an unprecedented year that brought a variety of challenges to all functions of the Finance Department. Throughout the pandemic, we monitored and adjusted the budget to ensure the continued employment of all City staff; managed the COVID-19 CARES Act funding; and reported on the "State of the City." In addition, we implemented a new emergency sick leave policy; spent countless hours training for the implementation of new payroll software and budgeting software; and hired two additional staff members to complete a planned reorganization of our department. With the reorganization in place, all key functions of the finance department now fall under three distinct teams: the Budget and Reporting Team, the Payroll Team, and the Treasury and Debt Management Team. With these teams in place, we plan to divide and conquer our FY 2021 strategic initiatives as we continue to provide financial services to City departments and maintain fiscal soundness, accountability, and transparency to our citizens.

#### FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS

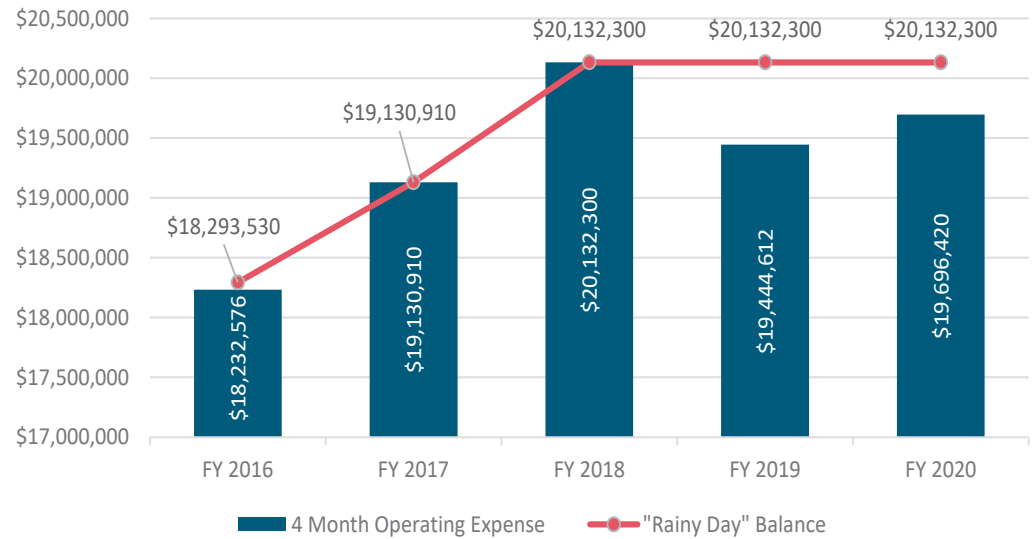
- Continued to fund and implement Capital Improvement Programs
  - Facilitated bond issuance to support the funding of projects slated for FY 2020 in the Capital Improvement Programs for Mobility, Drainage, Facilities, and Equipment
- Aligned the City's budgeting process with the strategic plan to ensure resource allocations are focused on City's strategic goals and commitments
- Implemented a new municipal court management system
- Implemented an online bidding system
- Implemented phase one of a web-based financial software and utilized the Budget module to develop the FY 2021 budget
- Incorporated Senate Bill 2 (the Texas Property Tax Reform and Transparency Act of 2019) and its new calculations into the eight-year business plan

#### FY 2021 - STRATEGIC PLAN FOCUS

- Implement an interactive, web-based financial dashboard to promote understanding and confidence in the expenditure of public funds
- Implement updates to the Civil Service Compensation Plan
- Implement a new human resources information system to streamline payroll and employee benefits
- Continue to fund all Capital Improvement Programs and ensure they are aligned with adopted master plans
- Earn recognition from the Texas Comptroller's Office through the Transparency Stars program

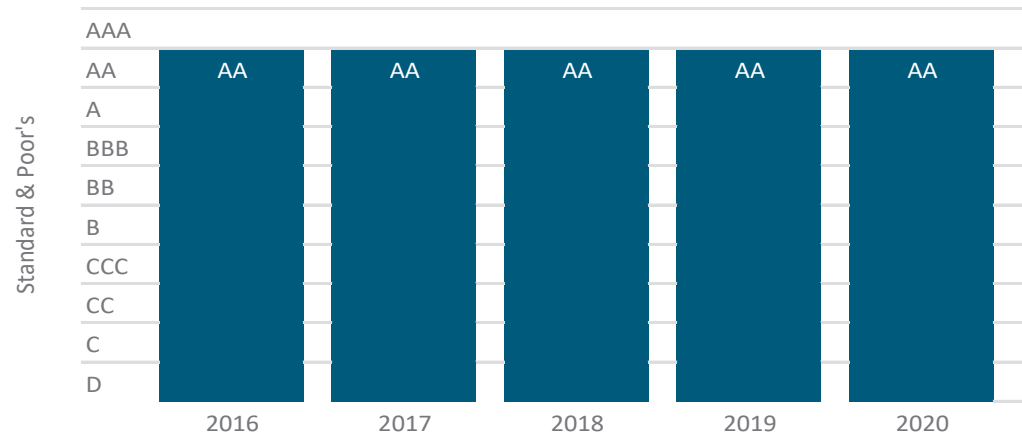
### "RAINY DAY" FUND BALANCE FY 2016 - FY 2020

A rainy day fund is a reserved amount of money set aside, especially by a government, to be used during a time of revenue shortfalls or budget deficits in order for typical operations to continue.



### GENERAL OBLIGATION BOND RATING FY 2016 - FY 2020

In investment, the bond credit rating represents the credit worthiness of corporate or government bonds. The ratings are published by credit rating agencies and used by investment professionals to assess the likelihood the debt will be repaid.



## PORTFOLIO YIELD ABOVE BENCHMARK FY 2017 - FY 2020

A benchmark is a standard or measure used to analyze the allocation, risk, and return of a given portfolio. The S&P 500 index is often used as a benchmark for equities, while U.S. Treasuries are used for measuring bond returns and risk. The Average rolling 90-Day Treasury Bill rate is the benchmark used to evaluate the performance of the City's investment portfolio. Due to the length of the weighted average maturity of the City's investment portfolio, the portfolio's yield will typically be below the benchmark in a period of rising interest rates.

	FY17	FY18	FY19	FY20
1 <sup>st</sup> Quarter	✓	✗	✗	✓
2 <sup>nd</sup> Quarter	✓	✗	✓	✓
3 <sup>rd</sup> Quarter	✗	✗	✓	✓
4 <sup>th</sup> Quarter	✓	✗	✓	✓

## BUDGET & REPORTING FY 2016 - FY 2020

FY16	FY17	FY18	FY19	FY20
✓	✓	✓	✓	✓

### BUDGET AWARD RECEIVED

GFOA established the Distinguished Budget Presentation Awards Program in 1984 to encourage and assist state and local governments to prepare budget documents in alignment with the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting. To earn recognition, budget documents must meet program criteria and excel as a policy document, financial plan, operations guide, and communication tool.

FY16	FY17	FY18	FY19	FY20
100%	100%	100%	100%	100%

### QUARTERLY REPORT PUBLISHED TIMELY

Interim financial reporting is not currently governed by any set of Generally Accepted Accounting Principles (GAAP). The Finance Department follows standards established by the American Institute of Certified Public Accountants in compiling quarterly financial statements. Timely delivery of these reports keeps the data relevant and useful for purposes of management evaluation. Timely delivery is considered to be within two Council meetings of closing the quarter's financial entries.

FY16	FY17	FY18	FY19	FY20
✓	✓	✓	✓	✓

### CAFR AWARD RECEIVED

The GFOA established the Certificate of Achievement for Excellence in Financial Reporting Program (CAFR Program) in 1945 to encourage and assist state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure. The goal of the program is not to assess the financial health of participating governments, but rather to ensure that users of their financial statements have the information they need to do so themselves.

FY16	FY17	FY18	FY19	FY20
✓	✓	✓	✓	✓

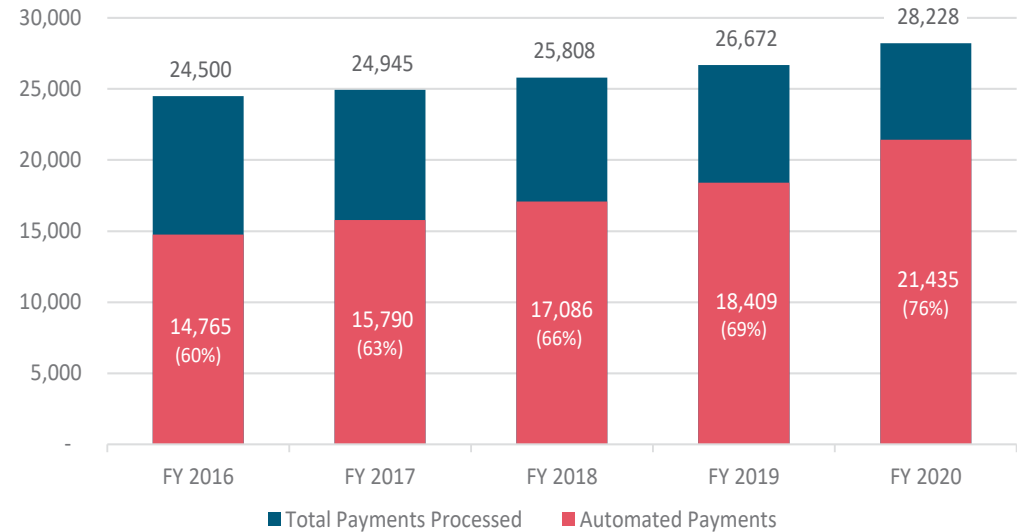
### "UNQUALIFIED" AUDIT OPINION RECEIVED

Each year, the Finance Department prepares a CAFR, which is then audited by an independent firm. This audit satisfies Article 4, Section 4.26 of the City Charter, which requires an annual audit of all books and accounts of each and every department and activity of the City by a Certified Public Accountant selected and employed by the City Council. Since the issuance of GASB Statement 34, the independent auditors express an opinion on each major reporting unit (fund).



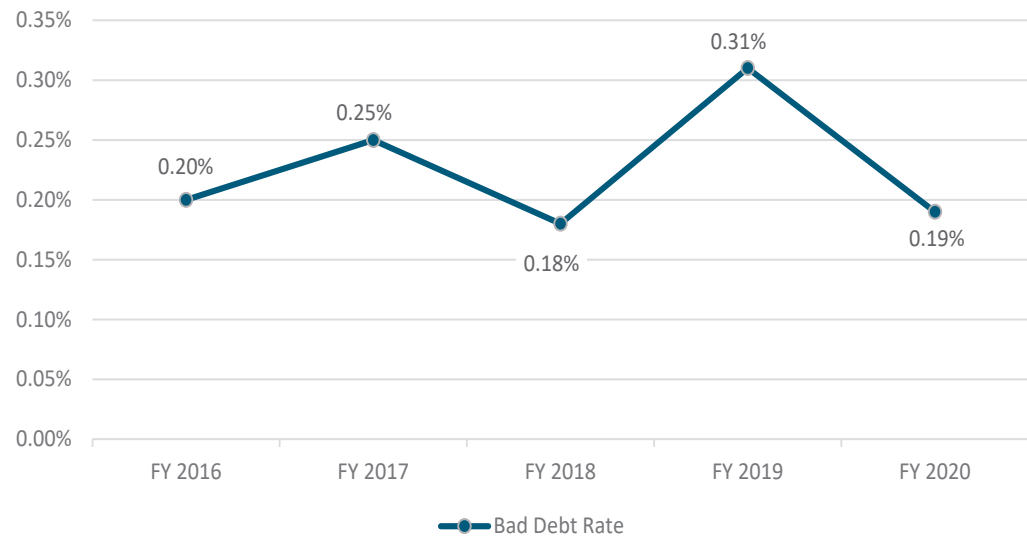
### UTILITY BUSINESS OFFICE PAYMENTS PROCESSED - FY 2016 - FY 2020

Payments for utility accounts can be made many ways. In an effort to make it easier for citizens to do business with the City, the Utility Business Office implemented more online and remote processes. With the implementation of these processes, there has been an increase in automated payments such as online credit card payments, credit card payments by automated phone system, and automatic payments (drafts). Over time, the percentage of payments made using automated methods has increased.



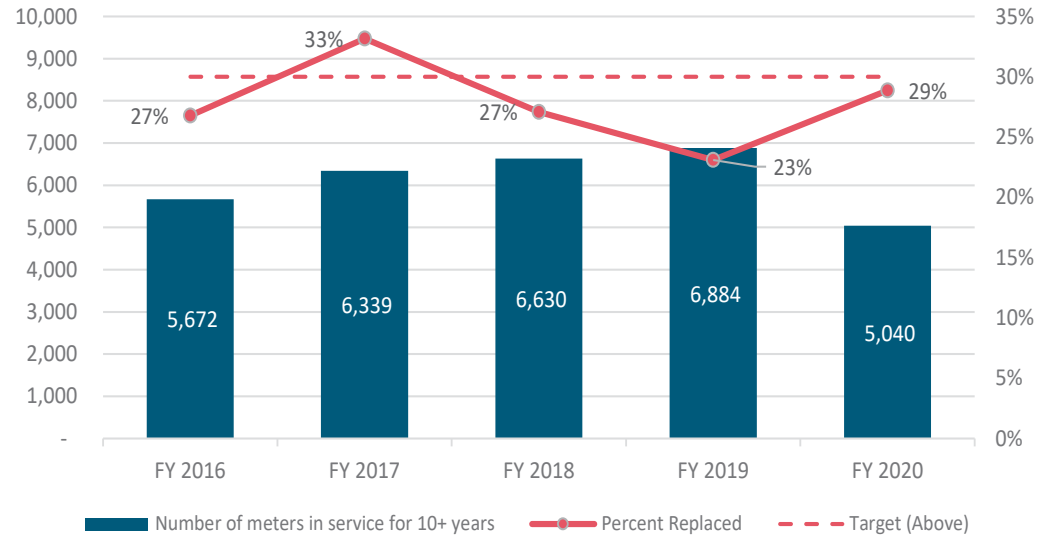
### UTILITY BUSINESS OFFICE BAD DEBT RATE FY 2016 - FY 2020

The bad debt rate represents the percentage of uncollected revenue from utility customers. The percentage is an indicator of collection efforts by the Utility Business Office, and the office's goal is to remain below 0.50%.



### METER CHANGE OUTS FY 2016 - FY 2020

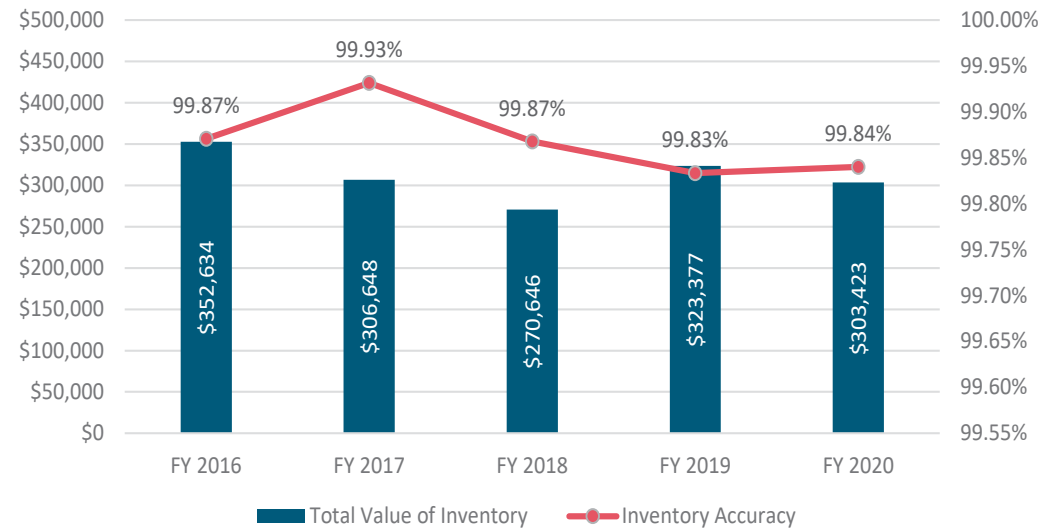
Over time, water meters slow down and become less accurate. The Metering Division conducts a change out program where meters in service for more than 10 years are replaced. The goal is to change out approximately 30% of aged meters each year.



### INVENTORY ACCURACY FY 2016 - FY 2020

The Purchasing & Facility Services Department maintains a warehouse of routinely needed utility, safety, and janitorial supplies. The average value of the inventory in stock in the warehouse is approximately \$300,000, and the inventory typically turns over two times per year on average.

Inventory accuracy refers to all the discrepancies between electronic records of the inventory and the physical state of the inventory. The issuance of items out of the warehouse is strictly controlled and tracked, which results in high inventory accuracy when the warehouse inventory is physically counted at the end of the fiscal year.





# Tara Raymore

## DIRECTOR OF HUMAN RESOURCES

FY 2020 was a very exciting and productive year for the Human Resources Department. We created a comprehensive employee policy manual, completed a general government compensation study, and began implementation of a new Human Resources Information System. In FY 2021, we are excited to conduct a Civil Service compensation study and develop clear and effective Civil Service local rules. We are eager to rollout the new Human Resources Information System this year. This system will enhance our service levels by optimizing the use of data and technology for services we provide internally and externally.

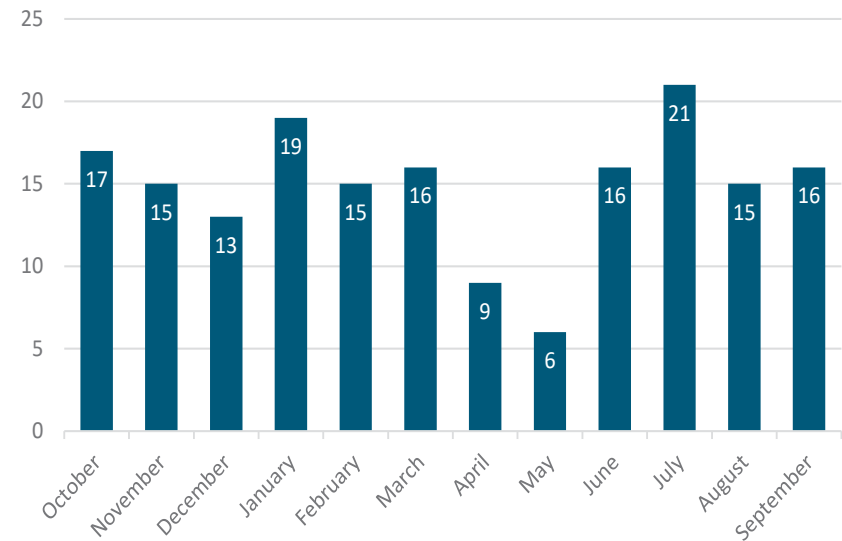
### FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS

- Developed a comprehensive, accurate, and easy to understand personnel policy manual
- Conducted general government compensation study to ensure competitive compensation
- Conducted a proposal request process for employee benefits

### FY 2021 - STRATEGIC PLAN FOCUS

- Develop clear and efficient Civil Service Local Rules
- Conduct civil service compensation study to ensure competitive compensation
- Implement a new human resources information system

CITY OF TEMPLE JOB POSTINGS - FY 2020





# Alan DeLoera

## DIRECTOR OF INFORMATION TECHNOLOGY

FY 2020 was an extraordinary year for the Information Technology Department. With the onset of the COVID-19 pandemic, our department worked diligently to provide City employees with secure, remote access to the City's software applications, network resources, and telecommunications. Despite the challenges of the pandemic, we implemented more than 20 new software applications, replaced 300 infrastructure assets, and achieved 100% compliance with state mandated cybersecurity training. I am extremely proud of our staff's work to provide a high level of availability for more than 300 software applications and more than 3,000 network devices.

### FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS

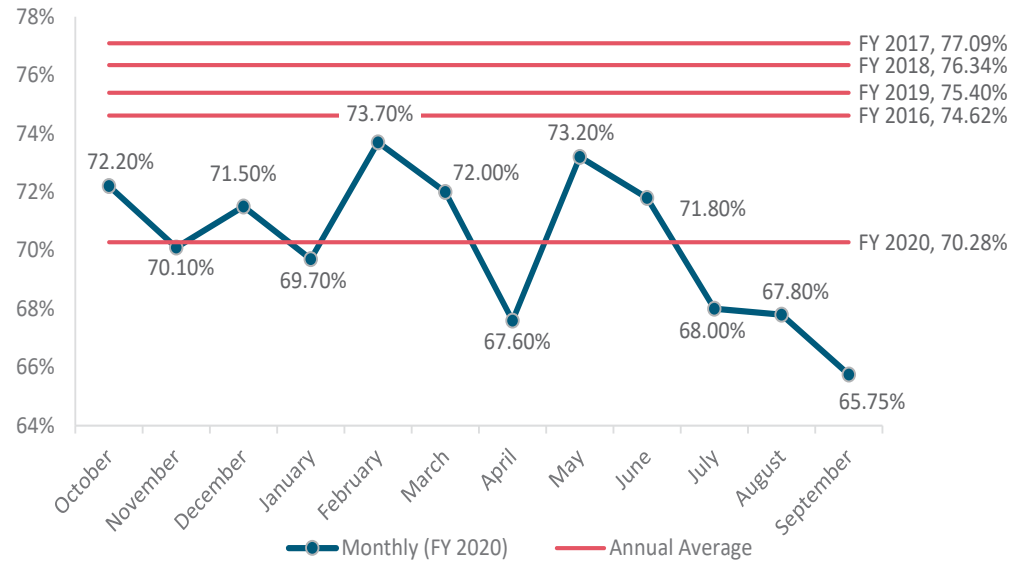
- Implemented the following technology initiatives:
  - A solid waste management and route optimization system
  - An interactive, web-based financial dashboard
  - A new municipal court management system
  - An open records software
  - An agenda management system
  - A cemetery management system
  - An electronic document signing system
  - A visitor management software

### FY 2021 - STRATEGIC PLAN FOCUS

- Develop a Technology Master Plan
- Continue to invest in the resources necessary to ensure the strategic and effective use of technology in support of performance excellence
  - Storage area network replacement
  - Server infrastructure replacement
  - Install and configure technology support for secondary council chambers
- Implement the following technology initiatives:
  - A new human resources information system
  - A new employee performance review software

### IT HELP DESK REQUESTS PERCENT RESOLVED WITHIN 4 HOURS FY 2020

City employees submit Help Desk requests electronically to the IT Department for a wide range of issues that require technological support. Complex requests, such as an application upgrade, can take several days to complete; however, in general, the IT Department strives to resolve at least 60% of requests within four hours. Even with the addition of 20 new software applications, the IT Department maintained a four-hour resolve rate well above 60%—with an average of 70.28% for FY2020.

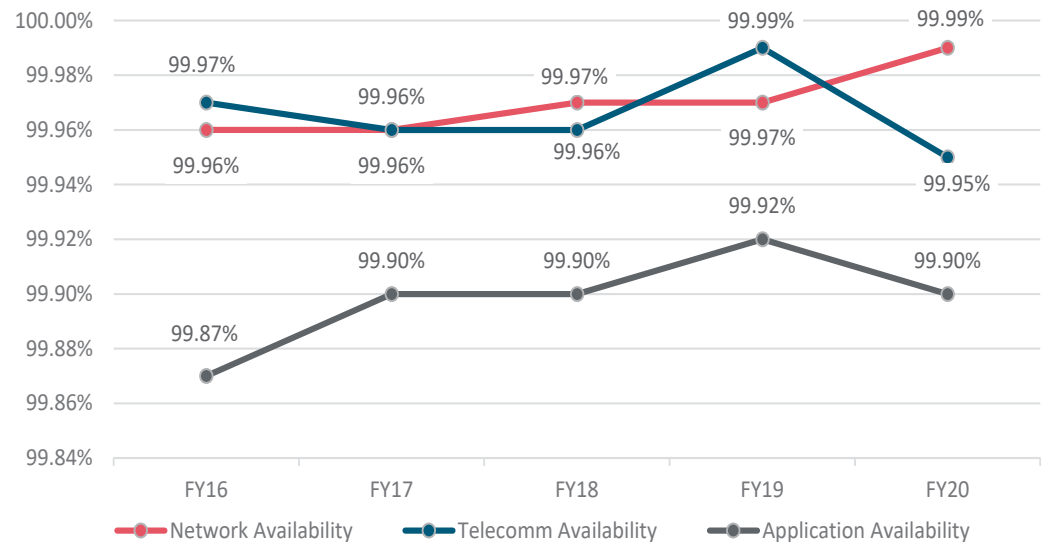


### INFORMATION TECHNOLOGY PERCENT AVAILABILITY

**Network Availability** - Total percentage of time the network is available for end users to access files, data, and applications.

**Telecomm Availability** - Total percentage of time the telecommunications system is available to send and receive phone calls.

**Application Availability** - Total percentage of time financial applications are available to end users.





# Heather Bates

## DIRECTOR OF MARKETING & COMMUNICATIONS

In our first year as a department, Marketing & Communications designed and launched four new websites, developed a Destination Strategy, and established advertising and marketing plans for City departments, programs, and facilities. Together with our stakeholders, our team breathed new life into Temple's downtown and destination brands. We developed policies to ensure our processes are transparent and efficient. Our team developed operational plans for crisis communications, strategic communications, community engagement, and social media to ensure our efforts are purposefully directed. We look forward to FY 2021 and are excited for all of the new projects, possibilities, and opportunities.

### FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS

- Implemented an online community engagement platform
- Created a new City website
- Implemented a community marketing strategy
- Updated City of Temple brand and established brand guidelines
- Developed a Destination Strategic Plan and Updated our destination brand website
- Updated the Downtown Temple brand and established brand guidelines
- Created a new downtown website

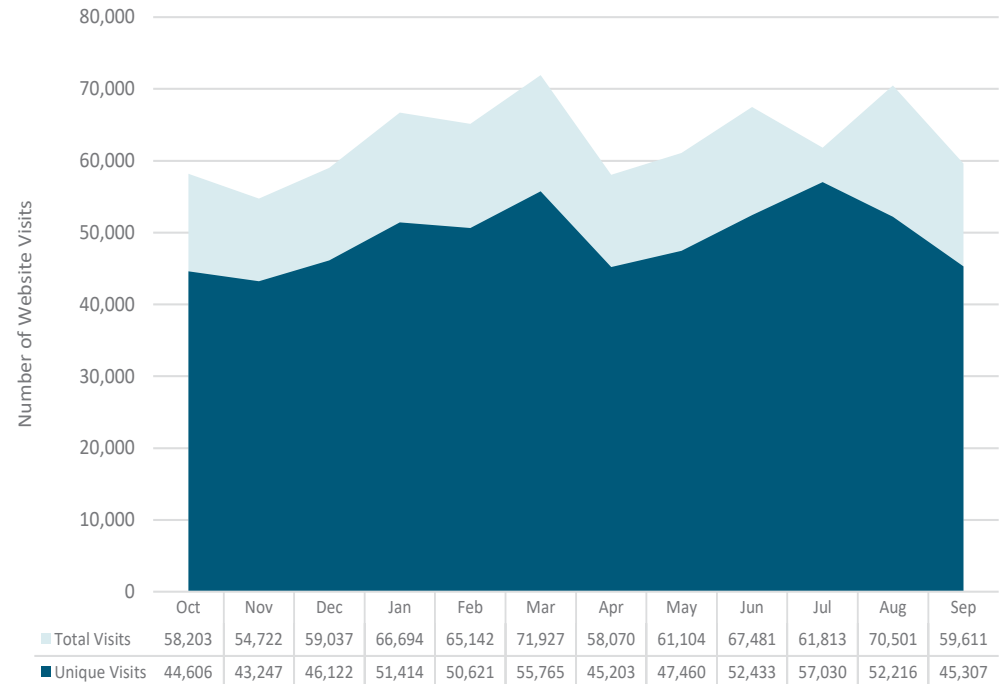
### FY 2021 - STRATEGIC PLAN FOCUS

- Provide transparent, predictable, and efficient processes to make it easier for citizens and businesses to interact and do business with the City
  - Implement video messaging service at City facilities
- Develop a coordinated communication, social media, and community engagement plan
  - Develop a strategic communications plan
  - Develop and implement a community engagement program
- Develop a crisis communication plan
- Implement the Destination Strategic Plan and Destination Marketing & Business Plan
- Develop a comprehensive organization-wide communication, social media, and community engagement policy

### CITY OF TEMPLE WEBSITE TRAFFIC FY 2020

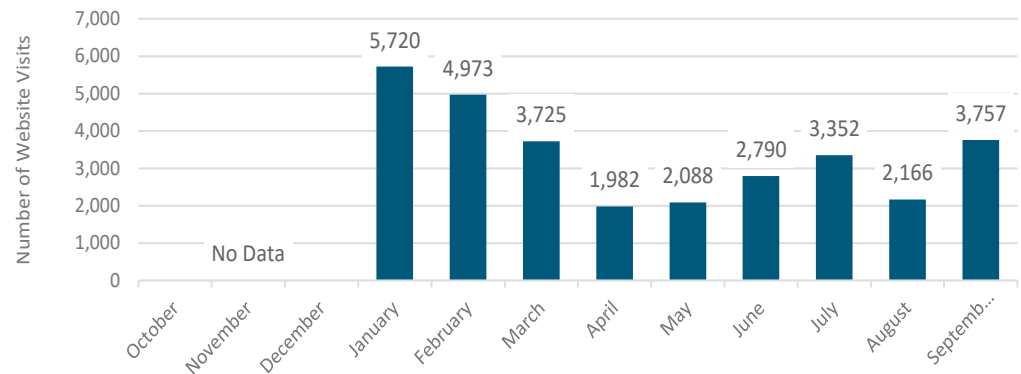
The Marketing & Communications Department is responsible for maintaining several websites, with the largest being the official website of the City of Temple. The official City of Temple website ([templetx.gov](http://templetx.gov)), the Parks & Recreation website ([templeparks.com](http://templeparks.com)), and Temple Public Library website ([templelibrary.us](http://templelibrary.us)) were each overhauled in FY 2020. Each site now features a user-friendly, modern layout with easily accessible information.

The Marketing & Communications Department uses Google Analytics to measure website traffic. The total number of website visits is the number of times a person visits the City’s website. If a person visits the website ten times in one month, each visit is counted towards total visits. A unique visit, on the other hand, seeks to estimate individual visitors; no matter how many times they visit the site. For example, if a person visits the City’s website from the same IP address ten times in a month, that is counted as one unique visit and ten total visits. By analyzing the difference between total website visits and unique visits, the Marketing & Communications Department can estimate how often people return to the City’s website for information. Tracking the number of unique visitors helps the department determine if the information and messaging on the City’s website is reaching more people.



### DESTINATION WEBSITE TRAFFIC FY 2020

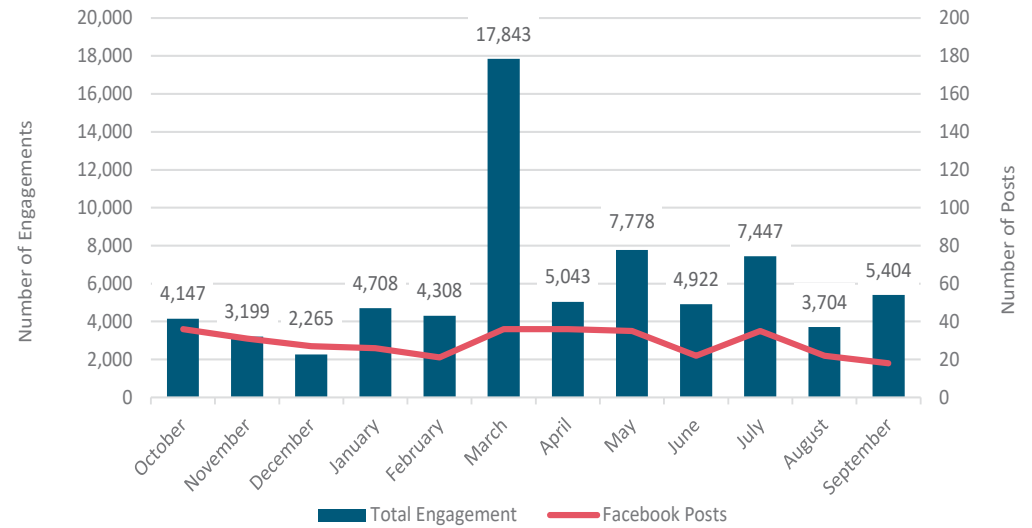
The destination website ([discovertemple.com](http://discovertemple.com)) showcases the amenities, experiences, and tourism/hospitality businesses that make Temple a desirable destination. Though the travel and tourism industry took a hit at the onset of the COVID-19 Pandemic, the steady rise in the destination website traffic indicates that interest in tourism may be recovering as people look to discover Temple.



## SOCIAL MEDIA ENGAGEMENT FY 2020

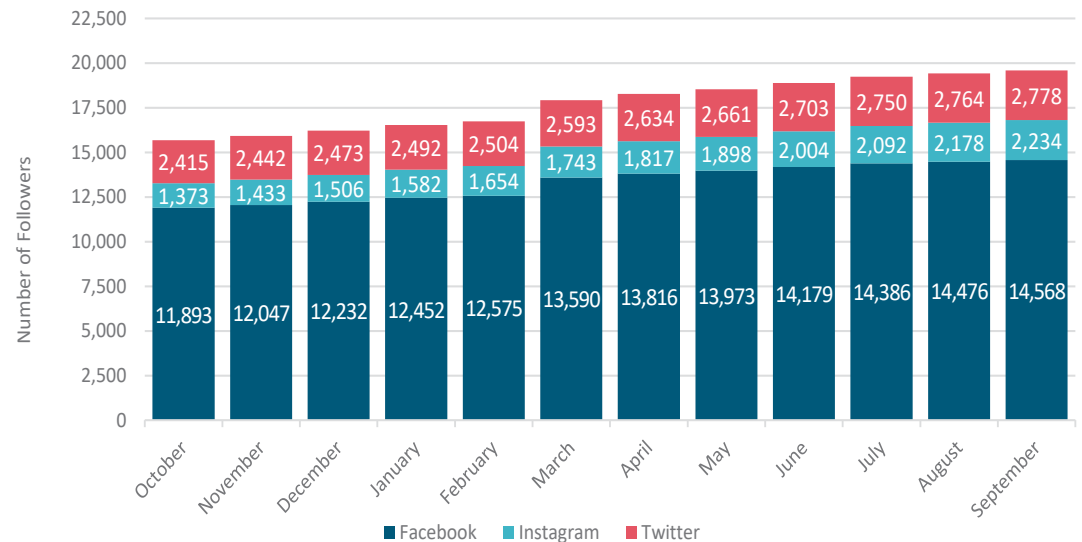
### CITY OF TEMPLE FACEBOOK PAGE

Engagement—people’s interactions with a social media post—is measured by adding together all reactions, comments, shares, likes, clicks, and messages related to a post. Interactions with the City’s Facebook posts related to the COVID-19 Pandemic led to a notable spike in engagement during March 2020.



## SOCIAL MEDIA FOLLOWERS FY 2020

A social media follower is someone who chooses to allow the City of Temple’s posts in their content feed. A steady increase in social media followers—across all platforms—is an indicator of successful social media campaigns. Every month of FY 2020, more people decided they wanted to see the City’s messaging and content on a regular basis. Through well-timed, relevant, and visually appealing content, the Marketing & Communications Department increased the City’s social media followers by 25% in just one year. (Data displayed here does not include followers of other City pages such as Parks & Recreation, Police, Fire, or Library.)







# Stacey Hawkins

## DIRECTOR OF PERFORMANCE EXCELLENCE

FY 2020 was a successful first year for the Office of Performance Excellence. Our office spearheaded the development of a comprehensive safety program, a performance management system, and a new performance review process that develops, engages, and rewards excellent employee performance. For several months we collaborated with each department's management team to develop detailed task lists and timelines to operationalize and implement the City's strategic plan. Using collaborative work management software, we tracked and reported on the City's progress towards meeting its strategic plan goals. In FY 2021, we look forward to developing a departmental safety ambassador program and expanding our use of data to help managers make decisions and drive innovation.

### FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS

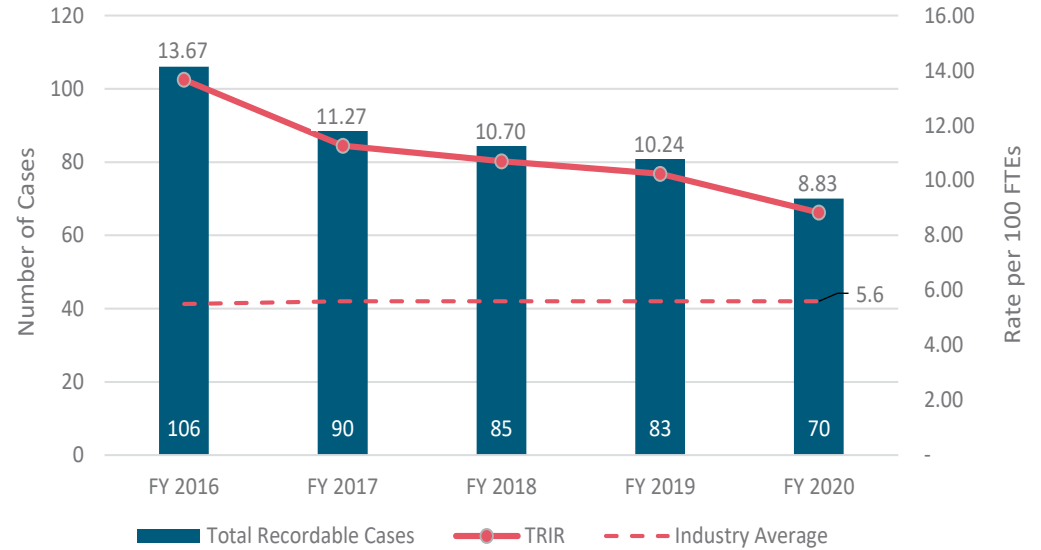
- Implemented a performance management system to track and report strategic plan progress and key performance measures
  - Implemented collaborative work management software to track the progress of the City's Strategic Plan
- Developed a comprehensive safety program
  - Drafted policies and procedures related to safety training, accident prevention, safety analytics, and hazard communication
- Developed an Accident Prevention Plan

### FY 2021 - STRATEGIC PLAN FOCUS

- Establish a City Council orientation program and a board member orientation program
- Implement a performance management system to track and report strategic plan progress and key performance measures
  - Implement web-based, key performance measures dashboards
- Implement a new, employee performance review software
- Implement a performance review process that develops, engages, and rewards excellent employee performance
- Implement a departmental safety ambassador program

### TOTAL RECORDABLE INJURY RATE (TRIR) FY 2016 - FY 2020

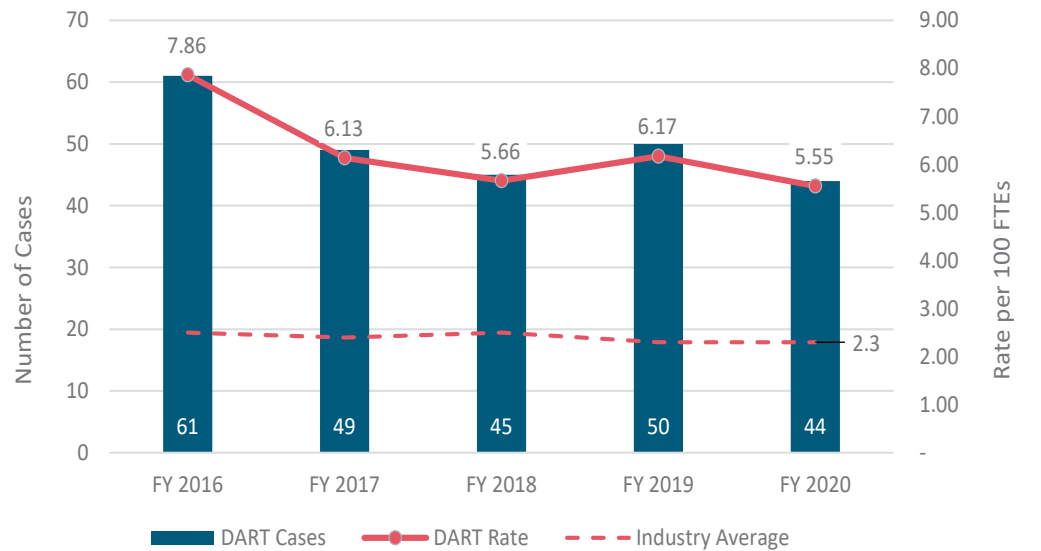
The total recordable injury rate is based on OSHA’s definition of a recordable injury. In general, a recordable injury is one that requires medical treatment beyond first aid or leads to lost time for the employee. Each year, the U.S. Bureau of Labor Statistics publishes work-related injury and illness data by industry and establishment size. With the data contained in that report, the City of Temple can assess its injury rate in comparison to similar organizations. For comparison, the City of Temple looks to the Local Government industry category with an establishment size of 250-999 employees. Not only did the rate of recordable injuries decrease each year from FY 2016 to FY 2020, but the total number of injuries decreased each year as well.



### DAYS AWAY, RESTRICTED, OR TRANSFERED (DART) RATE

Injuries that result in days away from work, restricted duties, or transfer of duties (DART) are considered recordable injuries. DART is a component of the total recordable injury rate (TRIR), and it specifically measures the impact of injuries on the organization’s mission. When employees are unable to work or are restricted from performing their normal duties, the organization is not able to utilize its resources as efficiently to provide goods and services.

In FY2020, the Office of Performance Excellence began developing an organization-wide, comprehensive safety program. In FY 2021, implementation of an Accident Prevention Plan and a departmental safety ambassador program will further the City’s commitment to making safety a priority to ensure employees go home safe every day.





## PLACES & SPACES FOCUS AREA FY 2020 PROGRESS

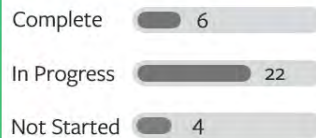
The Places & Spaces focus area reflects our commitment to making Temple a place you love to call home. Providing an excellent quality of life for our citizens is an important priority reflected throughout the goals and initiatives of the Places & Spaces focus area.

There are two goals and 32 initiatives included in this focus area. During FY 2020 we implemented projects that support our goals of providing beautiful spaces and unique experiences and of fostering neighborhoods where people love to live. Highlights of the progress made during FY 2020 include: the development of a parks and trails master plan; improvements to the process for substandard housing abatements, as well as support for downtown Temple through the development of a downtown-specific zoning ordinance; the development of brand guidelines; and a new website to promote downtown attractions and events. The accomplishments of FY 2020 further our commitment to ensuring that Temple is a unique place with amazing arts, culture, dining, and recreation experiences and amenities.

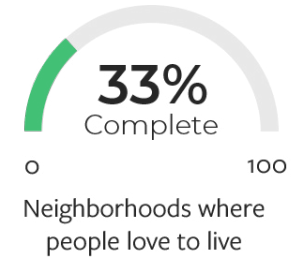
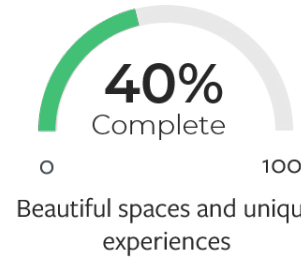
### FOCUS AREA

**38%**  
Complete

#### INITIATIVES



### GOALS





# Tammy Fennell

## DIRECTOR OF LIBRARY (INTERIM)

FY 2020 was an incredibly successful year for the Temple Public Library, largely thanks to the commitment and creativity of the library staff. In response to the closures and capacity restrictions related to the COVID-19 pandemic, library staff developed virtual programs, take-home activity kits, and a curbside delivery system to ensure patrons could continue checking out books. In FY 2021, we are excited to implement a new, integrated library system that will improve efficiencies and connectedness for both staff and patrons. The new digital system features capabilities related to acquisitions, cataloging, circulation, two-way texting, and an amazing public access catalog that will allow patrons to check out books and other library resources online.

### FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS

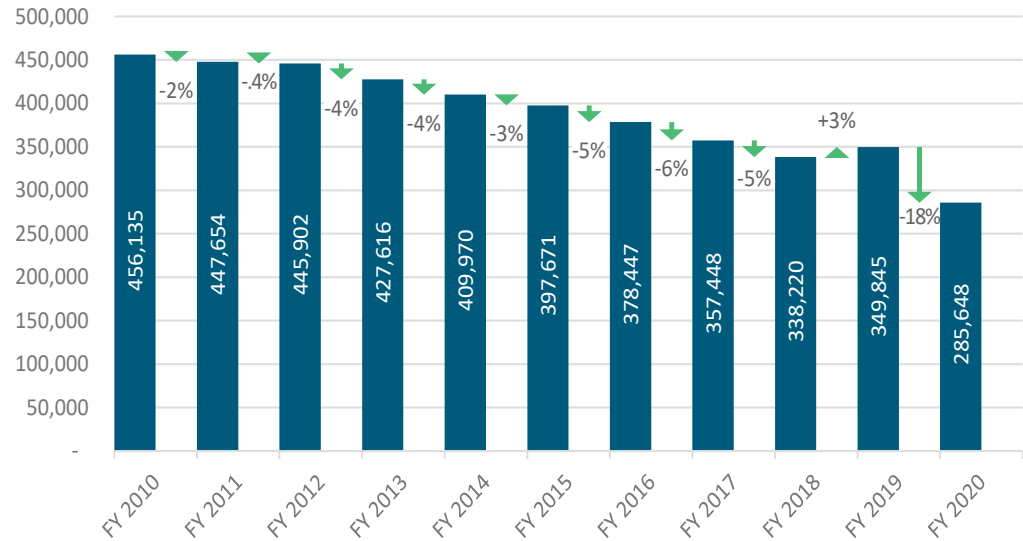
- Designed programs, services, and collections based on the needs and interests of the community
  - Designed two new youth programs for school-aged children
  - Developed programming and promotion for a 3D printer
  - Purchased collection items based on circulation stats and patron requests
- Maintained welcoming, safe, and technology-enhanced spaces for learning and exploration
  - Developed protocol for staff to report needed building repairs
  - Updated security guard guidelines and procedures

### FY 2021 - STRATEGIC PLAN FOCUS

- Provide transparent, predictable, and efficient processes to make it easier for citizens and businesses to interact and do business with the City
  - Implement new Integrated Library System, an electronic bibliographic database containing resources available at the library
  - Reorganize collection according to standard call numbers
- Design programs, services, and collections based on the needs and interests of the community
  - Develop a new patron and a non-patron survey
  - Develop both in-person and virtual programming

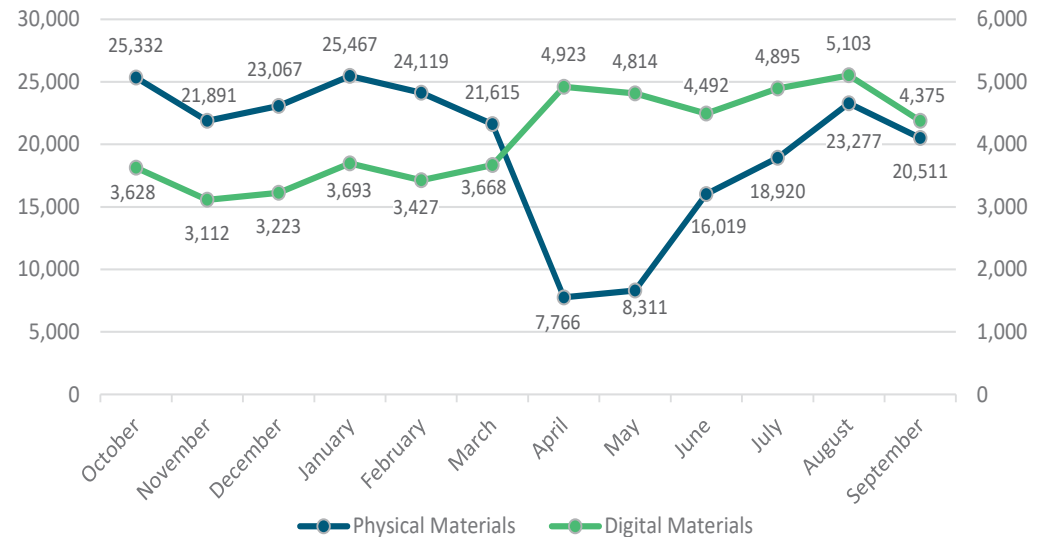
### LIBRARY CIRCULATION - PHYSICAL AND DIGITAL MATERIAL

Library circulation comprises the activities around the lending of library books and other materials to patrons. The Circulation Division oversees the circulation desk which provides lending services and facilities for returning loaned items. Circulation staff also provide basic search and reference services, though more in-depth questions are usually referred to reference librarians. The new Integrated Library System scheduled to be implemented in FY 2021 will offer enhanced technology for both library staff and patrons. Patrons will immediately see the efficiency of automatically checking out holds instead of scanning each title. Patrons will be able to obtain helpful information in both English and Spanish, and they will have the ability to automatically place holds on new arrivals from their favorite authors.



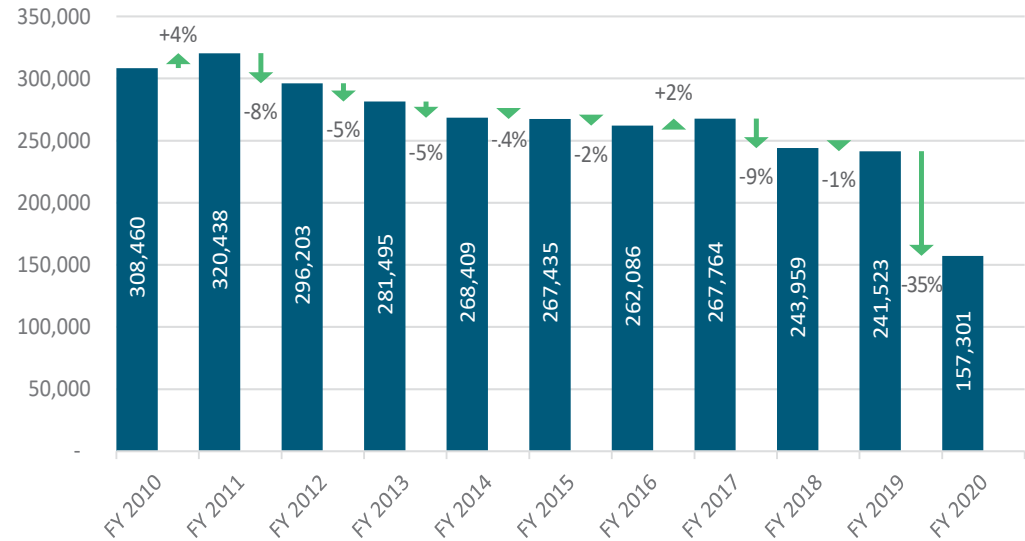
### MONTHLY LIBRARY CIRCULATION FY 2020

The Temple Public Library staff implemented curbside delivery services in March 2020 in response to the library closure due to the COVID-19 Pandemic. The curbside delivery service allows patrons to check-out books and other physical materials while the library is closed to visitors. Upon receiving a request, the circulation team gathers the requested materials within 24 hours and notifies patrons by e-mail when materials are ready for pick up. Though curbside services began as a health and safety measure, many patrons utilizing this service discovered other benefits and continued to utilize curbside delivery after the library re-opened in mid-June. The Temple Public Library has begun discussions about continuing this service long-term due to its high utilization rate.



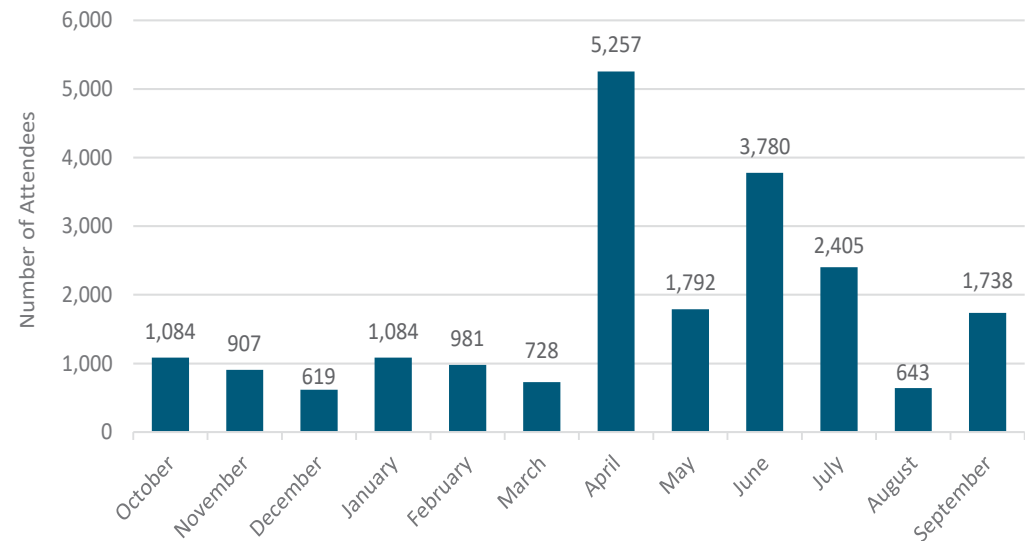
### NUMBER OF LIBRARY VISITORS FY 2010 - FY 2020

Each year, more than 200,000 people visit the Temple Public Library; however, the number of library visitors has steadily declined since 2011, with the largest decline in 2020 due to the COVID-19 Pandemic. The Library Master Plan, currently scheduled for FY 2023, will provide an in-depth analysis of library services and programs, as well as an evaluation of the library’s physical space. Through feedback received from surveys and focus groups, the master plan will include strategies, goals, and actions to increase attendance at the library. The improvements planned downtown will also likely help increase the number of visitors at the library.



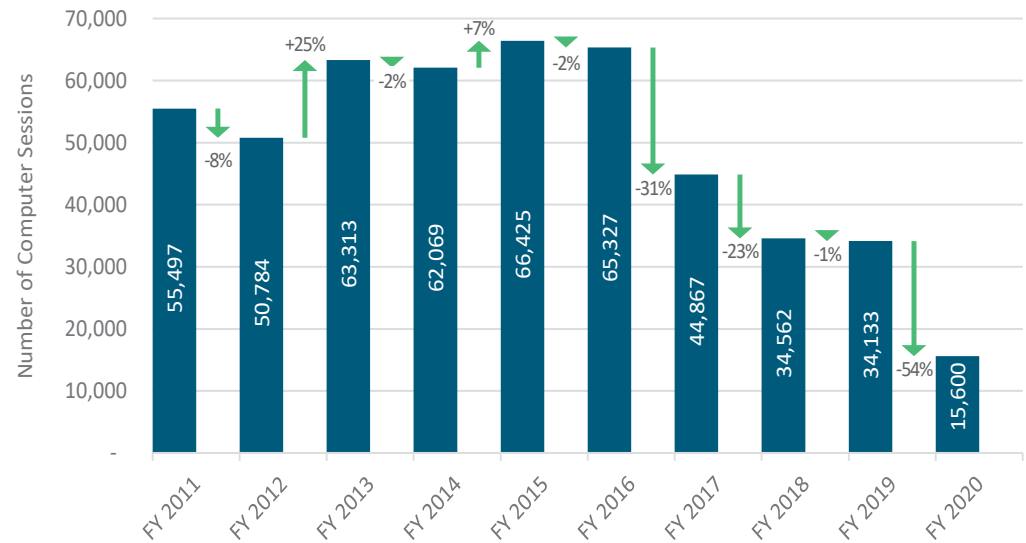
### LIBRARY PROGRAM PARTICIPATION FY 2020

The Temple Public Library offers a wide array of programs for both youth and adults. October to March numbers are counts of in-person program attendance. The Temple Public Library stopped hosting in-person programming in March and has not resumed due to the on-going pandemic. April through September numbers represent virtual and take-home activity program participation. Online program attendance is counted by one view on social media which equals one program participant.



### PUBLIC COMPUTER UTILIZATION FY 2011 - FY 2020

Public computer usage at the library has steadily declined over the last few years. While some patrons truly value and utilize library computers, there is considerably less demand for this service at present. Decreased public computer utilization could be due to schools now providing students with iPads and other electronic devices to complete research and homework assignments. The Library Master Plan, currently scheduled for FY 2023, will analyze usage data to determine how the library could potentially use spaces and resources to offer services that are in higher demand.





## Kevin Beavers

### DIRECTOR OF PARKS & RECREATION

Two words come to mind when I think of the Parks & Recreation Department—creative and resilient. Through the challenges of the COVID-19 pandemic, our staff continued to safely provide services to the public through modified programs, enhanced cleaning schedules, and a new online reservation system. The parks division never missed a beat as they kept up with their daily regimen of mowing, edging, trash pickup, and restroom cleaning. One of our department’s major accomplishments this year was the organization of Hillcrest Cemetery’s records. After 16 months of diligent work, we have consolidated all of the cemetery’s records into one digital file with more than 19,000 entries. In FY 2021, I look forward to the completion of the new maintenance building at the Parks & Recreation Headquarters. This building will allow us to consolidate the department’s administrative staff into one complex — leading to more efficient processes and boosting comradery across the department.

#### FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS

- Acquired a new Parks and Recreation Department administrative facility
- Developed a Parks and Trails Master Plan
- Planned for, designed, constructed, and invested in the continued maintenance of and improvement to the City’s park, recreation, greenspace, and trail system
  - Installed Alta Vista Playground
  - Replaced Walker Pavilion Slab
  - Repaired Pour and Play at ADA Playground
  - Improved trail at Whistle Stop Playground

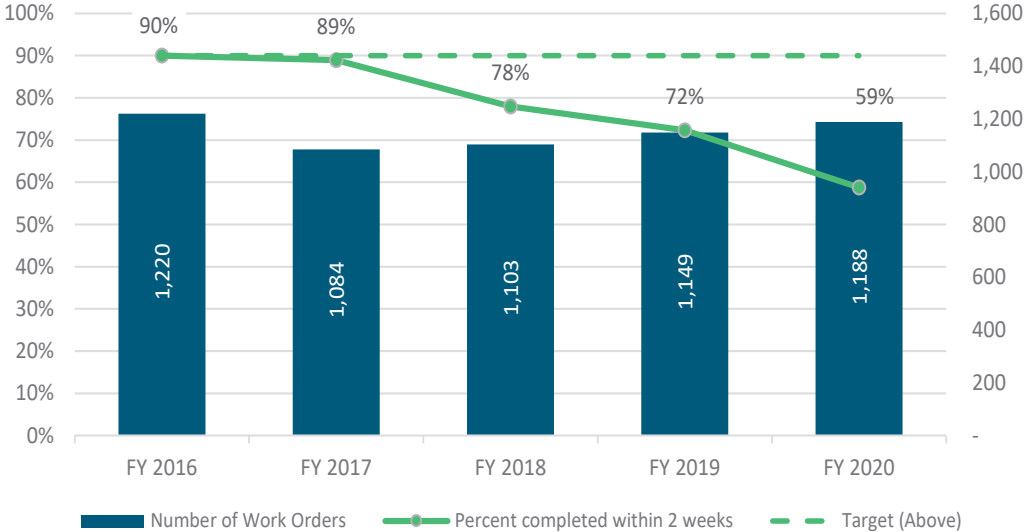
#### FY 2021 - STRATEGIC PLAN FOCUS

- Pursue accreditation for the Parks & Recreation Department
- Plan for, design, construct, and invest in the continued maintenance of and improvement to the City’s park, recreation, greenspace, and trail system
  - Replace Sam Farrow Amphitheater shingles
  - Refurbish entry sign at Bend of the River



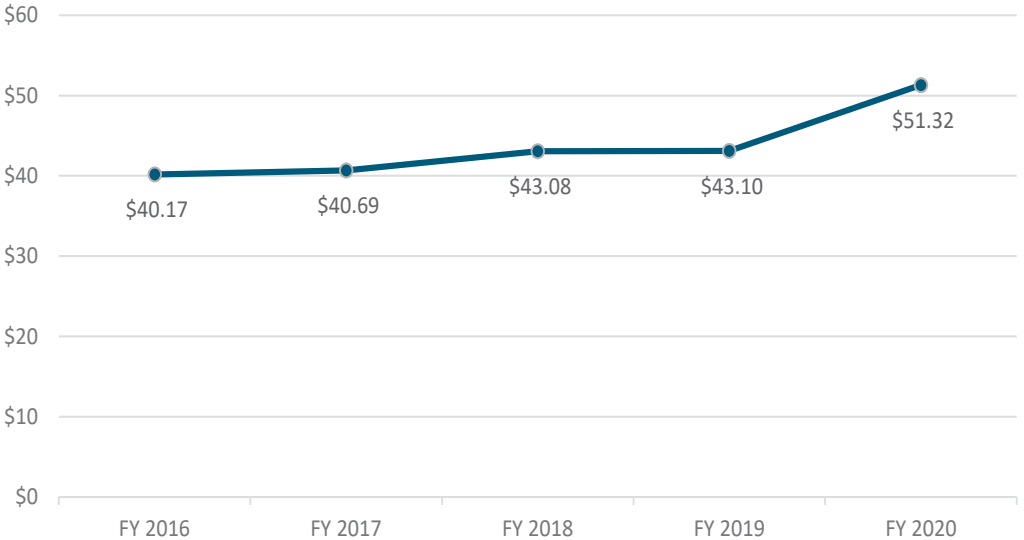
**PARKS MAINTENANCE TIMELINESS  
FY 2016 - FY 2020**

The Parks Division aims to complete all non-emergency work orders within two weeks. The progressive decrease in work order timeliness since 2016 could be a result of increased maintenance demands and periodic staffing shortages.



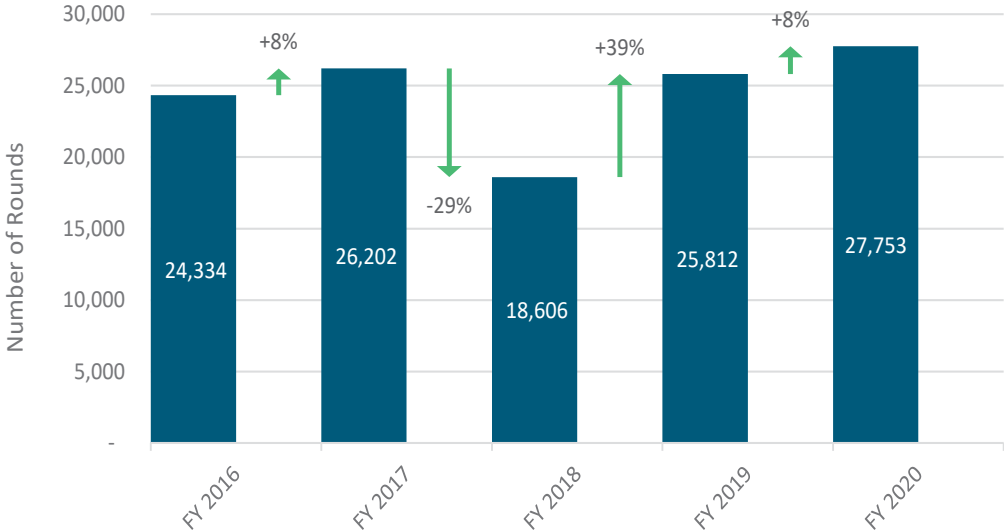
**PARKS MAINTENANCE SPENDING PER  
CAPITA FY 2016 - FY 2020**

High quality parks and recreational opportunities are vital to a healthy and thriving community. In fact, a June 2019 Preventative Medicine Reports article concluded that higher per capita spending on parks and recreation is associated with lower mortality rates. By tracking maintenance spending per capita, the Parks Division can ensure maintenance keeps pace with population growth and the needs of aging park infrastructure.



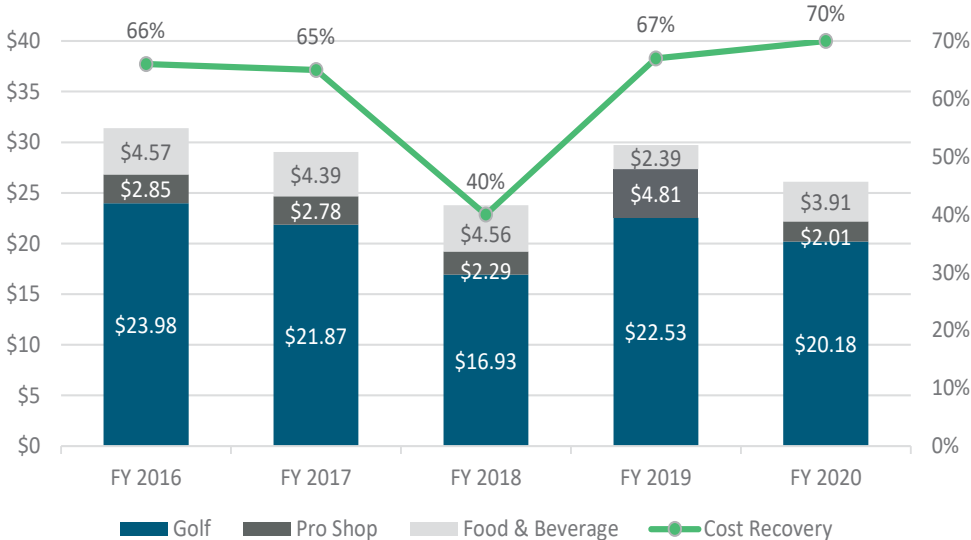
**TOTAL ROUNDS OF GOLF PLAYED  
FY 2016 - FY 2020**

In general, the number of golf rounds played has the largest impact on the golf course’s ability to meet its cost recovery goal each year. Weather and the course’s appearance are the most significant determining factors in the number of rounds played.



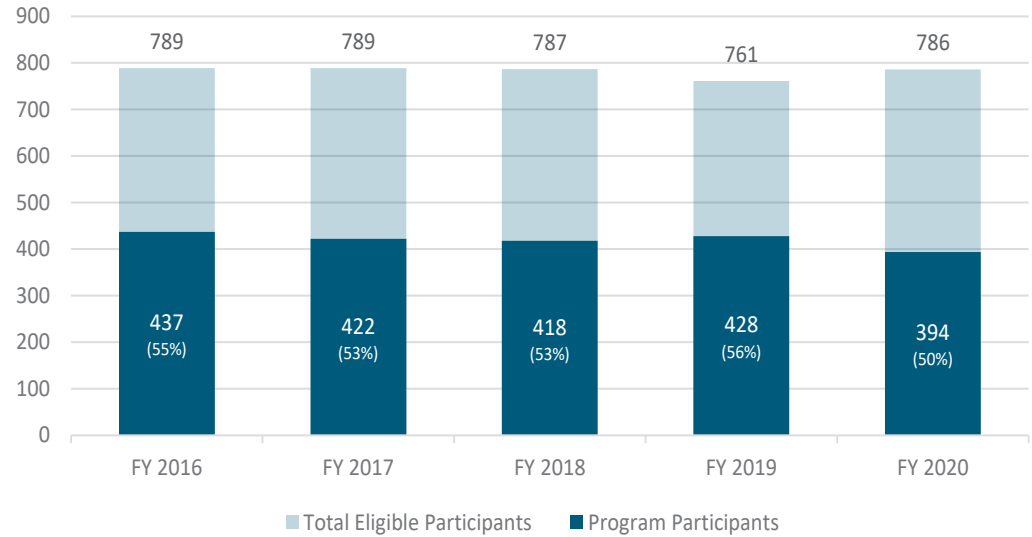
**AVERAGE REVENUE PER GOLF ROUND  
FY 2016 - FY 2020**

The golf course aims to cover 83% of its operating costs with revenue generated from golf course activities. Though green fees and cart fees are the largest source of revenues, the golf course also generates revenue from selling pro shop merchandise, as well as food and beverage items. Staff members review sales data to ensure the golf course offers items for sale that are in alignment with customer preferences.



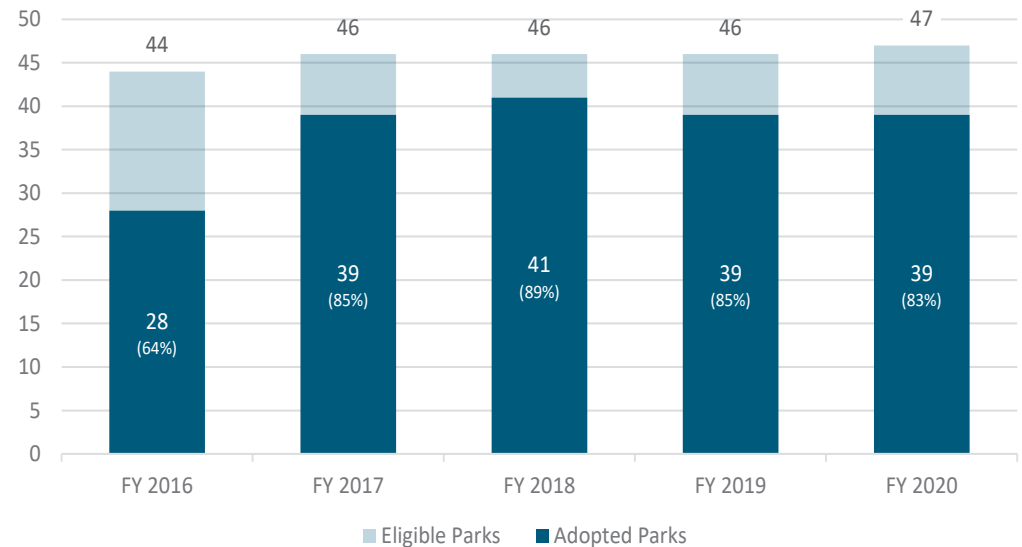
### WELLNESS PROGRAM PARTICIPATION FY 2016 - FY 2020

The goal of the Wellness Program is to encourage City of Temple employees to pursue a healthy lifestyle and regular physical activity. An active and healthy workforce is essential to a high-performing organization. This data is used to identify trends in participation and tweak programs in order to increase employee participation.



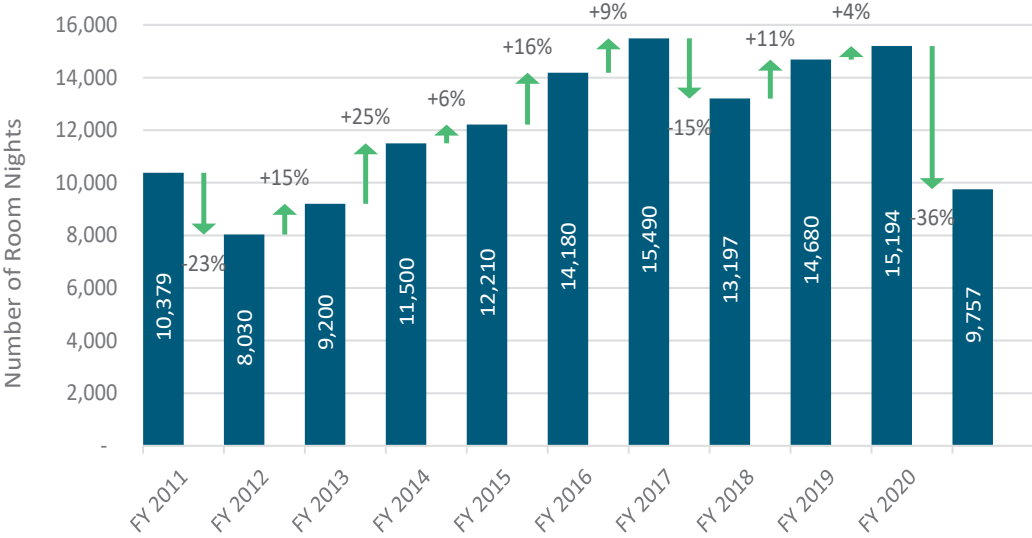
### ADOPT-A-PARK PROGRAM PARTICIPATION FY 2016 - FY 2020

The Adopt-a-Park Program enables groups and individuals to take an active part in maintaining the beauty and cleanliness of city parks. This special volunteer opportunity is a way for residents to feel empowered and engaged within their community. With one park added to the list of eligible parks in FY 2020, there are now eight parks available for adoption.



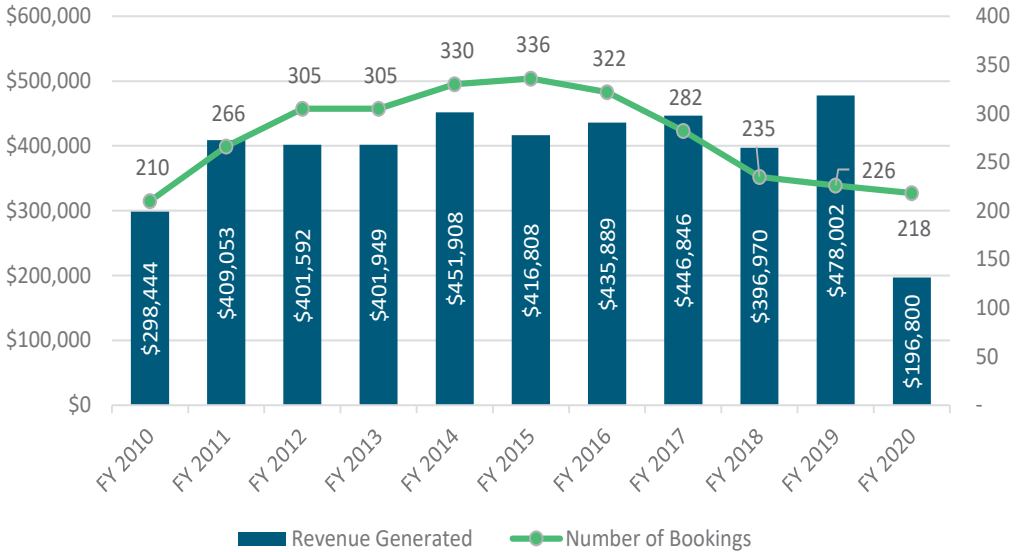
### ROOM NIGHTS GENERATED FROM MEETINGS AND SPORTING EVENTS FY 2011 - FY 2020

Meetings and sporting events that draw overnight visitors help support the local economy. Local businesses such as hotels, gas stations, restaurants, and retail stores all benefit from the direct spending of event attendees. The City receives a portion of the sales tax generated from local spending. The increase in sales tax gained from hosting meetings and sporting events supports the City's ability to provide high-quality services and infrastructure.



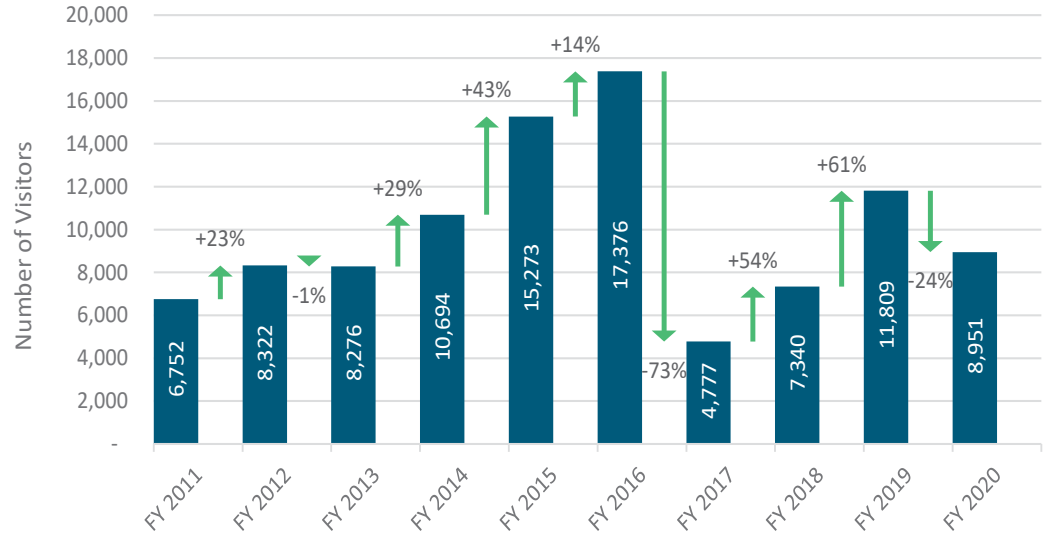
### MAYBORN CONVENTION CENTER BOOKINGS AND REVENUE FY 2010 - FY 2020

The Mayborn Convention Center generates revenue from renting out space and equipment, alcohol sales, food and beverage services, and catering services. The number of bookings is an indication of revenue projections; however, an increase in the number of bookings does not always result in increased revenues. Convention center services can be purchased a-la-cart; therefore, the convention center generates more revenue when customers select as many optional services as possible.



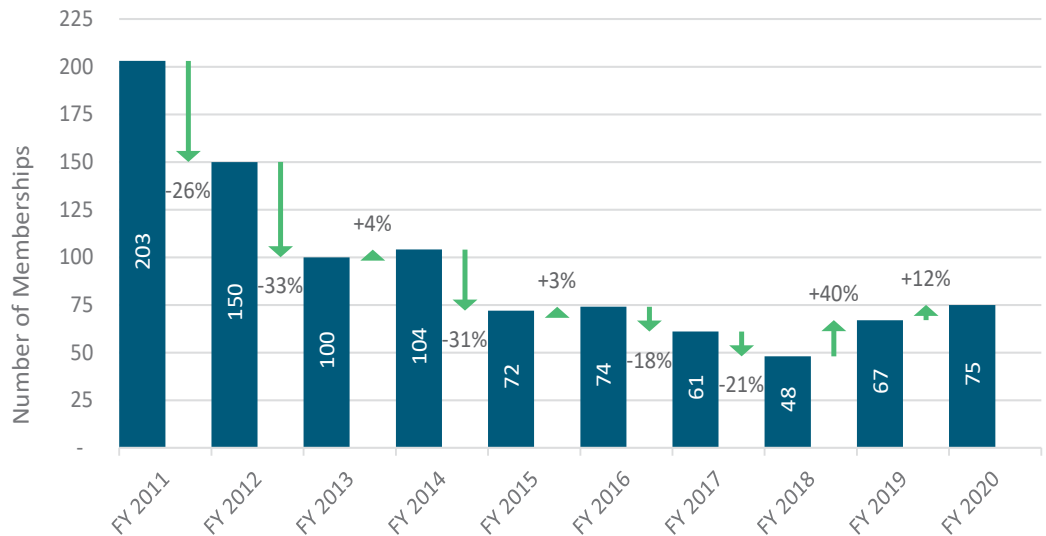
### TEMPLE RAILROAD & HERITAGE MUSEUM VISITORS FY 2011 - FY 2020

The Temple Railroad & Heritage Museum staff track the number of visitors in order to assess the success of the museum’s efforts in programming, exhibits, and overall ability to reach the public. Visitors substantially dropped in FY 2020 due to the COVID-19 Pandemic. Before the onset of the pandemic, the museum hosted two events per month on average. Due to the restrictions and closure of the pandemic, the museum lost all tour groups and rentals for the remainder of FY 2020.



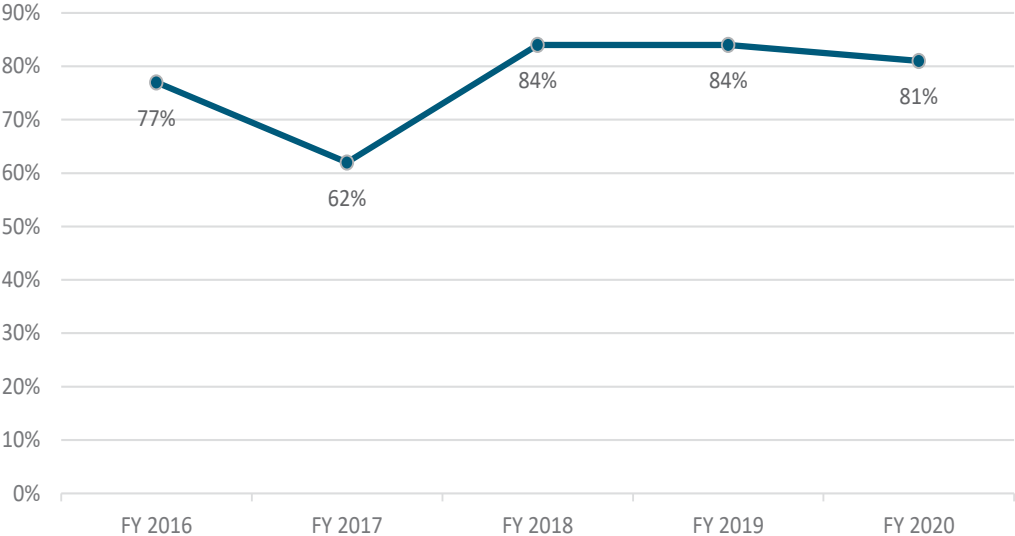
### TEMPLE RAILROAD & HERITAGE MUSEUM MEMBERSHIPS FY 2011 - FY 2020

Museum memberships are a source of revenue for the Temple Railroad & Heritage Museum. The museum strives to feature creative exhibits and programming to attract residents to purchase memberships for member only events, as well as member discounts for events and merchandise. Membership growth in FY 2019 and FY 2020 occurred mostly due to the efforts of the Museum Development Assistant.



### SUMMIT RECREATION CENTER COST RECOVERY RATE FY 2016 - FY 2020

The Recreation Division tracks the Summit Recreation Center cost recovery rate on a daily, monthly, and yearly basis to determine health and wellness trends within the community and region. Memberships, fitness and instructional classes, facility rentals, and tennis fees are major sources of revenue—all of which significantly dropped in FY 2020 due to the COVID-19 Pandemic. In addition to the pandemic, the growth in fitness facility options in Temple over the last few years could impact memberships and revenue at the Summit Recreation Center.



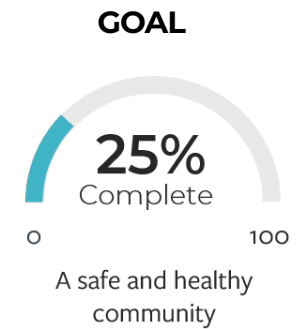


## PUBLIC SAFETY FOCUS AREA FY 2020 PROGRESS

The Public Safety focus area reflects our commitment to providing the community a safe place where citizens and businesses can thrive. We are committed to and focused on fostering positive relationships with the community.

There is one goal and eight initiatives included in the Public Safety focus area. During FY 2020 we implemented initiatives to support our goal of a safe and health community such as updating and expanding the outdoor warning siren system. We also made significant progress toward the update of the Insurance Services Office assessment of Temple’s public protection classification.

FOCUS AREA  
**25%**  
Complete





# Mitch Randles

## FIRE CHIEF

FY 2020 was a very busy year for Temple Fire and Rescue. Not only did we take the first steps to becoming an internationally accredited fire department, we also initiated Temple's first Insurance Service Office review since 1996 in an effort to lower insurance costs for Temple residents. In response to the COVID-19 Pandemic, we obtained personal protective equipment for City staff, nursing homes, churches, and other non-profit groups. In support of the City's initiative to provide additional response capabilities, we placed a new ladder truck and rescue truck in service and ordered a new aerial platform truck to be delivered and placed in service in FY 2021.

### FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS

- Pursued accreditation for the Fire Department
  - Attended National CPSE Accreditation Conference and completed accreditation training
- Developed or update standard operating procedures for each department
  - Reviewed and updated 100% of department SOPs
- Implemented a shift scheduling software for Fire Department personnel
- Updated and expand the outdoor warning siren system
- Requested that the Insurance Services Office perform an updated assessment of Temple's public protection classification

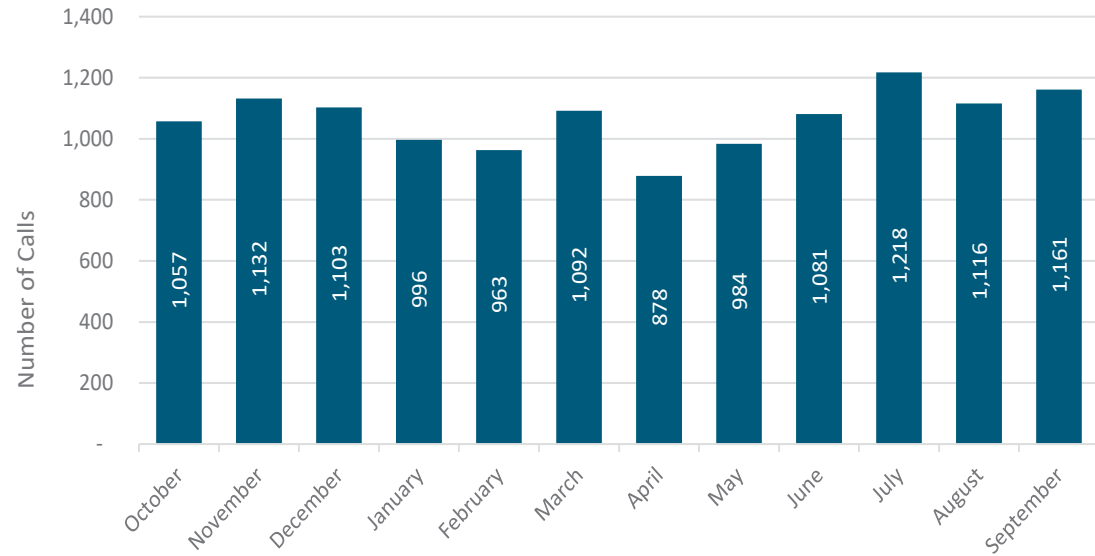
### FY 2021 - STRATEGIC PLAN FOCUS

- Pursue accreditation for the Fire Department
  - Complete Standards of Coverage document
- Make strategic improvements to fire stations
  - Upgrade emergency generators at Stations #4 and #5
  - Remodel kitchen and replace flooring in Station #4
- Provide additional response capabilities to maintain emergency services in response to growth and increasing service demands
- Develop a Fire Master Plan



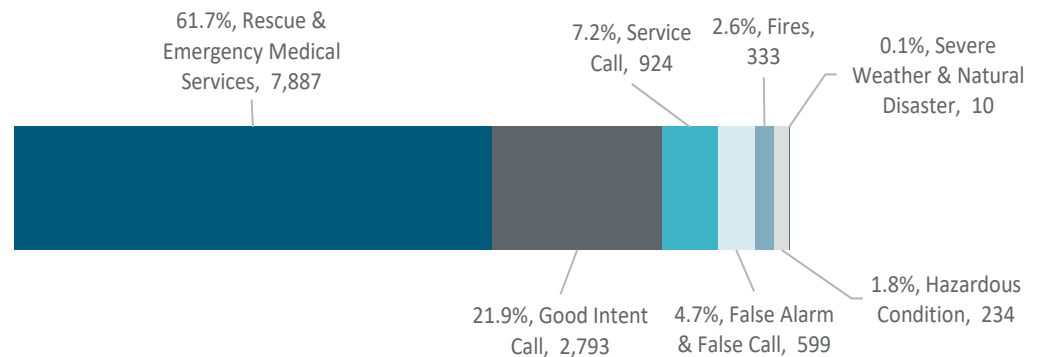
### TOTAL CALLS FOR SERVICE FY 2020

Total calls for service is the number of requests for service received by the Fire Department for all emergency and nonemergency incidents. In FY 2020, Temple Fire and Rescue responded to more than 12,700 calls for service. Every call for service is categorized by incident type: Rescue & Emergency Medical Services, Good Intent, Service Call, False Alarm/False Call, Fires, Hazardous Condition, and Severe Weather/Natural Disaster.



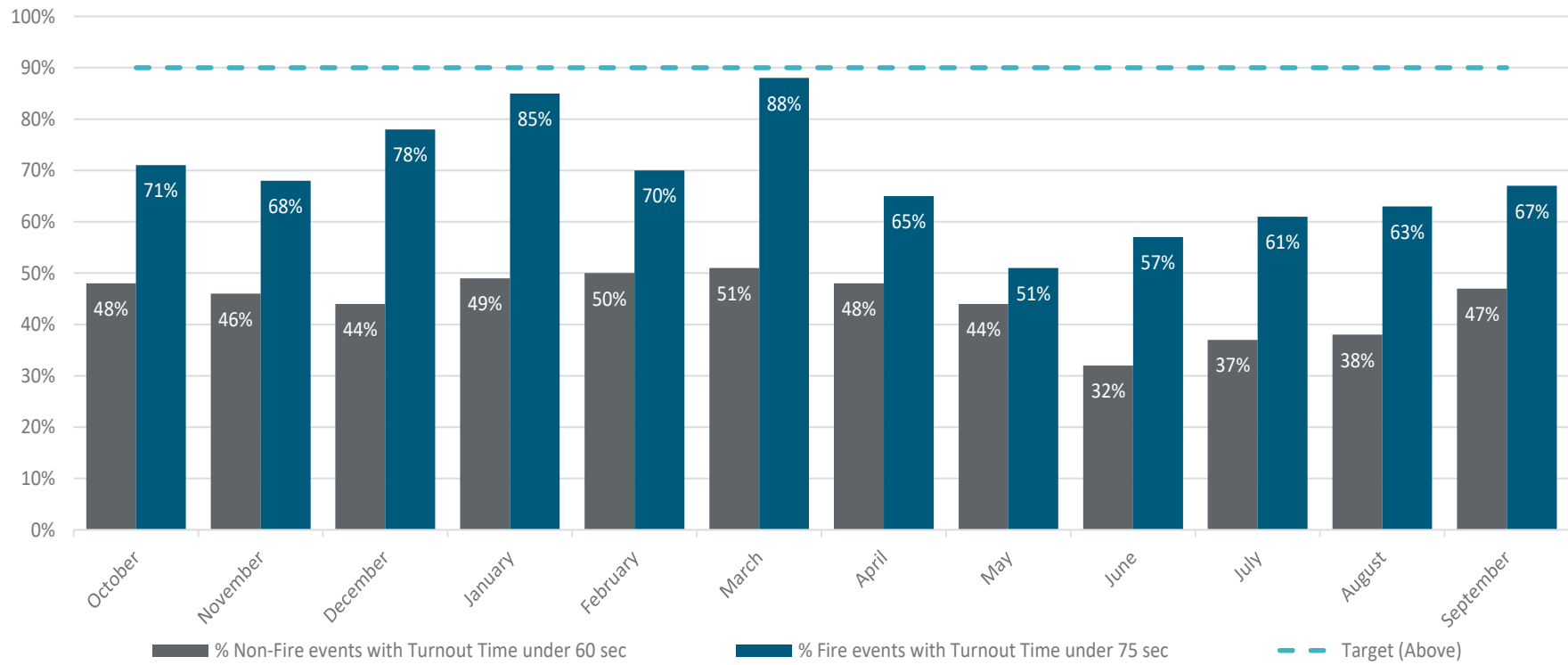
### TOTAL CALLS BY INCIDENT TYPE FY 2020

Many are surprised to discover that fire incidents only represent about 2-5% of the Fire Department's annual calls for service. In fact, almost two-thirds of all calls for service are for rescues and medical emergencies. Good intent calls also represent a surprisingly large portion of calls for service. These are calls where the caller believes there is an emergency situation, but upon arrival, the Fire Department discovers that no real issue exists. Some examples include steam coming from an exterior clothes dryer vent that looks like smoke, or a backyard BBQ grill that makes the home appear to be on fire. Service calls, the third largest category, are for non-emergent services provided to citizens, such as shutting off water, assisting a person locked out of their home/car, or helping lift a person who has fallen.



## TURNOUT TIME FY 2020

Turnout time is measured from the moment a call is received from Dispatch to the moment the fire truck is physically moving towards the call for service. For fire incidents, the Fire Department’s goal is to have a turnout time of 75 seconds, 90% of the time. For all other incident types, the Fire Department’s goal is to have a turnout time of 60 seconds, 90% of the time. The additional 15 seconds for fire incident calls is to give crews time to put on firefighting gear prior to getting into the apparatus. This ensures that firefighters can begin firefighting activities immediately upon arrival at the scene. By closely monitoring turnout time performance, the Fire Department’s leadership team discovered that outdated technology and some crew practices caused the department to fall short of turnout time goals throughout FY 2020. The Fire Department is in the process of replacing the outdated technology and implementing improvement plans for crew practices. Once these solutions are in place and fully functional, turnout time performance is expected to increase significantly.





# Shawn Reynolds

## POLICE CHIEF

During FY 2020, the Temple Police Department completed several major projects to ensure Temple is a place you love to call home. The COPS unit completed a downtown security and lighting plan to provide enhanced safety to Downtown visitors. In response to the COVID-19 pandemic, we expanded the use of on-line reporting and began the purchase and implementation of a new, digital fingerprinting system; equipment necessary to protect the health of department personnel against the virus. Overall, the year featured many promotions and career development opportunities for department employees, and in FY 2021, we will continue to invest in training, licensing, and certification opportunities to support performance excellence.

### FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS

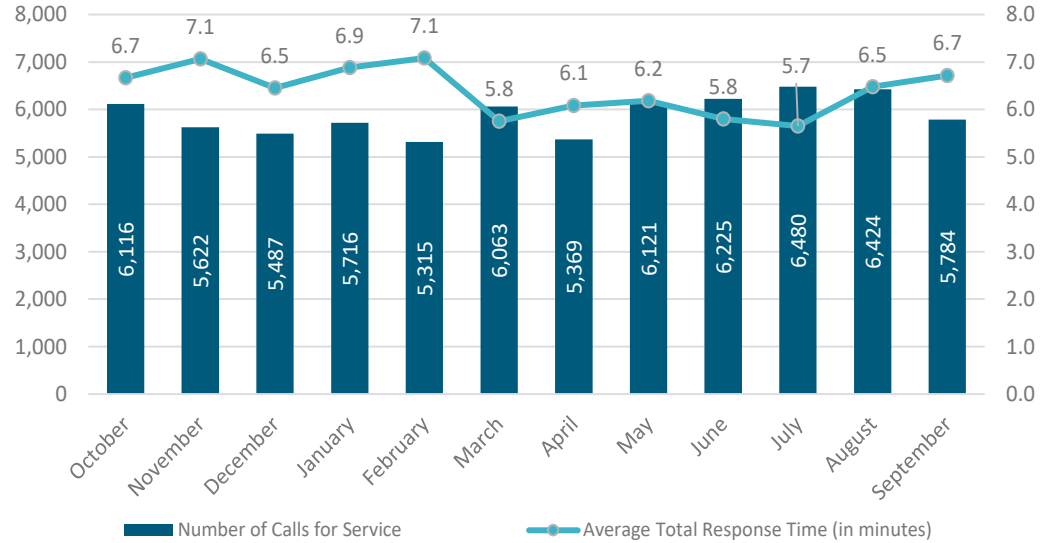
- Developed or updated standard operating procedures
  - Updated 100% of department SOPs and created new SOPS—Parking Enforcement Official, Violent Crimes Enforcement Squad, and Crime Scene Unit Create Development Guidebook
- Developed a Downtown Security and Lighting Master Plan
- Provided additional response capabilities
  - Secured DOJ funding for three additional officers for the Community Policing Unit
  - Purchased a 3D crime scene system to improve the quality of photographic evidence and reduce officers' time on scene

### FY 2021 - STRATEGIC PLAN FOCUS

- Provide transparent, predictable, and efficient processes to make it easier for citizens and businesses to interact and do business with the City
- Continue to invest in training, licensing, and certification opportunities to support performance excellence
- Engage citizens in ways that promote trust and community connectivity
- Provide educational programs and information to enhance public health and safety awareness

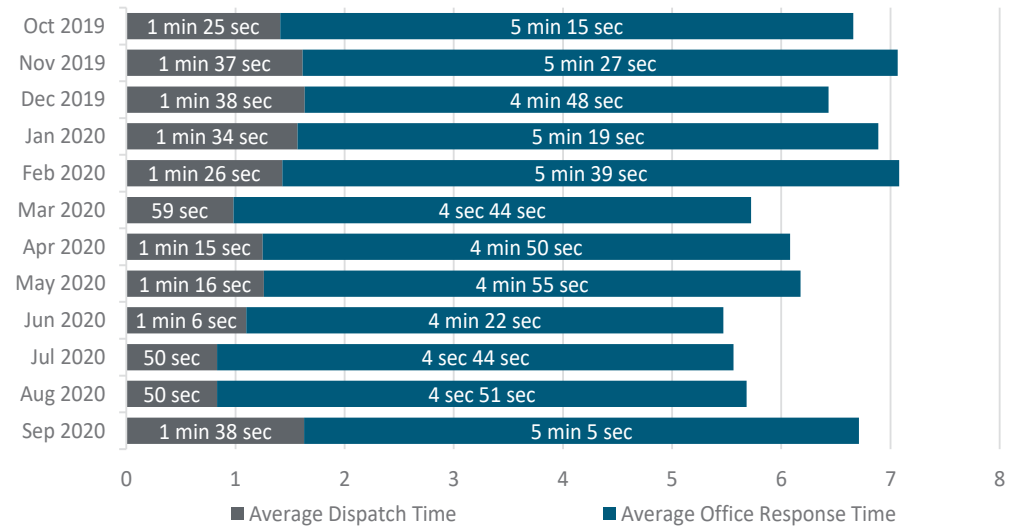
### TOTAL CALLS FOR SERVICE FY 2020

Calls for service to law enforcement agencies generally include calls to “911” for emergency assistance as well as calls to non-emergency numbers. Measuring calls for service year-over-year can be helpful in measuring and monitoring workload, determination of staffing needs, and can help the community understand and visualize the demands for police service.



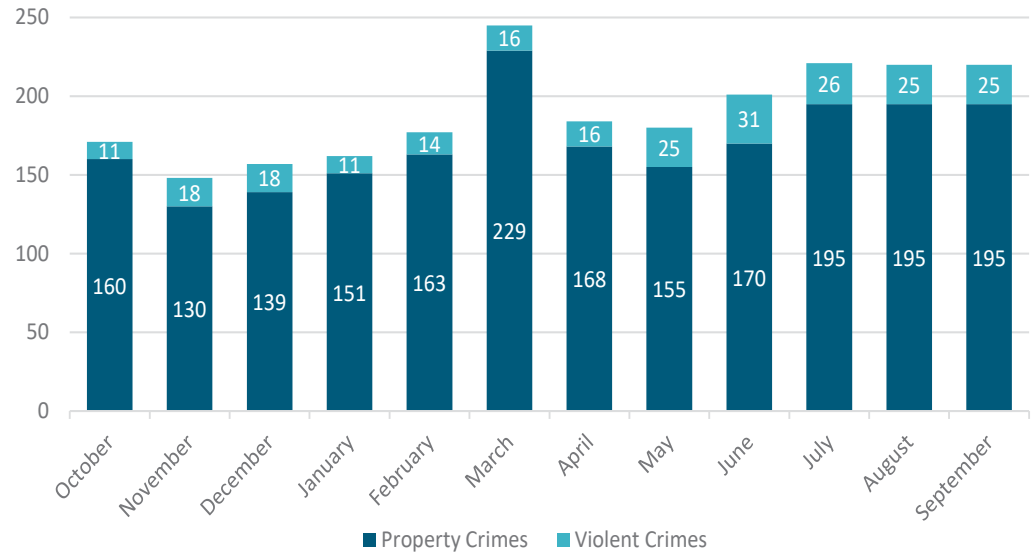
### AVERAGE TOTAL RESPONSE TIME FY 2020

Response time consists of three components: process time, dispatch time, and dispatch-to-arrival time. Communications staff (call takers) influence process time. Dispatch time is affected both by Communications staff (dispatchers) and patrol officer availability. Patrol officers’ travel time is the primary driver of dispatch-to-arrival time (Officer Response Time).



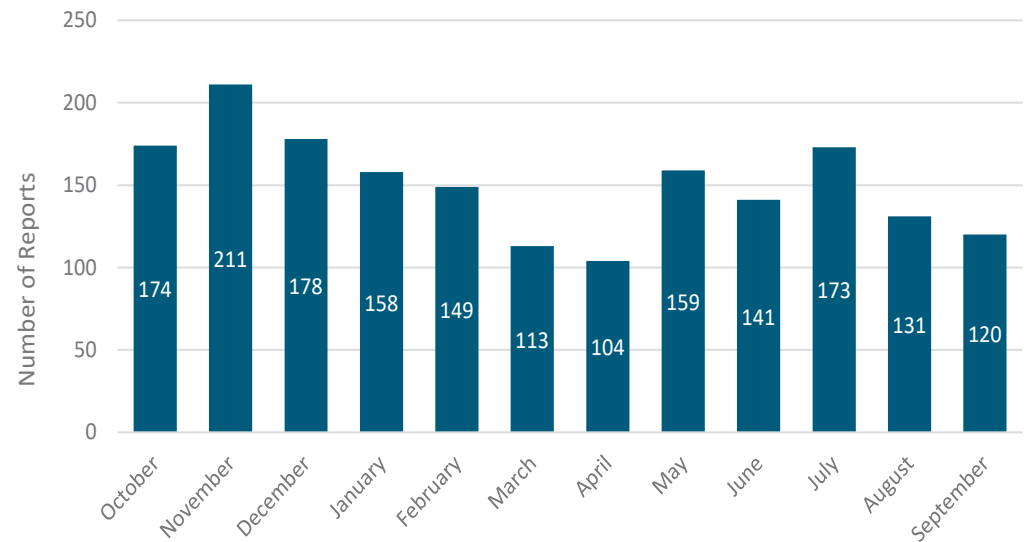
### TOTAL PART 1 CRIMES FY 2020

The Uniform Crime Reporting (UCR) Program provides nationwide statistics on eight indexed crimes known as Part 1 Crimes. Part 1 Crimes are classified into two categories: violent crimes and property crimes. Aggravated assault, forcible rape, murder, and robbery are classified as violent crimes. Arson, burglary, larceny-theft, and motor vehicle theft are classified as property crimes.



### TOTAL ACCIDENT REPORTS FY 2020

Total Accident Reports reflects all reported vehicle accidents within the City of Temple. It is important to track total accident reports as it may inform engineering, education, and or enforcement improvements in specific areas. The goal is to reduce crashes, reduce call volume for the Temple Police Department, create a safer road network, and raise the profile of road safety in the community.





# Buford Craig

## DIRECTOR OF TRANSFORM TEMPLE

In FY 2020, our department’s involvement in the Neighborhood Planning District process allowed us to do a deep dive into several neighborhoods and gather data that helped code enforcement officers identify repeat offenders and reduce recurring violations. The Abatement Crew addressed more than 2,000 mows and worked alongside the Projects Crew to complete eight demolitions in-house, saving the City more than \$80,000. The Projects Crew also assisted with building access for several exciting downtown projects and took on additional duties in their expanded downtown cleanup area. In FY 2021, with our code compliance positions fully staffed for the first time in years, we can focus our efforts on proactive patrolling and developing innovative techniques to achieve voluntary compliance with City codes and regulations.

### FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS

- Developed or updated standard operating procedures
- Developed a housing reinvestment strategy
- Streamlined and improved the substandard housing abatement process
- Continued a growth management approach that encourages infill and redevelopment and maximizes the efficient use of public infrastructure
- Created a neighborhood planning program that identifies capital improvements, programs, and/or initiatives to meet resident’s needs and maintain the City’s high quality of life
  - Began four Neighborhood Planning District plans and graded all structures in each district

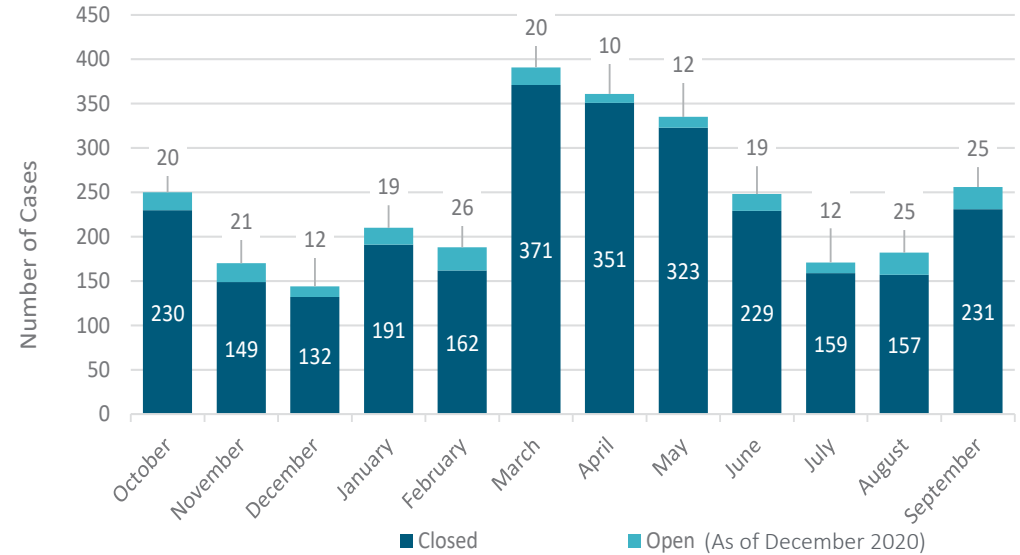
### FY 2021 - STRATEGIC PLAN FOCUS

- Plan for, design, construct, and maintain high quality public infrastructure and services in Downtown Temple
  - Develop plans to provide maintenance and parking enforcement for planned Downtown Parking Garages
- Expand the Downtown Transform Temple initiative
  - Hire additional agents to implement an evening hours program
- Create a neighborhood planning program that identifies capital improvements, programs, and/or initiatives to meet resident’s needs and maintain the City’s high quality of life
  - Begin four new Neighborhood Planning District plans and grade the structures in each district

### CODE COMPLIANCE CASES OPENED FY 2020

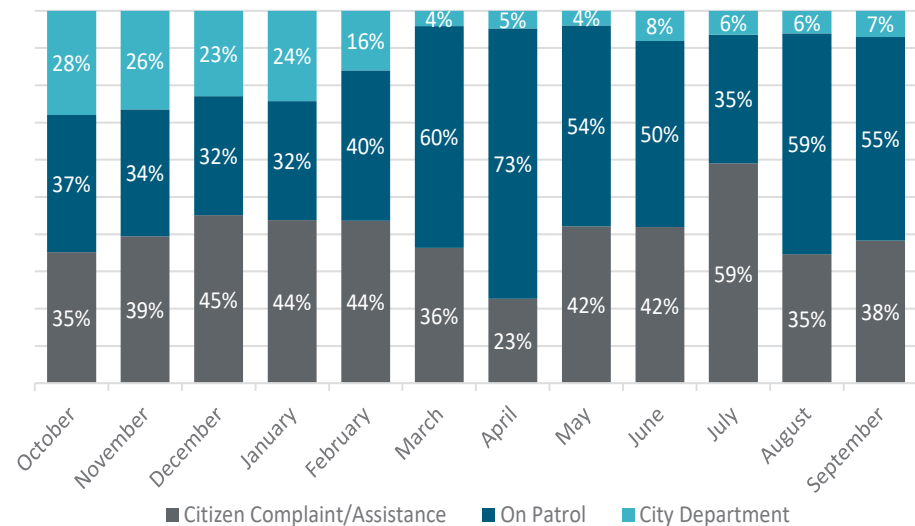
In order to ensure healthy, vital neighborhoods, Transform Temple attempts to prevent or eliminate health, safety, or aesthetic problems throughout the City. The three most common code violations are Junk and Debris, Junk Vehicles, and High Grass—with High Grass cases spiking in the spring and fall. The spike in code compliance cases in March and April can be attributed to the rise in High Grass cases. High Grass cases are the easiest to identify and the easiest to remedy since Transform Temple has its own mowing crew.

Rather than relying on punitive measures to resolve code violations, Transform Temple works with owners and residents to bring violations into compliance. As such, certain types of cases stay open for extended periods of time. As of December 2020, approximately 8% of cases opened in FY 2020 were still open.



### SOURCE OF CODE VIOLATION REPORTS FY 2020

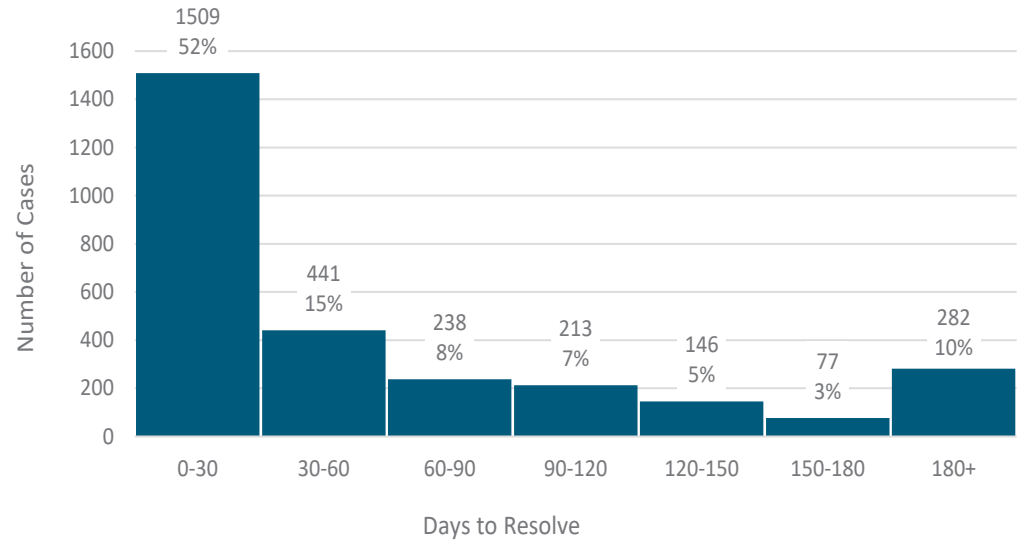
Transform Temple aims to proactively identify and resolve code violations before they are reported by citizens. With a limited number of code compliance officers, this is not always possible; therefore, the City has invested in technological resources to make it easier for citizens to report health and safety concerns to City staff. All code violations can be reported by phone at 254.298.5670, email at [codecompliance@templetx.gov](mailto:codecompliance@templetx.gov), or through the online or mobile application Track Temple.



### TIMELINESS OF CASE RESOLUTION FY 2020

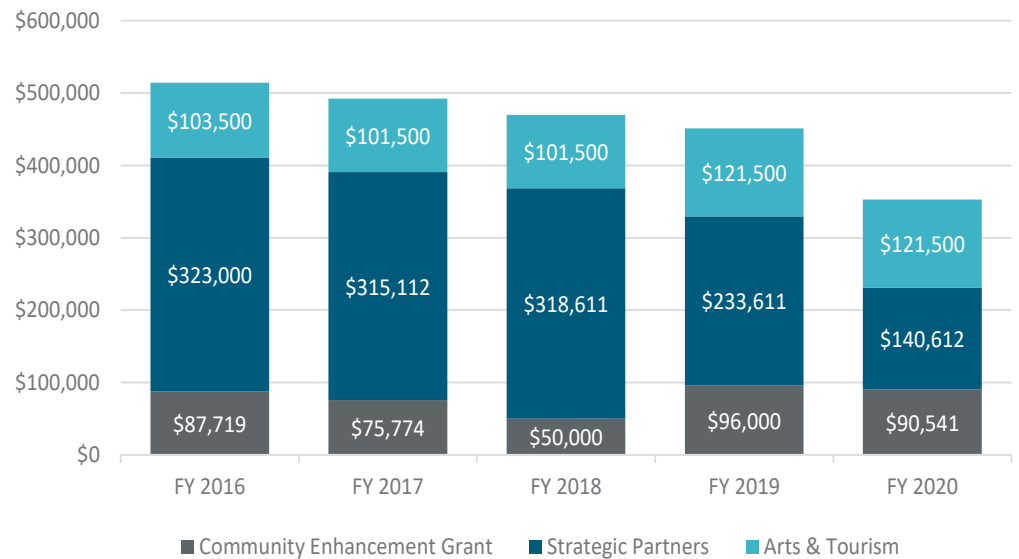
Transform Temple is dedicated to the timely resolution of code compliance cases. Approximately one-third of all cases opened in FY 2020 were resolved in two weeks or less. More than half of all cases were resolved in under a month.

Certain types of cases take much longer to resolve. For example, rather than fining homeowners for violations related to Substandard Housing, Transform Temple agents work with homeowners to develop and carry out plans to remedy violations. This approach not only ensures a safe and healthy environment for the homeowner, but also the surrounding neighborhood. By using this approach, it is not unusual for some cases to take six months to a year to resolve; however, once resolved, experience dictates that these cases have a lower likelihood of reoccurring.



### COMMUNITY ENHANCEMENT GRANT ALLOCATIONS

The Community Enhancement Grant (CEG) Program enables the city to leverage community partnerships to improve access to programs and resources for vulnerable populations in Temple. During FY 2020, the City used \$231,153 of its CEG allocation to fund CASA of Bell & Coryell Counties, Churches Touching Lives for Christ, Families in Crisis, Feed My Sheep, St. Vincent de Paul, Zoe’s Wings Foundation, the HOP, Keep Temple Beautiful, Neighborhood Services of Waco, Bell County Human Services, A New Day Fellowship, and Ralph Wilson Youth Club. By providing funding to these non-profit agencies, the City of Temple is able to enhance services available in the community related to housing, employment, education, and other social service needs.







## SMART GROWTH FOCUS AREA FY 2020 PROGRESS

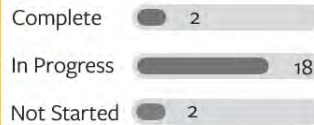
The Smart Growth focus area reflects our commitment to investing in our infrastructure and systems in order to prepare for growth and redevelopment as well as to preserve our assets.

There are two goals and 22 initiatives included in this focus area. During FY 2020 we implemented initiatives in alignment with our goals of being a city that supports well-managed growth and development and of providing infrastructure and systems that support exceptional services and community growth. The City completed the development of a comprehensive plan and a water and wastewater master plan. These two major planning efforts will provide the necessary direction and foundation for successful community growth and development for years to come.

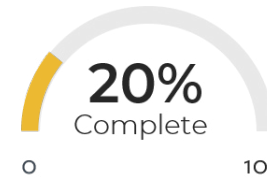
### FOCUS AREA

**37%**  
Complete

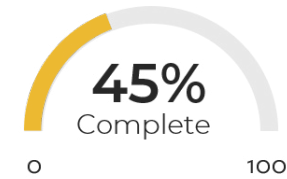
#### INITIATIVES



### GOALS



A city that supports well-managed growth and development to promote a thriving economy



Infrastructure and systems that support exceptional services and community growth



## M. Sean Parker

### DIRECTOR OF AIRPORT

What a year! When I started in this role as the Airport Director last November, I could not have imagined the challenges our team would face. In light of the travel restrictions and economic impacts of the COVID-19 pandemic, we realigned the airport's budget to minimize the impact to the General Fund. Despite the year's challenges, we began several major capital projects and worked with the City Attorney's Office to initiate an entire rewrite of the Airport Rules & Regulations, Minimum Standards, and the Airports and Aircraft chapter of the City's Code of Ordinances. Our successes this past year all come down to the airport's exceptional staff. Their ability to come together, adapt to new changes, and support the new direction of the airport's management, speaks volumes about their character and commitment to the City of Temple. As for FY 2021, we will continue rolling toward making the airport highly efficient, cost-effective, and customer friendly!

#### FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS

- Provided transparent, predictable, and efficient processes
  - Reinvigorated the Airport Advisory Board and began monthly meetings
  - Developed an airport marketing plan with the TEDC and the City's Marketing & Communications Department
  - Created a proposal for new rates and fees to make the airport more fiscally sound
- Planned for, designed, constructed, and maintained high quality mobility infrastructure, systems, and services
  - Completed the design and engineering phase for an FAA funded airfield lighting project
  - Initiated three TRZ funded projects that will meet FAA guidelines and improve safety and operations of the airport

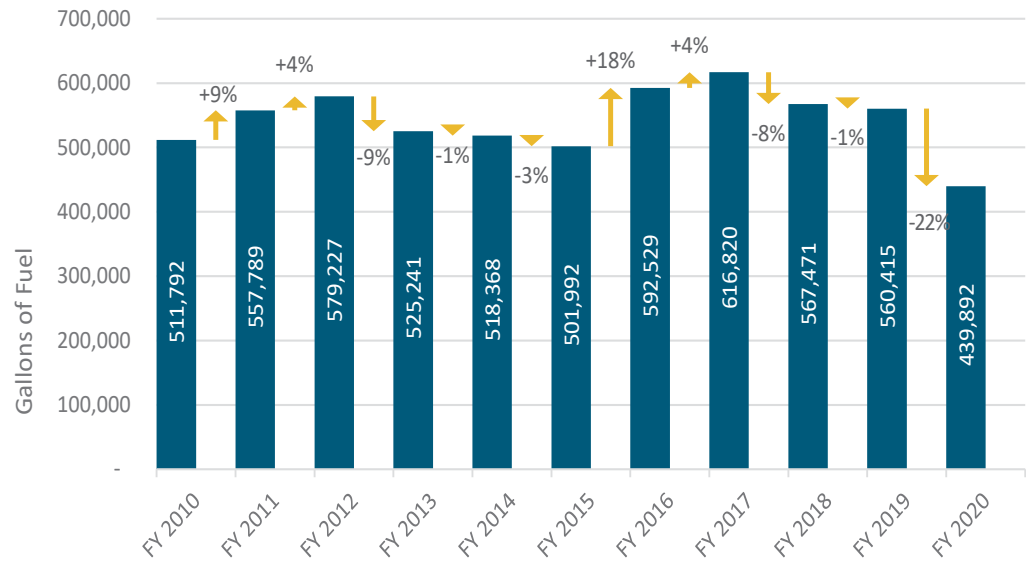
#### FY 2021 - STRATEGIC PLAN FOCUS

- Provide transparent, predictable, and efficient processes to make it easier for citizens and businesses to interact and do business with the City
  - Conduct complete audit of airport leases
- Plan for, design, construct, and maintain high quality mobility infrastructure, systems, and services
  - Complete construction of the FAA funded airfield lighting project
  - Complete TRZ funded projects—airport fence realignment and enhancement, beacon tower painting, and land clearing
- Update the Airport Master Plan

## ANNUAL AIRPORT FUEL SALES FY 2010 - FY 2020

### JET FUEL AND AVGAS

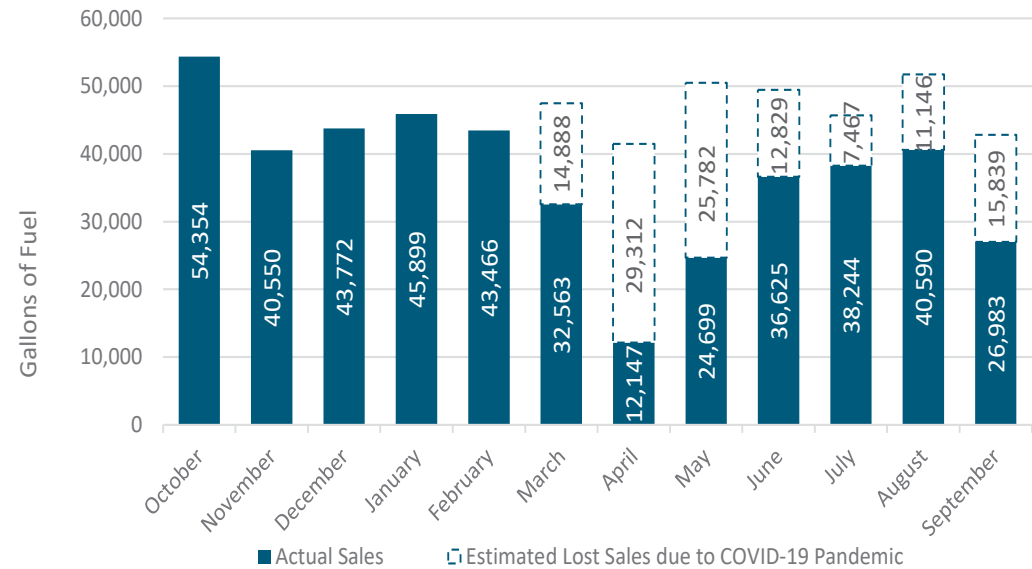
By comparing year-over-year fuel sales within specific customer groups (military, corporate, local pilots, transient traffic), the airport can forecast changes in the types of aircraft it expects to service. With this information, the airport can better cater to its customer base and adjust its marketing strategies accordingly. In FY 2020, pandemic-related travel restrictions led to a 22% reduction in fuel sales from the previous year, resulting in the lowest annual sales in the last 10 years.



## AIRPORT FUEL SALES FY 2020

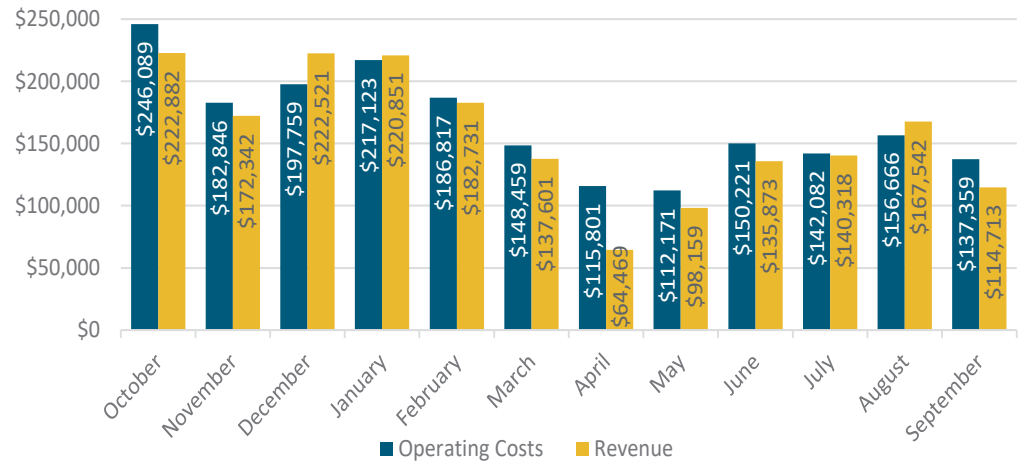
### JET FUEL AND AVGAS

Based on 10 years of fuel sales data, it is estimated that the COVID-19 pandemic led to lost fuel sales of more than 117,000 gallons in FY 2020.



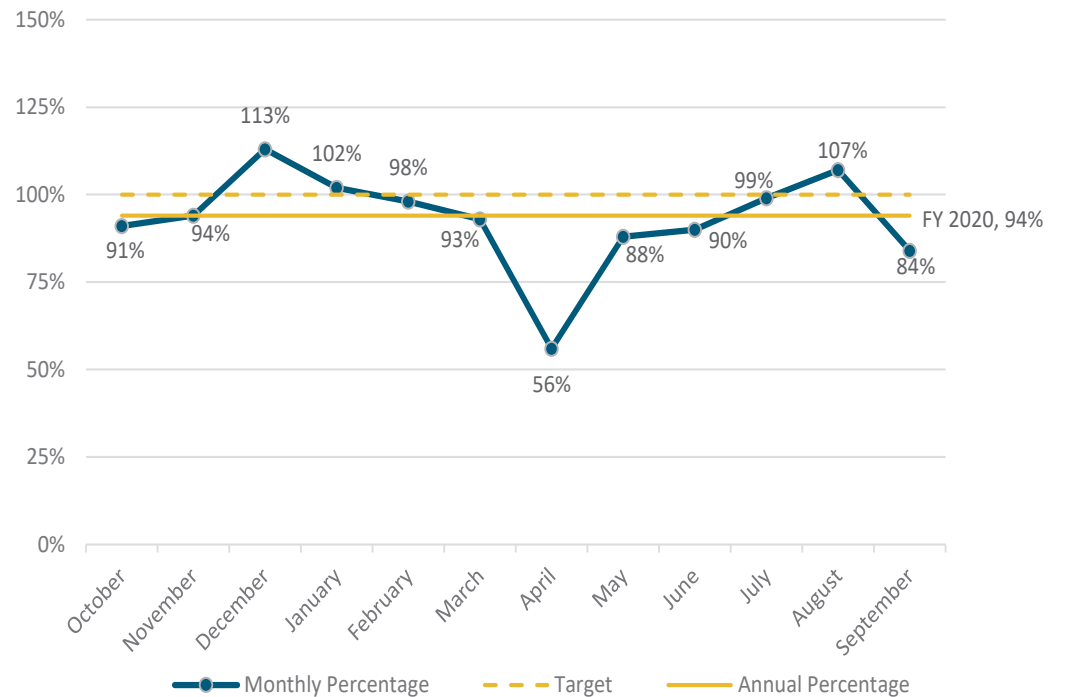
### AIRPORT OPERATING COSTS AND REVENUE FY 2020

Operating costs are the day-to-day expenses incurred as a result of conducting business. These costs do not include capital expenditures for airport infrastructure and facility improvements. The airport generates a significant portion of its revenue from fuel sales; therefore, changes in fuel sales has a considerable impact on the airport’s monthly revenues.



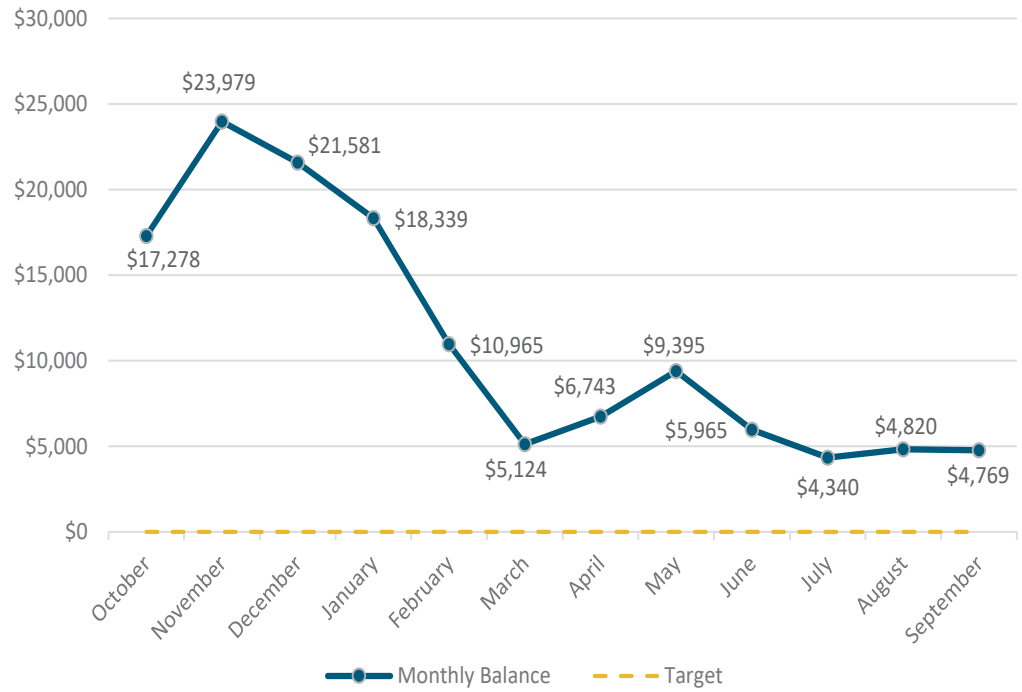
### PERCENTAGE OF OPERATING COSTS COVERED BY REVENUE FY 2020

The airport aims to cover 100% of its operating costs with revenue generated solely from airport operations. This fiscally-responsible practice reduces the financial burden on the City’s General Fund and ensures that the airport’s day-to-day operations are financially self-sufficient. In FY 2020, the global pandemic caused a significant drop in travel, which meant less demand for fuel. Due to the substantial drop in fuel sales in April, the airport only generated enough revenue to cover approximately half of the operating costs for the month. To keep operating costs low, the airport put a temporary hold on maintenance expenditures and limited non-emergency purchases. The airport’s cost cutting measures during the pandemic ensured that total operating expenses for the year only exceeded revenues by 6%—approximately \$113,390.



### AGED RECEIVABLES BALANCE OVER 90 DAYS FY 2020

The aged receivables balance is the total dollar value of all unpaid customer invoices that are at least 90 days past due. The steady decline in the outstanding balance each month in FY 2020 is a result of the concerted effort by airport staff to track overdue accounts and establish payment methods most convenient for each customer.





# Brian Chandler

## DIRECTOR OF PLANNING & DEVELOPMENT

Despite the COVID-19 pandemic, FY 2020 proved to be a tremendous year for Temple development. The construction industry continued to thrive, and it served as a needed pillar for the local economy. Within the Planning and Development Department, this past year will be remembered for crushing the record for new single-family residential permits—1,177 permits in FY 2020, compared to 959 in FY 2019. In FY 2021, we are excited to partner with the Public Works Department to develop a Mobility Master Plan; to work closely with Bell County to amend our interlocal agreement for subdivision platting; and to begin our work implementing the 2020 Comprehensive Plan.

### FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS

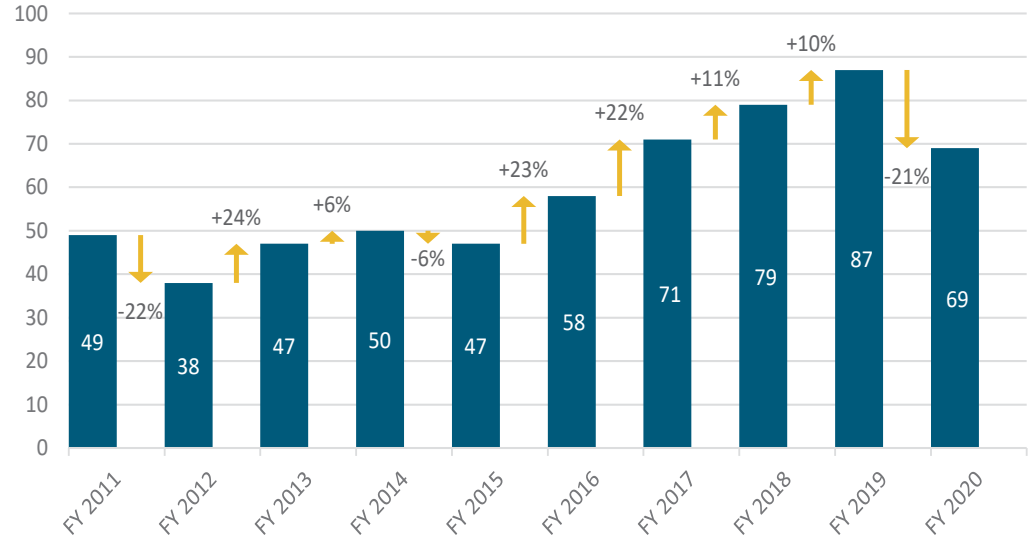
- Updated the Strategic Investment Zone program and established a formal return-on-investment assessment as part of the grant application evaluation process
- Developed a Comprehensive Plan
- Encouraged distinctive, attractive, and functional building and streetscape design while preserving valuable historic resources.
- Developed a downtown zoning ordinance to ensure design standards and land use regulations align with Downtown Master Plan.
  - Developed new Central Area Zoning District regulations to address downtown development

### FY 2021 - STRATEGIC PLAN FOCUS

- Streamline and enhance development review services
  - Create Development Guidebook
  - Partner with the Public Works Department and Fire Department to develop an integrated process for handling and tracking applications
- Update interlocal agreement with Bell County related to subdivision plat jurisdiction
- Develop a program to provide and maintain a continuous network of sidewalks and multi-use pathways
  - Develop a Mobility Master Plan

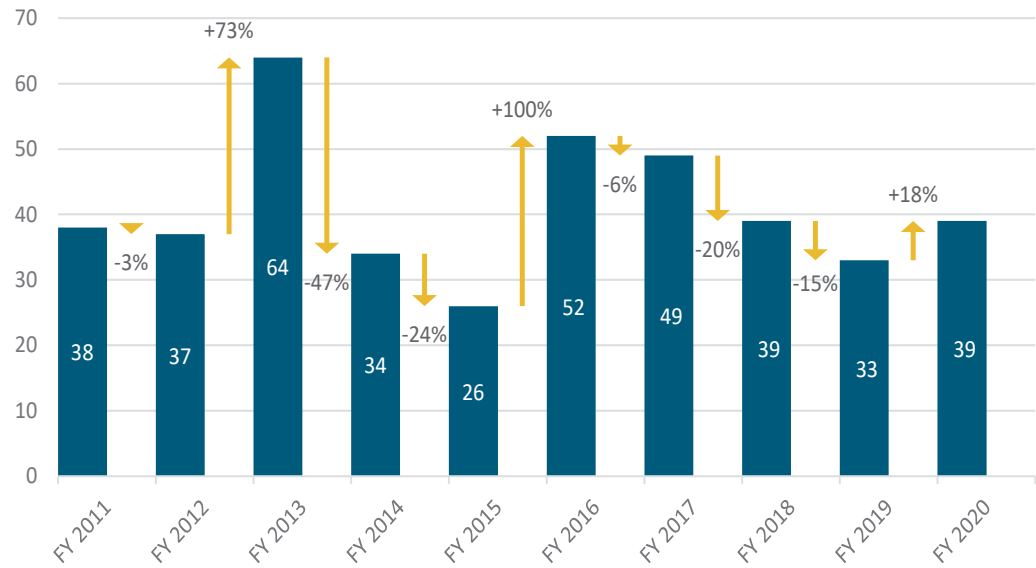
### NUMBER OF PLATS PROCESSED FY 2011- FY 2020

In FY 2020, there was a considerable reduction in the number of subdivision plats (69 plats) compared to the previous three-years (FY 2017-2019, average of 79)--each year representing a new record for the number of plat applications. Despite the reduction in plat applications, FY 2020's total reflects a healthy development climate and indicates that lots will be available for development over the next few years.



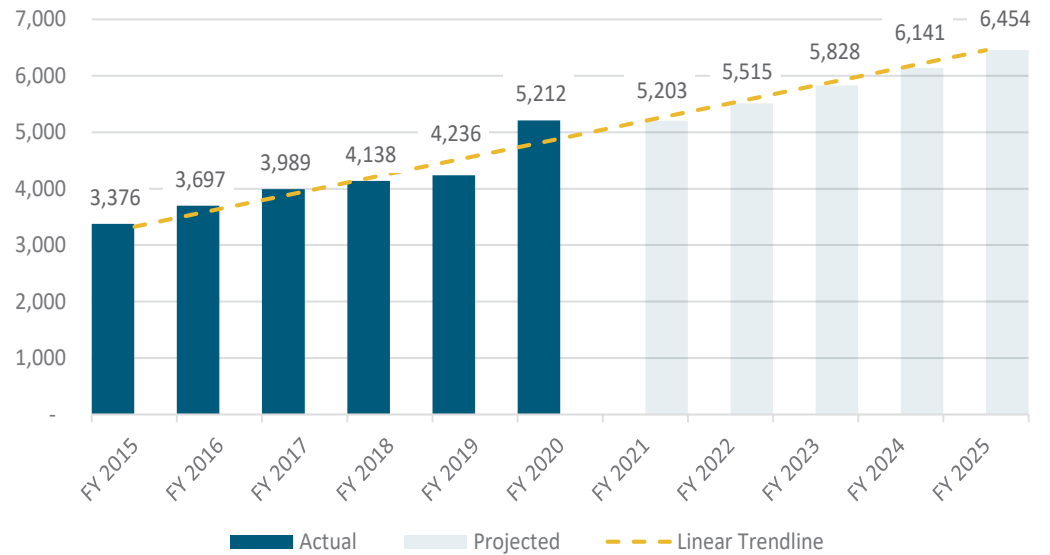
### NUMBER OF REZONING APPLICATIONS FY 2011 - FY 2020

In FY 2020, all rezoning applications were presented to the Planning & Zoning Commission within 30 days. FY 2020 represented a typical annual case load for rezoning applications (39 compared with a 10-year average of 41.1), which is an indicator of long-range planning activity and a healthy economy for future development.



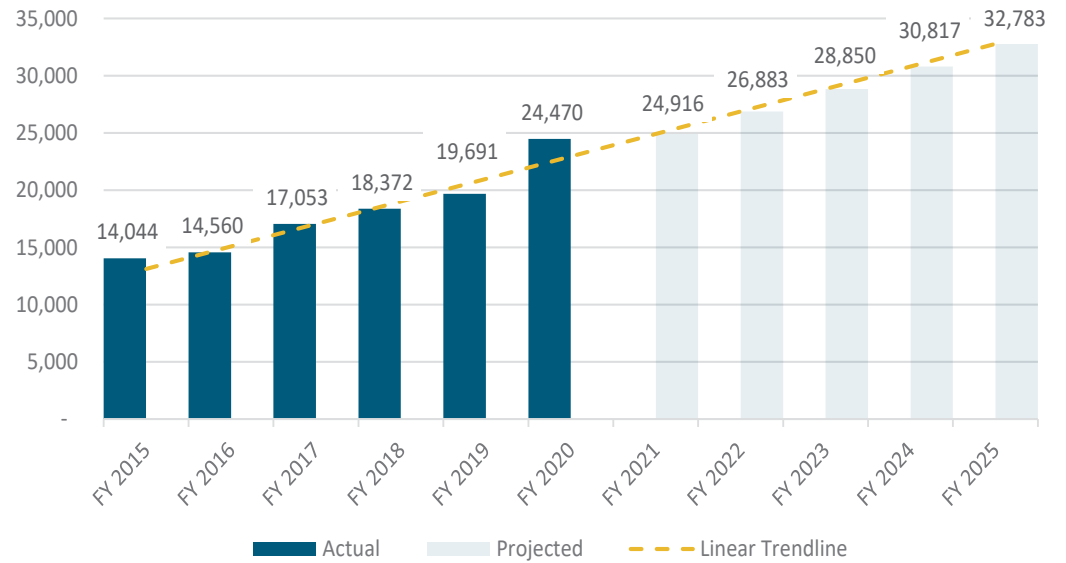
### NUMBER OF PERMIT APPLICATIONS FY 2015 - FY 2025

FY 2020 marked a record year for the number of permit applications processed by the City, exceeding the expected number by more than 300 applications. If the five-year historical trend holds, the number of permit applications should level off in FY 2021 but continue to increase in subsequent years. The growing number of permit applications over the years is a good indication of continued economic growth in the City of Temple.



### NUMBER OF INSPECTIONS CONDUCTED FY 2015 - FY 2025

Since there is a direct correlation between the number of permit applications and the number of inspections conducted, there was a record number of inspections conducted in FY 2020. With the growth in permit applications expected to level off in FY 2021, the number of inspections is also expected to level off.







## Don Bond

### DIRECTOR OF PUBLIC WORKS

In FY 2020, the Public Works Department supported six master planning efforts, five water supply projects/studies, and several city-wide software implementation projects. Except for a brief suspension of recycling transfers, we sustained public works services with minimal change during the COVID-19 Pandemic.

One of our department's major accomplishments this year was the implementation of a technology-based routing and work order management system for the Solid Waste Division. The new system significantly reduced delays and missed pickups, particularly for brush and bulk collections. Another major accomplishment was the Utility Division's revamp of the process for responding to water leaks. The new process has sped up response times and reduced the number of active water leaks from more than 50 to fewer than 10. In FY 2021, with full staffing in several areas for the first time in years, we look forward to providing Temple with exceptional service without exception.

#### FY 2020 - STRATEGIC PLAN ACCOMPLISHMENTS

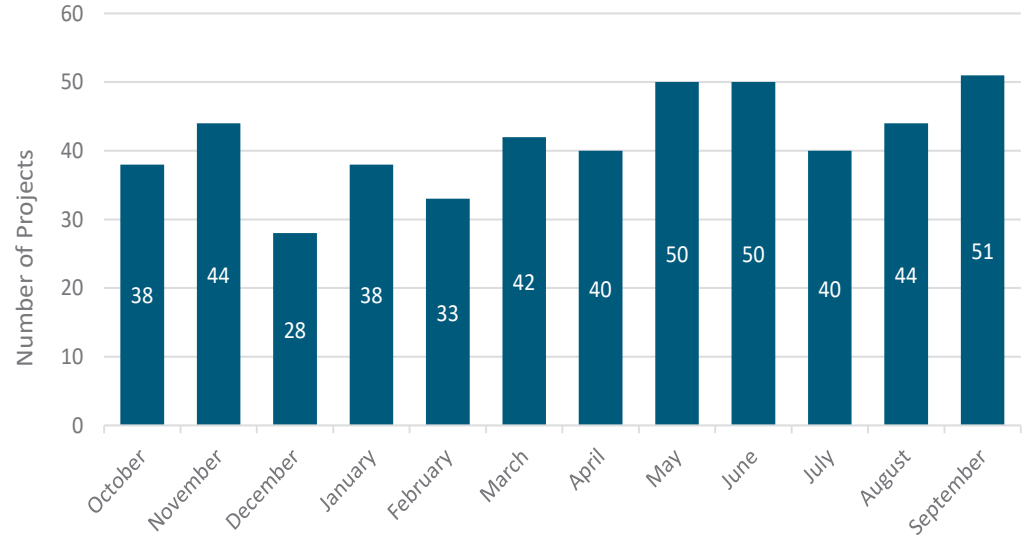
- Pursued accreditation for Public Works
  - Developed a plan to complete the American Public Works Association self-assessment
- Implemented a hydraulic and hydrologic modeling system
- Implemented a solid waste management and route optimization system
- Continued to invest in training, licensing, and certification opportunities to support performance excellence
  - Improved the technical proficiency of the Utility Division by transforming the Distribution and Collections staff from mostly unlicensed to mostly licensed.
- Continued to fund and implement a Utility Capital Improvement Program
  - Began the design phase for the Avenue G Pump Station rehabilitation and the new Industrial Park elevated storage tank
  - Began construction of the Pepper Creek elevated storage tank
  - Initiated phase VI of the Birdcreek wastewater line replacement project
- Implemented a program to improve response time to non-emergency water line breaks

**FY 2021 - STRATEGIC PLAN FOCUS**

- Pursue accreditation for Public Works
  - Complete American Public Works Association self-assessment
- Construct a new recycling center and transfer station facility and update the recycling drop-off centers (Design Phase)
- Develop a program to improve employee accountability for fleet condition and operations
- Establish a fleet and equipment sharing program
- Continue to fund and implement a Mobility Capital Improvement Program
  - Begin construction of Kegley Drive Phase II
- Continue to fund and implement a Utility Capital Improvement Program
  - Begin construction of Charter Oak Water Transmission Line
  - Complete aerial and underground sewer repairs identified during EPA basin assessments
  - Complete design and overhaul of the City's SCADA system
- Expand the capacity of the water treatment membrane plant
- Strategically add routes and resources to prepare for and respond to growth
  - Implement the Solid Waste Master Plan

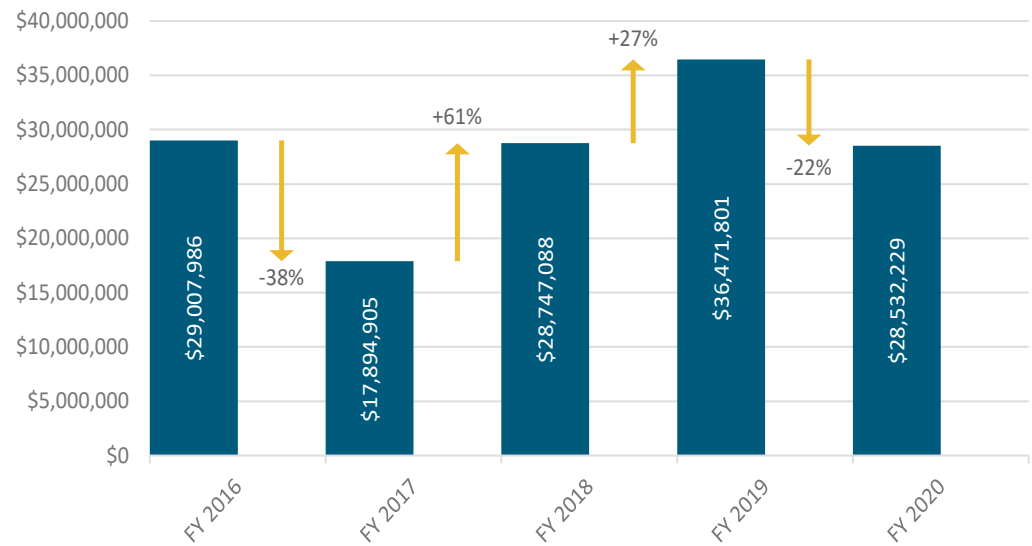
### NUMBER OF ACTIVE CAPITAL IMPROVEMENT PROJECTS - FY 2020

The number of active projects reflects the Engineering Division's efforts to implement Mobility, Utility, and Drainage Capital Improvement Programs. The relative number of projects also serves as an indicator for staffing needs.



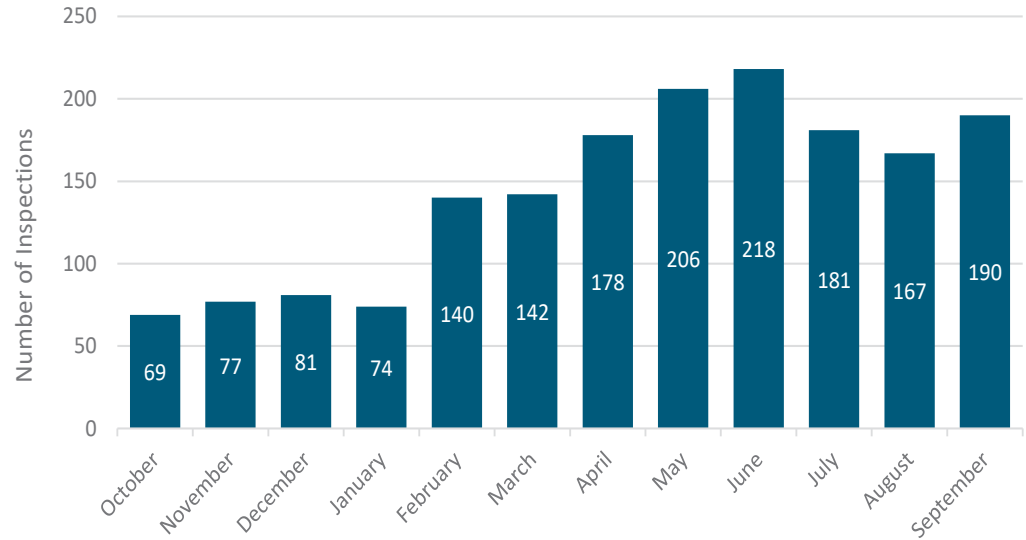
### CAPITAL IMPROVEMENT PROJECT PAYMENTS PROCESSED

Capital Improvement Project Payments are comprised of all spending on professional services related to project design and construction, as well as construction contractor billing. The monthly payments processed also serve to illustrate the Engineering Divisions efforts to implement Mobility, Utility, and Drainage Capital Improvement Programs.



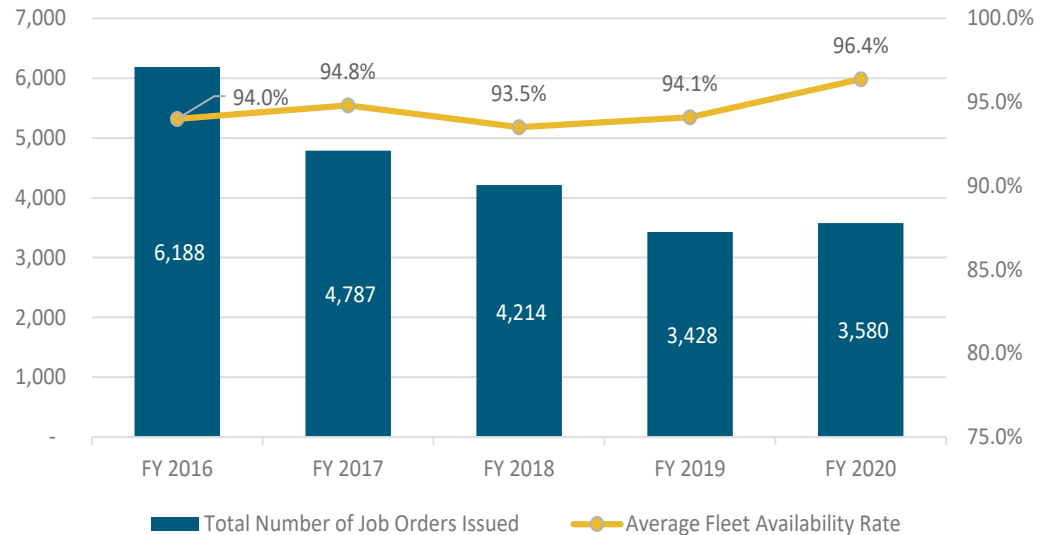
### STORMWATER CONSTRUCTION INSPECTIONS - FY 2020

The City manages a Municipal Separate Storm Sewer System (MS4) Program which is intended to control the quality of storm water discharged into local water bodies. As part of the MS4 program, the City's Stormwater Program Specialist conducts construction site inspections to ensure each site has proper storm water pollution prevention measures in place. Most inspections are performed on subdivision and commercial development projects; thus, the number of inspections reflects the activity level of private development.



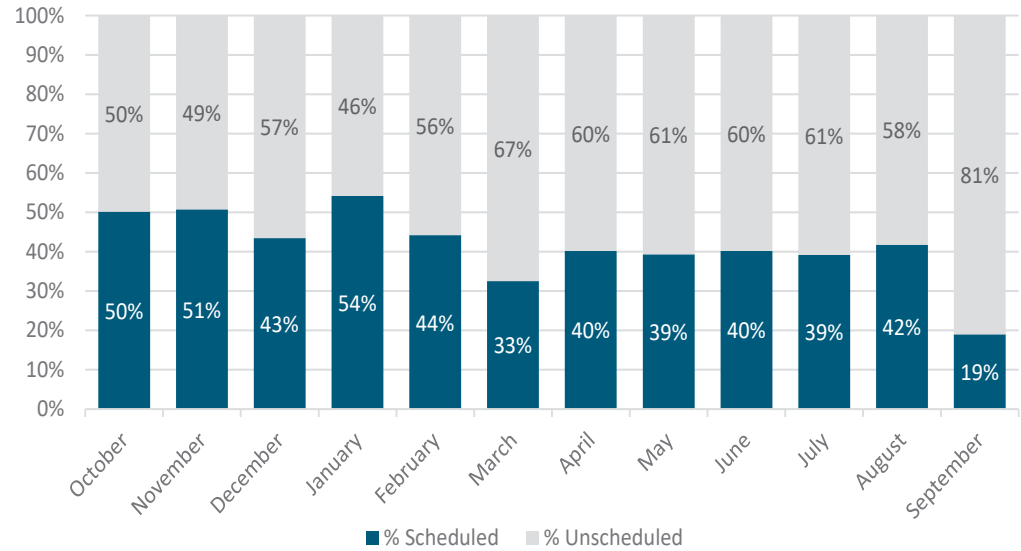
### FLEET WORK ORDERS & AVERAGE AVAILABILITY RATE FY 2016 - FY 2020

Fleet availability rate is the average percent of time assets are available for use during scheduled hours of operation. This metric is used to plan and budget for staffing needs and asset procurement.



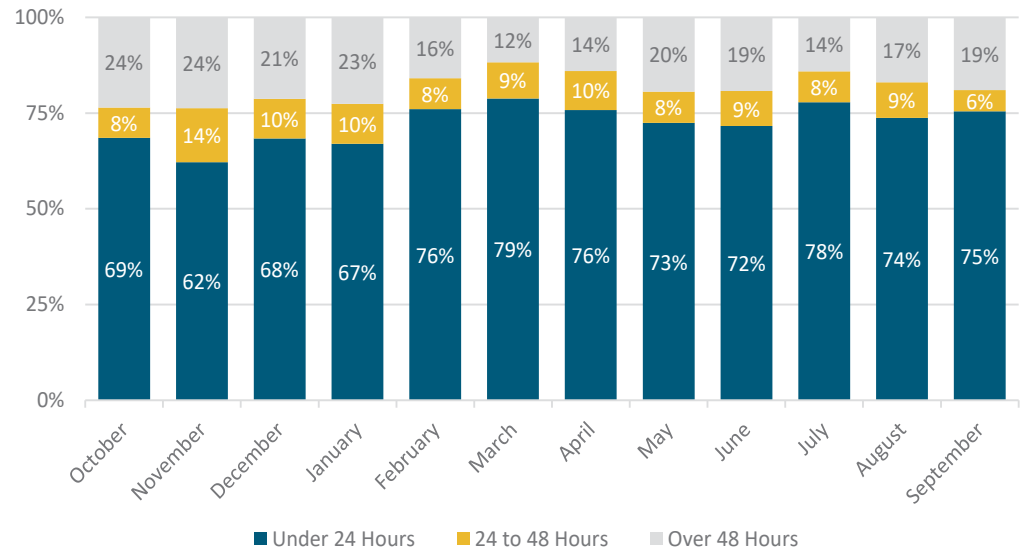
### RATIO OF SCHEDULED:UNSCHEDULED FLEET MAINTENANCE - FY 2020

The ratio of scheduled vs unscheduled maintenance quantifies the amount of time and effort fleet technicians dedicate to preventative maintenance as opposed to on demand or unscheduled repairs. This metric is indicative of the condition of the fleet, the use habits and behavior of operators, and the effectiveness of fleet technicians.



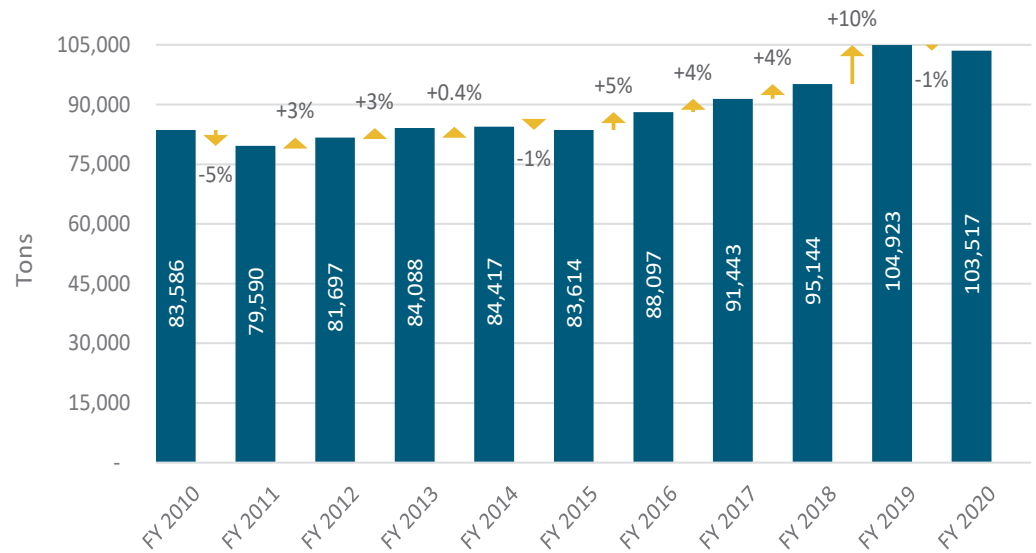
### FLEET REPAIR TURNAROUND TIME FY 2020

Fleet turnaround time is the number of hours between the time an asset is delivered to the Fleet Division for maintenance to the time the work order is closed. In FY 2020 an average of 72.24% of work orders were completed within 24 hours.



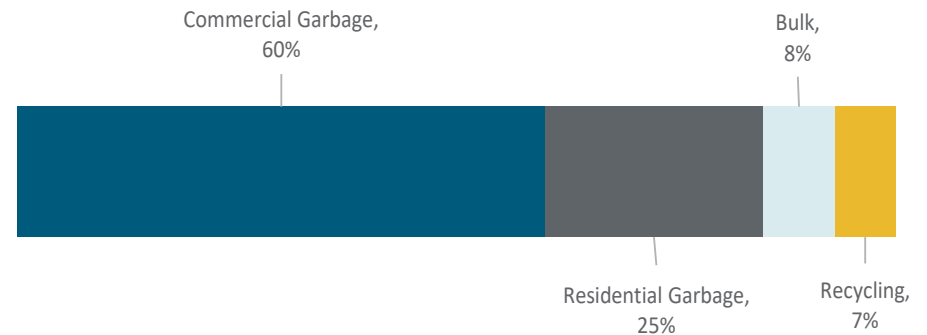
### TONS OF SOLID WASTE MATERIALS COLLECTED FY 2010 - FY 2020

Annual tonnage data illustrates current trends in the demand for solid waste collection and disposal. This information is used to forecast equipment and personnel needs, as well as to prepare and manage annual budgets. Over the last 10 years, annual solid waste collections increased by an average of 2.24% per year, for a total increase of 19.25% from 2010 to 2020.



### SOLID WASTE COLLECTED BY TYPE FY 2020

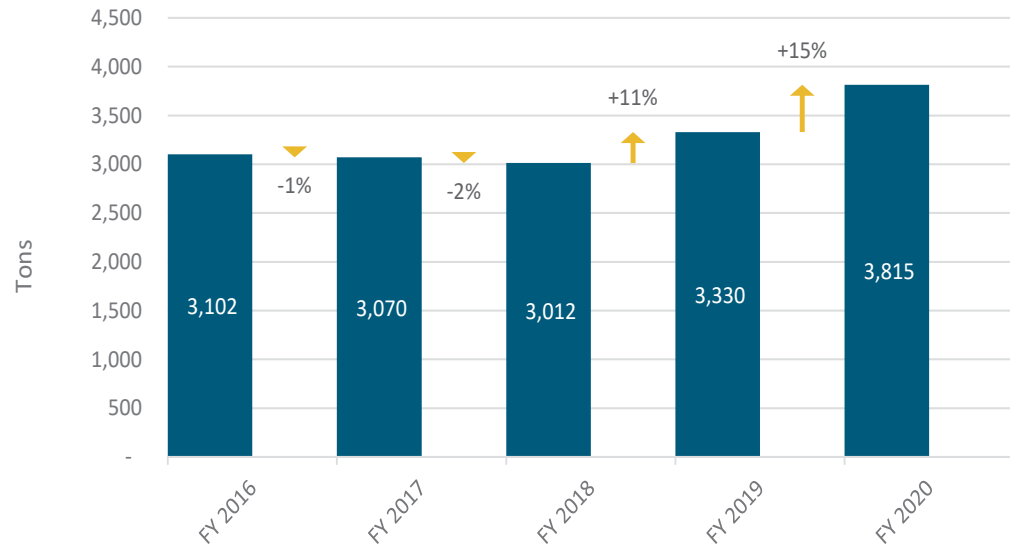
The total tonnage of solid waste collected by type is analyzed to determine the relative demand for various types of solid waste services. Accurate accounting of different waste streams allows the solid waste management team to develop efficient work schedules, collection routes, asset replacement schedules, and determine future staffing needs. In FY 2020, the largest source of solid waste was commercial customers' garbage and the smallest source was recycling.



Though a significant amount of brush is diverted from the landfill, the current method of collection does not allow for weighing; therefore, brush tonnage is not included as a percentage of total tonnage collected. Collected brush is transported directly to the Temple-Belton Wastewater Treatment Plant, where it is processed into mulch and compost available for purchase by the public. In FY 2020, the Solid Waste Division transported 775 truckloads of brush to the Temple-Belton Wastewater Treatment Plant.

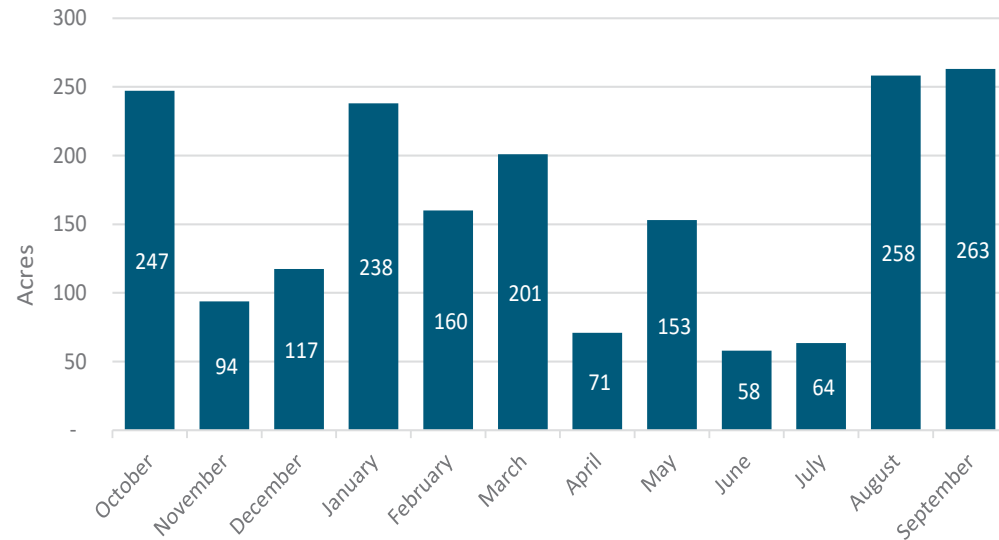
### TONS OF RECYCLABLES DIVERTED FROM LANDFILL (CURBSIDE ONLY) FY 2016 - FY 2020

Landfill diversion is the portion of all collected waste that is not sent to the landfill. The landfill diversion rate is an industry wide measure of the efficiency and effectiveness of a City's recycling program. In FY 2020, curbside recycling accounted for 3.7% of all solid waste materials collected. In addition to curbside recycling, the City collects recyclable materials from commercial customers and at City recycling drop-off centers for a total diversion rate of 6.9%



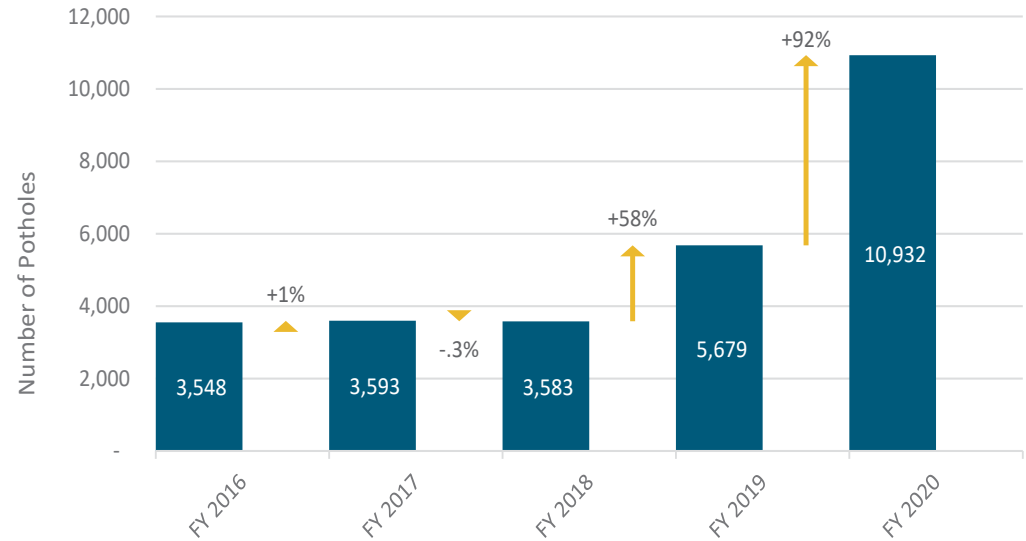
### ACRES OF DRAINAGE STRUCTURES MOWED - FY 2020

The Transportation Division maintains drainage structures across the city in order to prevent the flooding of neighborhoods and city streets.



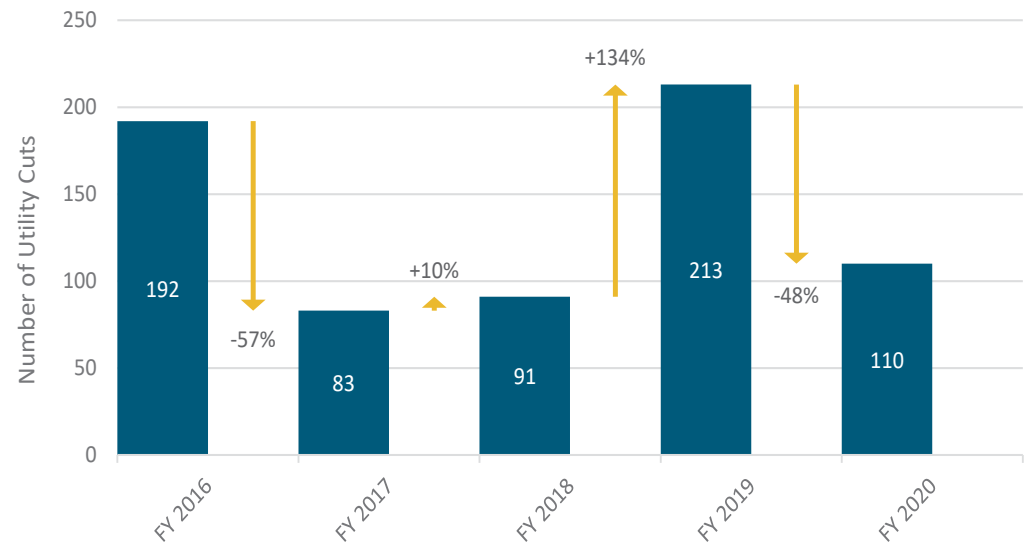
### NUMBER OF POTHOLES PATCHED FY 2016 - FY 2020

The number of potholes patched is a significant indicator of the overall condition of city streets. By tracking pothole patching by month, the Transportation Division can determine how the season and weather events affect the condition of city streets.



### NUMBER OF UTILITY CUTS PATCHED FY 2016 - FY 2020

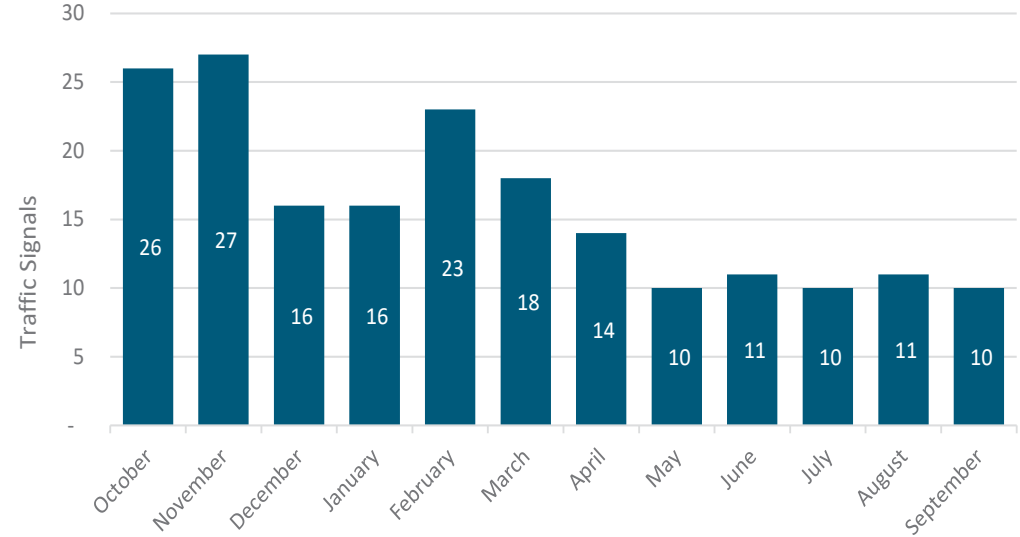
Utility cuts are areas in the pavement that have been cut away to repair a utility line underneath. If not patched quickly, utility cuts can diminish the condition of the pavement surrounding the open area. The Transportation Division tracks the number of utility cuts in order to determine if a particular street has so many utility cuts it may need to be repaved or completely reconstructed.





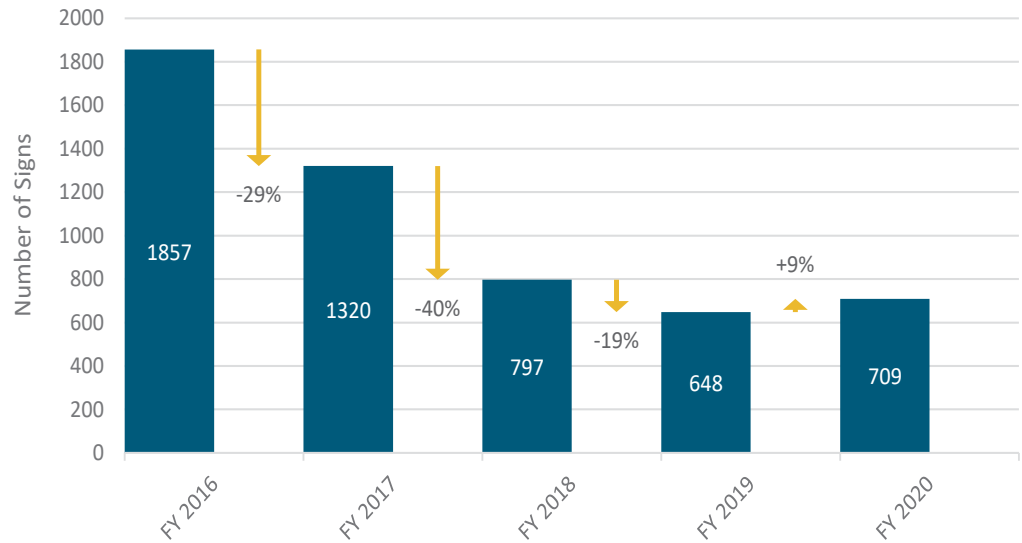
### NUMBER OF TRAFFIC SIGNALS REPAIRED FY 2020

Traffic signals are an essential part of public safety on the City's transportation network. The Transportation Division tracks traffic signal repairs in order to assess the overall condition of the City's signal network and operations.



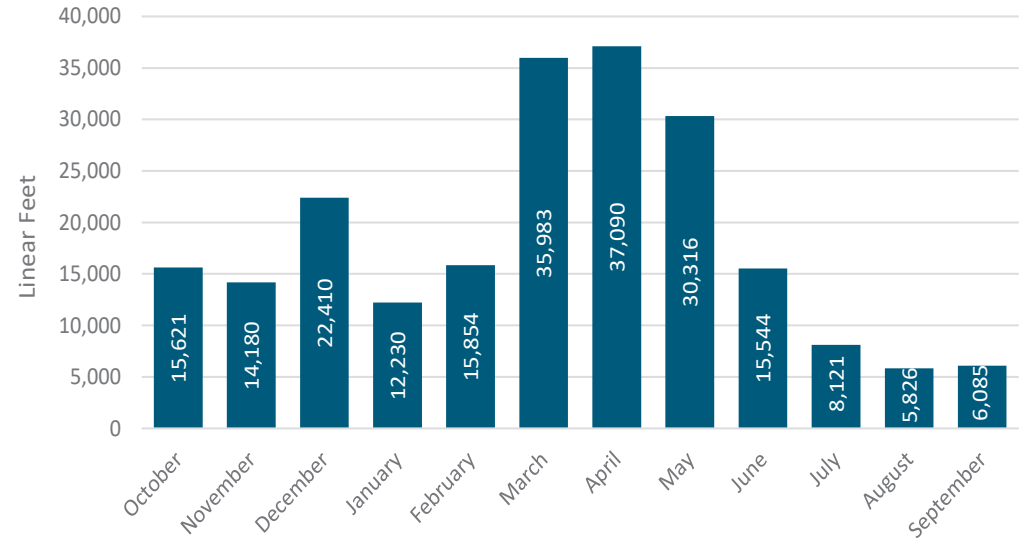
### NUMBER OF SIGNS REPAIRED FY 2016 - FY 2020

Street signs can be regulatory, warning, or informational, all of which are important to the traveling public. Most signs, particularly regulatory signs, provide a directive to motorist which ensures a safe transportation network for everyone.



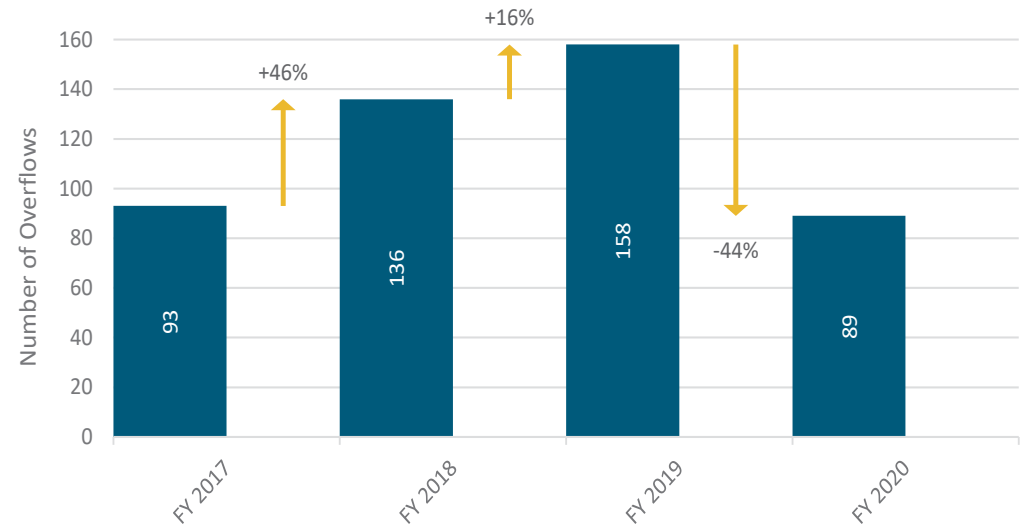
### WASTEWATER LINES CLEANED (FEET) FY 2020

Sewer pipe cleaning generally involves using a vactor truck to remove debris and buildup from sewer lines. This is a preventative measure that is performed regularly.



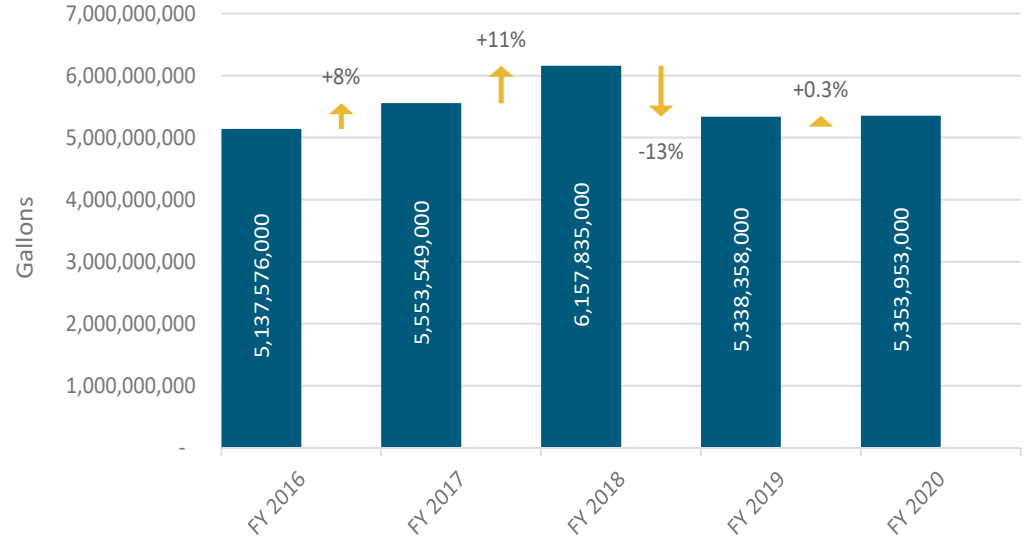
### SANITARY SEWER OVERFLOWS FY 2017 - FY 2020

A sanitary sewer overflow occurs when wastewater escapes the collection or treatment system. These usually occur as a result of a pipe failure, though occasionally they occur due to an equipment malfunction. Buildup in sewer pipes from fats, oils, grease, and rags that are flushed down the toilet or poured down the drain are also a major cause of overflows. This metric is a general indicator of the health of the sewer system and the effectiveness of the FOG program.



### TOTAL WATER TREATMENT & DISTRIBUTION FY 2016 - FY 2020

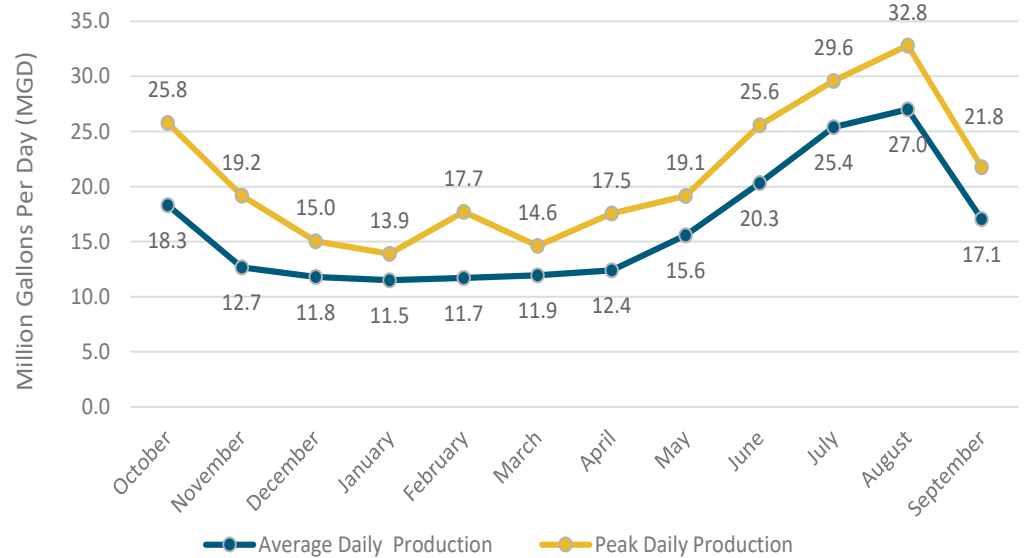
Total water treatment and distribution reflects the gallons of potable water treated and delivered to the water system from the water treatment plant. Though development and population growth drive up water treatment totals, water conservation efforts help smooth the rate of increase. Analyzing changes in water treatment totals is vital in planning for future water needs.



### MONTHLY WATER TREATMENT FY 2020

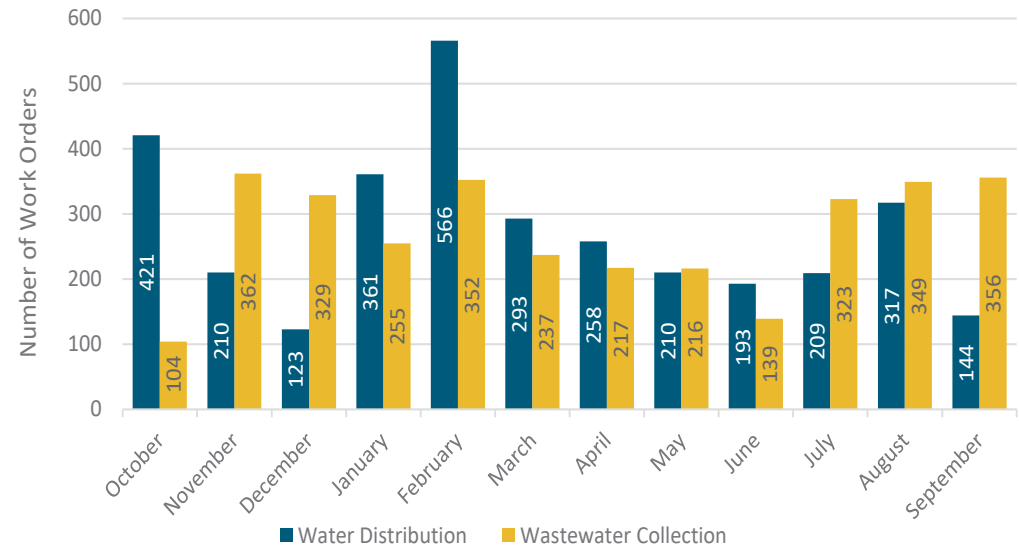
Monthly water treatment totals illustrate seasonal demand and peaking factors. Peaking factors are a large consideration in engineering design. The ability to plan for water demand fluctuations reduces costs and limits outages.

On August 14, 2020, the daily peak production of 32.8 set the record as the highest daily output for the City of Temple’s water treatment plant.



## UTILITY WORK ORDERS COMPLETED FY 2020

The Utility Division tracks the number of work orders completed on the water distribution system and sewer collection system each month. Some work orders are for emergency repairs, others are for planned maintenance activities. Each work order varies in the resources needed and time required to complete. This metric helps plan for the seasonal needs of both the water distribution and sewer collection system.



# FINANCIAL PLAN



The Financial Plan links the City’s strategic focus areas to an eight-year funding model to ensure that the necessary resources are allocated to the City’s goals in order to make their achievement possible. The Financial Plan aligns the City’s budget with the four strategic focus areas, estimates available revenue over the eight-year planning period, and identifies the resources needed for the specific initiatives that will help accomplish the strategic goals of the City and drive improvement in each focus area.

### An Organization Committed to Performance Excellence

Our organization is committed to performance excellence through identifying and adopting leading-edge management practices, focusing on data-driven decision making, and striving for continuous improvement within our organization.

Funding for the expansion of the Office of Performance Excellence is included in the Financial Plan including a Performance Analyst (FY 22), a Data Assistant (FY 23), and Innovation Analyst (FY 28). These additions will provide the staff resources necessary to pursue accreditation for our four largest departments: Parks and Recreation, Public Works, Police, and Fire. Additionally, these positions will support the implementation of the Baldrige Performance Excellence program framework across the organization and the development of department-specific Performance Excellence plans.

The Financial Plan also recommends continued funding for the performance management system which assist City Staff in the execution of the Strategic Plan. This system is monitored and maintained by the Office of Performance Excellence, and progress is reported regularly to our citizens.

A Customer Service Champion (FY 22) position is also included as part of the Office of Performance Excellence. This position will be tasked with developing and implementing an organization-wide Customer Service Excellence program.

The addition of two Customer Service Representative positions (FY 23) are included in the Financial Plan to provide professional customer service at the Temple Airport in support of the new executive terminal facility.

Additional Administrative Assistant positions are included in the Fire Department (FY 24) and Municipal Court (FY 22).



In support of our strategic commitment to optimize the use of data and technology to improve service and protect mission critical infrastructure the Financial Plan proposes the implementation of the following technology initiatives:

- a new Parks & Recreation software (FY 23);
- a new police records management software (FY 23);
- replacement police and fire mobile data laptops (FY 21, FY 25); and
- a new digital records management system (FY 25).

The Financial Plan also recommends the addition of a Senior Project Manager (FY 24) and a Technical Trainer (FY 24), to provide the staff resources necessary to implement and maintain these systems.

Funding is also included for a Systems Database Administrator (FY 21) position who will be tasked with developing a comprehensive cyber security program.

The replacement of the storage area network (FY 21), the data center server (FY 22), the network core (FY 22), network edge switch (FY 24), and the Mitel phone switch (FY 24) is also included in the plan.

In order to plan for, design, construct, and maintain high quality facilities that meet the needs of the community now and in the future, the Financial Plan includes funding for individual Facility Master Plans for each of our city-owned facilities (FY 22-FY 25), allocates approximately \$1.3 million towards facility improvements, adds an Assistant Director of Purchasing and Facility Services (FY 22) position, and a Building Improvement Team in Facility Services (FY 23).

The Financial Plan also proposes the following major facility improvements:

- a renovation to the first floor of the Municipal Building (FY 21);
- a new recycling center and transfer station facility (FY 21);
- an expansion to the Service Center facility (FY 21); and
- a new executive airport terminal and aircraft rescue & firefighting facility (FY 22).

The Financial Plan allocates approximately \$18.4 million in capital equipment purchases and replacements throughout the eight-year plan and recommends the addition of a Heavy-Duty Technician (FY 22) and an Automotive Technician (FY 23). Funding is also included for a reclassification of the Auto Shop Service Writer position to an Auto Shop Foreman (FY 23) position and the addition of an Inventory Specialist (FY 25) for Fleet Services.



## Talented and Dedicated Employees who have a Heart for Service

The City of Temple is committed to delivering exceptional services to our community. Providing service is at the heart of what we do. We are a service-based organization. With few exceptions, we do not produce or sell products; we provide services. Our citizens expect those services to be provided in an efficient, professional, and practical manner. Our employees are the drivers of our ability to deliver high quality services and so attracting and retaining the very best employees is a critical strategy to ensure we are providing the highest levels of service in the most efficient way possible.

The Financial Plan includes the addition of two Human Resource Generalist (FY 22, FY 27) positions, a part-time Human Resource specialist (FY 23), an Organizational Development Manager (FY 26), and an Employee Experience Champion (FY 23) to provide the staffing resources necessary to attract, retain, and develop talented employees. The Financial Plan includes an allocation to develop and implement a Public Safety Recruitment Strategy (FY23, FY 24), a Talent Attraction Strategic Plan (FY 24), a Leadership Succession Plan (FY 23), and to expand our employee training and development programs (FY 22).

The Financial Plan includes an allocation to conduct and implement compensation studies for public safety employees (FY 22, FY 24, FY 26, FY 28) and general government employees (FY 21, FY 23, FY 25, FY 27) to ensure competitive compensation. The plan also continues to fund our group health insurance plan, employee retirement plan, and employee longevity program.



## An Open, Responsive, and Accountable Government

Temple is committed to continuing our history of being a well-run, financially stable city as evidenced by our strong fund balance, conservative budgeting practices, and AA bond rating from Standard & Poor's. The Financial Plan proposes the addition of an Accountant (FY 22), a Senior Accountant (FY 27), and an Accounting Technician (FY 27) in the Finance Department to invest in the resources necessary to ensure financial excellence.

Funding for the expansion of the Marketing and Communications Department is included in the Financial Plan including a Communication Specialist (FY 23), a Community Engagement Specialist (FY 24), and two Multi-Media Specialists (FY 23). These staff additions will provide the resources necessary to implement a city-wide Marketing, Communication, and Engagement Plan. Funding for a new quarterly city news magazine (FY 22), Welcome Home guide (FY 22), and an overall increase to our marketing and communications resource budget is included in the Financial Plan. Funding to continue to conduct regular citizen surveys (FY 23, FY 26) is also included.

## Beautiful Spaces and Unique Experiences

Quality of life, the characteristics of our community that makes it an attractive place in which to live and raise a family, is an important priority for the City of Temple. Temple is a unique place with amazing arts, culture, dining, and recreation experiences and amenities which add to the City's excellent quality of life.

The Financial Plan proposes several areas of additional funding in our Parks & Recreation Department to enhance and expand our infrastructure of parks, recreation centers, greenspaces, and trails to encourage active living and wellness.

The Financial Plan includes funding for a part-time Recreation Leader (FY 22) position to maximize the use of our new tennis facilities at Crossroads Park, adds a Recreation Superintendent (FY 22) position, and adds eight additional Maintenance Workers (FY 22, FY 23, FY 24, FY 27) to maintain our park system and support special events.



An allocation of \$33,000,000 for a potential Parks Capital Improvement Program is included in the Financial Plan and is proposed as a general obligation bond program in November 2022. The proposed projects included as part of the Parks Bond include Improvements to approximately 24 existing parks and facilities, approximately 5 new parks, and approximately 10 miles of new trails.

In order to continue leveraging partnerships with other community organizations in providing culture and art programming, the Financial Plan recommends continued funding for all of our Arts and Tourism Partner organizations.

A Library Master Plan (FY 23) is included, as well as the replacement of the Library Bookmobile (FY 23). A part-time Circulation Assistant (FY 23) and part-time Outreach Assistant (FY 23) position are also included to be upgraded to full-time positions.

### Neighborhoods Where People Love to Live

The City of Temple is committed to fostering neighborhoods that are beautiful, safe, and stable, and to connecting citizens together to help reinvigorate communities.

The City of Temple's vision for our community is that Temple is a place you love to call home. Our vision statement is intentionally short and simple but also powerful and inclusive. In casting this vision, we have challenged ourselves to strive to build a community that every person - regardless of color, race, ethnicity, income, or creed - loves to call home.

If we are to achieve success in our vision, it is critical that we reaffirm our commitment to advancing equity in the delivery of and access to our services.

Successful partnerships within the community help the City leverage service delivery and offer the ability to respond to the needs of our growing community. To help us foster coordination with other agencies and organizations and to improve access to affordable housing and social services, the Financial Plan recommends continued funding for all of our Strategic Partner agencies and includes an allocation of \$100,000 per year for Community Enhancement Grants.

The Financial Plan allocates funding for the development of a strategic action plan on homelessness (FY 21) and the implementation of a Social Navigator program (FY 23) to improve access to existing programs and resources for vulnerable populations and help identify solutions to address homelessness, poverty issues, and other high priority human service needs.

The Financial Plan recommends the continuation of a neighborhood planning program focused initially on the eighteen neighborhoods that form the core of our community. The program is comprised of two major components: 1) the physical transformation of our older neighborhoods through public

improvements, housing reinvestment projects, and neighborhood cleanups; and 2) social transformation through education, awareness, and neighborhood engagement.

Through this process, our goal is to identify and empower neighborhood leaders, strengthen communities, and re-instill a sense of pride where our citizens can love where they live.

The Financial Plan continues to leverage our Community Development Block Grant (CDBG) funds to assist with the implementation of our efforts to build strong neighborhoods. Programs included for funding throughout the eight-year plan include the housing improvement program, affordable rental housing, solution-oriented code compliance, crime prevention, and the demolition program.

The Financial Plan includes funding to systematically develop neighborhood-specific strategic plans for each of the eighteen core neighborhood planning districts. The plan is based on initiating one new neighborhood plan per quarter, which began in fiscal year 2020. The individual neighborhood plans, as well as the Housing Reinvestment Strategy that was adopted by the City Council in 2020, should be used to guide the implementation of public improvements as well as other neighborhood revitalization programs.

The plan also recommends an additional Resource Coordinator (FY 23) focused on housing and a Grant Coordinator (FY 22) position to help us maximize grant funding opportunities.

## A City that supports well-managed growth and development to promote a thriving economy

The City's diverse economy generates high quality, well-paying jobs that strengthen the sales and property tax base and contribute to an exceptional quality of life.

In order to continue to facilitate high quality, safe, and strategic community growth, the Financial Plan recommends the addition of a Planning Manager (FY 22), a Planner (FY 23), a Permit Technician (FY 24), and two Combination Building Inspector (FY 23, FY 27) positions in the Planning and Development Department and a Plan Reviewer (FY 23) in the Fire Department.

The continued funding of the Strategic Investment Zone grant program is also included in the plan.

The addition of a Business Navigator (FY 23) position is also included to provide increased support to small, mid-sized, and start-up businesses throughout the development process.

Extensive planning processes are underway to ensure the successes of the past are carried forward into the future and that we are able to identify and act on strategic decisions. This year, we are in the process of updating our Comprehensive Plan. The updated Comprehensive Plan will lay the groundwork for the future development of our community. A Senior Planner (FY 22) position is included to assist in the implementation of the action items identified in the Comprehensive Plan. Funding is also allocated in the Financial Plan for professional services (FY 23) related to an update to the Unified Development Code in support of implementation of the new Comprehensive Plan.

In order for us to continue to meet the demands for current service, and in order for us to meet the needs of projected growth and development, it is critical that we continue to invest in expanding our tax base.

For many years, the City of Temple has committed to fund the operations of the Temple Economic Development Corporation to provide investment attraction marketing and incentive negotiation services. The Financial Plan continues that commitment.

## Infrastructure and Systems that Support Exceptional Services and Community Growth

The City continues to implement the largest capital improvement program in the history of the community and the Financial Plan recommends significant funding to continue the priority of investing in our infrastructure and systems in order to prepare for growth and redevelopment as well as to preserve our assets and the investments made by the generations before us.

The Financial Plan includes the final two years of the ten-year mobility capital improvement program and recommends expansion of the current program from \$148,581,000 to \$171,743,000 in order to fund several additional projects that have been identified as high priority needs including:

- Little River Road/Old Highway 95;
- 42nd Street;
- North Pea Ridge Road, Phase II; and
- an additional allocation of funds to design and construct mobility improvements identified as part of the neighborhood planning district strategic planning process.

The Financial Plan also includes funding for the development of a Mobility Master Plan (FY 21) to identify transportation infrastructure needs and guide future investments. The last project in the current capital program is funded in fiscal year 2023, and it is recommended that a Mobility Master Plan be developed to identify the next program of investments needed.



An allocation of \$50,000,000 for a potential successor Mobility Capital Improvement Program is included in the Financial Plan and is proposed as a certificate of obligation bond program beginning in fiscal year 2024. It is recommended that the specific projects that are proposed as part of this bond program would be determined based on the Mobility Master Plan.

The Financial Plan also includes funding for an upgrade of an existing Planner position to Senior Planner (FY 22) to assist in the implementation of the Mobility Master Plan and to help represent Temple's interest in regional planning initiatives such as the Killeen-Temple Metropolitan Planning Organization.

Four new transportation-related maintenance crews are included as part of the Financial Plan to provide the necessary level of maintenance needed for the transportation infrastructure in which we have invested. Additional crew proposals include a Street Patching Crew (FY 24), an Alley and Right-of-Way Crew (FY 24), a Concrete Crew (FY 25), and Sign Crew (FY 27). The Financial Plan also recommends the implementation of an annual pavement marking maintenance program (FY 22) and the addition of a Traffic Control Technician (FY 26).

We are currently in the process of finalizing a Drainage Study and Comprehensive Modeling Assessment. The first phase of this assessment began in the fall of 2017. The second phase of the assessment began in spring of 2019. An allocation of \$8,900,000 for an expansion to our Drainage Capital Improvement Program is included in the Financial Plan. It is recommended that the highest priority projects that were identified as part of the Drainage Study be included as part of this bond program. Another expansion to the Drainage Capital Improvement Program is anticipated following

the full completion of the study. A Drainage Rate Study will also be conducted to determine capital project capacity and funding options.

The City has invested almost \$124,252,000 over the past 10 years in improving and extending our water and sewer infrastructure. In 2020, we completed an extensive update to the Water and Wastewater Master Plan. The Master Plan evaluates system demands and improvements through 2070.

The Financial Plan includes an additional \$279,305,000 in capital funds to implement water and wastewater improvement projects including an expansion of our water treatment plant, an expansion of the Temple-Belton and Doshier Farms wastewater treatment plants, and a systematic approach to reducing sanitary sewer overflows.

An additional Project Engineer (FY 24) position is included in Engineering in order to provide project management support for our extensive capital improvement programs.

Two additional water maintenance crews (FY 26, FY 28) are included as part of the Financial Plan to provide the staffing resources necessary to maintain our water distribution system and to provide an enhanced response time for non-emergency water leaks.

Three additional wastewater maintenance crews are also included as part of the Financial Plan to provide the staffing resources necessary to maintain our wastewater collection system and to provide a systematic approach to eliminating sanitary sewer overflows. Additional crew proposals include one Wastewater Maintenance crew in fiscal year 2026, one additional crew in fiscal year 2027, and one additional crew in fiscal year 2028.





An additional Utility Manager (FY 23) position is also included to provide additional management resources to the Public Works Department.

The Financial Plan also includes the addition of a Meter Technician (FY 26) position and two Environmental Program Technician (FY 26, FY 27) positions.

Funding for additional Solid Waste and Recycling routes is also included in the Financial Plan. These route additions are intended to maintain service levels in the midst of the growth of our community. An additional residential route and additional roll-off route are funded in fiscal year 2021. This year, we are in the process of developing a Solid Waste Management Plan to help us review and analyze the current solid waste management system, residential & commercial routes, system alternatives, and capital equipment and facility improvement needs. The Financial Plan includes a \$1,700,000 placeholder for implementation of additional routes and resources recommended by the Solid Waste Management Plan.

## A Safe and Healthy Community

Protecting our public safety is a top priority for the City of Temple in providing a community where businesses can thrive, and residents want to call home.

Recent events in Minneapolis have created a chain reaction across our country. This reaction has led to pain, anger, and frustration. We have watched as people across the nation voiced their sadness, outrage, and hurt over a horrific incident that took the life of George Floyd.

We recognize there are incidents throughout the nation that raise legitimate questions about interactions between law enforcement and the community. Police Officers are sworn to protect the residents they serve. It is devastating to see that these interactions have caused citizens to fear those whose duty it is to protect them. It is our belief that our police cannot be successful without community support and that begins by having an ongoing, authentic relationship between the community and the police.

We are committed to fostering relationships between Temple Police Department and the community through healthy and productive conversations concerning police and community issues. We are committed to treating each of our citizens equally as we drive hate, discrimination, and divisiveness out of our city.

We fully believe the Temple Police Department and our community can work together to promote understanding and build trust. The Temple Police Department has taken a proactive approach to community policing since 1993 to reduce crime and improve the quality of life for residents and the City is committed to adding additional personnel and increasing community and neighborhood policing efforts. Funding is included in the Financial Plan to establish an enhanced Neighborhood and District Community Policing Program. This proposal involves funding an additional Community Oriented Policing (COPs) unit (FY 21, FY 23, FY 25) as well as the addition of six civilian Safety Ambassador (FY 25, FY 26) positions to help provide expanded foot and bicycle patrol in neighborhoods, downtown, and in our parks.

The Financial Plan also includes the expansion of our police patrol program from eight patrol districts to ten patrol districts to provide enhanced response capacity and consistent, visible police presence in our community. A total of five additional police officers are needed for this initiative. The addition of three patrol officers is included in fiscal year 2025 and two in fiscal year 2026.

The plan also includes funding to complete the final phase of staffing for the Proactive Enforcement/Violent Crime Squad. The addition of two Police Officer (FY 25, FY 26) positions is included to fully staff that unit.

A second Property Crimes Investigation Squad (FY 25, FY 26) is included to respond to the projected increase in case load based on the growth of our community. An additional detective (FY 25) position is also funded to be added to the Violent Crimes Investigation Squad.

The Financial Plan also allocates funding for the addition of a School Resource Officer (FY 21) position for the new Lake Belton High School, a Police Officer (FY 25) position to implement an enhanced training program, and three civilian Community Service Records Technicians (FY 22, FY 24) an Animal Services Field Officer (FY 23) position, as well as two additional Animal Shelter Technicians (FY 24, FY 25) to maintain service levels as our community grows.

An allocation of \$22,400,000 for a Public Safety Capital Improvement Program is included in the Financial Plan and is proposed as a certificate of obligation bond program. It is recommended that this bond include an expansion of the Public Safety Training Center, a new shooting range, an expansion and update of the Animal Shelter and Pet Adoption Center, improvements to fire stations, and investments in equipment.

The Financial Plan includes funding to upgrade the Fire Marshal position to an Assistant Fire Chief (FY 21) position and the addition of a Fire Management Specialist (FY 22) position.

An additional two fire squad vehicles are scheduled to be purchased and fully staffed (FY 27) to provide enhanced response capacity in the growth areas of our community.

Three additional Battalion Chief (FY 27) positions and three additional Driver Safety Officer (FY 27) positions are funded in order to allow the City to be divided into two response districts to provide greater supervisory resources to the Fire Department as the community continues to grow.

The plan includes funding for four additional outdoor warning sirens (FY 21, FY 22, FY 23, FY 25), the replacement of ten cardiac monitors (FY 21-FY 26), the replacement of a ladder truck (FY 22), the replacement of three fire engines (FY 23, FY 27, FY 28), the replacement of a fire rescue vehicle (FY 24), the replacement of two fire squad vehicles (FY 24), and the replacement of our aircraft rescue and firefighting truck (FY 26).

Funding for additional code compliance resources are included in the Financial Plan including a Code Compliance Manager (FY 23) position. These additions will provide the staff resources necessary to expand our proactive, solution-oriented code compliance approach.

COMBINED STATEMENT – SOURCES OF FUNDS

Revenues/Other Sources	Adopted Budget FY 2020	Adopted Budget FY 2021	% Increase/ (Decrease)
General Fund	\$ 81,609,702	\$ 81,457,021	-0.19%
Water & Wastewater Fund	45,547,087	43,728,324	-3.99%
Debt Service Fund	19,354,415	20,273,288	4.75%
Hotel/Motel Tax Fund	2,313,723	2,248,938	-2.80%
Federal/State Grant Fund	588,159	626,742	6.56%
Drainage Fund	2,775,825	2,850,103	2.68%
Reinvestment Zone No. 1 Fund	33,905,330	19,994,744 <sup>(3)</sup>	-41.03%
<b>Total Revenues/Other Sources</b>	<b>\$ 186,094,241</b>	<b>\$ 171,179,160</b>	<b>-8.01%</b>

Expenditures/Transfers	Adopted Budget FY 2020	Adopted Budget FY 2021	% Increase/ (Decrease)
General Fund	\$ 84,220,820 <sup>(1)</sup>	\$ 83,707,907 <sup>(2)</sup>	-0.61%
Water & Wastewater Fund	45,547,087	44,037,124	-3.32%
Debt Service Fund	19,354,415	20,273,288	4.75%
Hotel/Motel Tax Fund	2,598,723	2,248,938	-13.46%
Federal/State Grant Fund	588,159	626,742	6.56%
Drainage Fund	2,775,825	2,850,103	2.68%
Reinvestment Zone No. 1 Fund	40,561,703	20,867,403 <sup>(3)</sup>	-48.55%
<b>Total Expenditures/Transfers</b>	<b>\$ 195,646,732</b>	<b>\$ 174,611,505</b>	<b>-10.75%</b>

(1) Includes the use of \$2,611,118 in Undesignated Fund Balance - Capital Projects to fund Capital of \$1,988,618, Strategic Investment Zone of \$100,000, and Debt Service for Capital Replacement - Sanitation Vehicles of \$273,250 and for Capital Replacement - Public Safety P25 Radios of \$249,250.

(2) Includes the use of \$2,250,886 in Undesignated Fund Balance - Capital Projects to fund Capital of \$1,625,386, Strategic Investment Zone of \$100,000, and Debt Service for Capital Replacement - Sanitation Vehicles of \$272,000 and for Capital Replacement - Public Safety P25 Radios of \$253,500.

(3) As amended in the Financing Plan approved by the Reinvestment Board on 08/26/20 and Council on 09/17/20.

COMBINED STATEMENT – SOURCES OF FUNDS

	FORECASTED Budget FY 2022	FORECASTED Budget FY 2023	FORECASTED Budget FY 2024	FORECASTED Budget FY 2025	FORECASTED Budget FY 2026	FORECASTED Budget FY 2027	FORECASTED Budget FY 2028
<b>Revenues/Other Sources</b>							
General Fund	\$ 84,663,071	\$ 87,957,318	\$ 91,577,767	\$ 95,065,711	\$ 99,091,861	\$ 102,378,853	\$ 105,754,518
Water & Wastewater Fund	48,150,305	51,089,875	52,781,021	55,729,407	59,161,246	60,046,826	60,950,361
Debt Service Fund	22,329,517	25,539,621	26,711,064	28,054,155	29,308,368	30,316,941	29,883,371
Hotel/Motel Tax Fund	2,292,021	2,337,802	2,384,498	2,432,127	2,480,710	2,530,264	2,580,810
Federal/State Grant Fund	645,544	664,991	684,858	705,404	726,566	748,363	770,814
Drainage Fund	2,869,824	2,891,601	2,913,563	2,935,708	2,958,041	2,974,237	2,990,588
Reinvestment Zone No. 1 Fund	60,313,900	21,451,033	22,609,406	23,966,490	25,595,655	26,384,218	26,614,065
<b>Total Revenues/Other Sources</b>	<b>\$ 221,264,182</b>	<b>\$ 191,932,241</b>	<b>\$ 199,662,177</b>	<b>\$ 208,889,002</b>	<b>\$ 219,322,447</b>	<b>\$ 225,379,702</b>	<b>\$ 229,544,527</b>
<b>Expenditures/Transfers</b>							
General Fund	\$ 89,188,816	\$ 91,090,729	\$ 93,398,584	\$ 96,101,429	\$ 99,479,383	\$ 103,746,203	\$ 106,697,795
Water & Wastewater Fund	48,150,305	51,089,875	52,781,021	55,729,407	59,161,246	60,046,826	60,950,361
Debt Service Fund	22,329,517	25,539,621	26,711,064	28,054,155	29,308,368	30,316,941	29,883,371
Hotel/Motel Tax Fund	2,292,021	2,337,802	2,384,498	2,432,127	2,480,710	2,530,264	2,580,810
Federal/State Grant Fund	645,544	664,991	684,858	705,404	726,566	748,363	770,814
Drainage Fund	2,869,824	2,891,601	2,913,563	2,935,708	2,958,041	2,974,237	2,990,588
Reinvestment Zone No. 1 Fund	63,337,125	18,944,909	16,267,317	32,269,940	25,520,723	26,606,083	26,672,812
<b>Total Expenditures/Transfers</b>	<b>\$ 228,813,152</b>	<b>\$ 192,559,528</b>	<b>\$ 195,140,905</b>	<b>\$ 218,228,170</b>	<b>\$ 219,635,037</b>	<b>\$ 226,968,917</b>	<b>\$ 230,546,551</b>

This section outlines the City’s long-term planning process that seeks to ensure achievement of the City’s mission, goals, and strategic focus areas. A conservative eight-year funding model was created to ensure that the necessary resources are allocated to the City’s goals in order to make their achievement possible. The funding model aligns the City’s budget with the four strategic focus areas, estimates available revenue over the eight-year planning period, and identifies the resources needed for the specific initiatives that will help accomplish the strategic goals of the City.

There are a large number of variables involved in the development of a multiple year financial forecast, and a number of assumptions for each of those variables, on both the revenue and expenditure side. Revenue forecast are based on a combination of historical trend analysis and future growth development estimates. Expenditures are forecasted by applying a combination of CIP adjustments and planned expansion of services.

## FINANCIAL SUMMARY GENERAL FUND

	Actual		2019/2020 AMENDED Budget @ 06/30/20	2020/2021 ADOPTED Budget	+(-)
	09/30/18	09/30/19			
<b>Revenues:</b>					
Taxes	\$ 35,625,665	\$ 37,072,860	\$ 38,927,828	\$ 40,956,891	\$ 2,029,063
Franchise fees	6,834,212	7,128,549	7,538,297	7,171,728	(366,569)
Licenses and permits	1,034,209	1,057,631	1,113,500	1,054,950	(58,550)
Intergovernmental	59,122	80,806	61,266	940,669	879,403
Charges for services	25,369,209	28,392,102	28,188,114	28,320,206	132,092
Fines	1,868,233	2,088,993	2,100,475	1,992,102	(108,373)
Interest and other	1,552,914	2,247,592	1,586,333	721,214	(865,119)
<b>Total revenues</b>	<b>72,343,564</b>	<b>78,068,533</b>	<b>79,515,813</b>	<b>81,157,760</b>	<b>1,641,947</b>
<b>Expenditures:</b>					
Current:					
General government	14,763,301	15,971,681	17,232,960	17,782,976	550,016
Public safety	31,718,631	32,219,178	35,210,025	35,586,308	376,283
Highways and streets	3,232,900	3,184,025	4,055,470	3,897,044	(158,426)
Sanitation	6,431,591	7,343,211	7,782,324	7,641,066	(141,258)
Parks and recreation	10,268,655	10,474,458	12,660,584	13,064,154	403,570
Airport	2,552,451	2,459,463	2,302,726	2,418,672	115,946
Contingency <sup>(1)</sup>	-	-	-	-	-
Capital	2,550,031	3,525,707	3,463,715	1,639,886	(1,823,829)
Debt service:					
Principal retirement - lease	108,767	401,569	327,765	338,999	11,234
Interest and fiscal charges - lease	14,087	40,232	36,372	27,734	(8,638)
<b>Total expenditures</b>	<b>71,640,414</b>	<b>75,619,524</b>	<b>83,071,941</b>	<b>82,396,839</b>	<b>(675,102)</b>
Excess (deficiency) of revenues over expenditures	703,150	2,449,009	(3,556,128)	(1,239,079)	2,317,049
<b>Other financing sources (uses):</b>					
Transfers in (out):					
Transfers out - Debt Service	(1,503,119)	(1,506,800)	(1,783,169)	(1,311,068)	472,101
Transfers out - Grant Fund	(22,083)	(19,771)	(11,461)	-	11,461
Transfers out - Capital Projects-Designated	(418,518)	(595,473)	(626,078)	-	626,078
Transfers in - Drainage Fund	-	-	291,462	299,261	7,799
Excess Revenue Over Expenditure - prior year	-	-	-	-	-
Lease proceeds	538,186	1,141,797	7,652	-	(7,652)
<b>Total other financing sources (uses)</b>	<b>(1,405,534)</b>	<b>(980,247)</b>	<b>(2,121,594)</b>	<b>(1,011,807)</b>	<b>1,109,787</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(702,384)	1,468,762	(5,677,722)	(2,250,886)	3,426,836
Fund balance, beginning of period	28,482,112	27,779,728	29,248,490	23,570,768	-
<b>Fund balance, end of period</b>	<b>\$ 27,779,728</b>	<b>\$ 29,248,490</b>	<b>\$ 23,570,768</b>	<b>\$ 21,319,882</b>	<b>\$ 3,426,836</b>

(1) - Contingency is budgeted in Special Services and moved during the fiscal year as appropriated by the Council - only applicable to amended and adopted budgets

## FINANCIAL SUMMARY GENERAL FUND

Total General Fund Expenditures - By Category					
	Actual		2019/2020 AMENDED Budget	2020/2021 ADOPTED Budget	+(-)
	09/30/18	09/30/19	@ 06/30/20		
Personnel services	\$ 47,996,150	\$ 49,280,435	\$ 55,143,003	\$ 56,921,434	\$ 1,778,431
Operations	20,971,379	22,371,581	24,101,086	23,468,786	(632,300)
Capital outlay	2,550,031	3,525,707	3,463,715	1,639,886	(1,823,829)
Contingency <sup>(1)</sup>	-	-	-	-	-
Debt Service	122,854	441,801	364,137	366,733	2,596
<b>Fund Total</b>	<b>\$ 71,640,414</b>	<b>\$ 75,619,524</b>	<b>\$ 83,071,941</b>	<b>\$ 82,396,839</b>	<b>\$ (675,102)</b>

(1) - Contingency is budgeted in Special Services and moved during the fiscal year as appropriated by the Council - only applicable to amended and adopted budgets

# FINANCIAL SUMMARY GENERAL FUND

	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
<b>Revenues:</b>							
Taxes	\$ 43,791,692	\$ 45,995,158	\$ 48,293,137	\$ 50,682,334	\$ 53,153,091	\$ 55,717,186	\$ 58,370,344
Franchise fees	7,492,533	7,741,213	7,929,504	8,182,732	8,462,249	8,616,612	8,774,074
Licenses and permits	1,076,049	1,097,570	1,119,521	1,141,912	1,164,750	1,188,045	1,211,806
Intergovernmental	170,065	170,065	45,065	45,065	45,065	45,065	45,065
Charges for services	29,846,513	30,628,117	31,835,376	32,621,097	33,841,573	34,365,874	34,900,074
Fines	2,015,624	2,055,937	2,097,055	2,138,997	2,181,776	2,225,412	2,269,920
Interest and other	676,983	686,929	697,056	707,368	717,868	728,559	739,445
<b>Total revenues</b>	<b>85,069,459</b>	<b>88,374,989</b>	<b>92,016,714</b>	<b>95,519,505</b>	<b>99,566,372</b>	<b>102,886,753</b>	<b>106,310,728</b>
<b>Expenditures:</b>							
Current:							
General government	19,126,326	19,449,413	19,095,024	19,206,772	19,746,148	20,471,768	21,064,133
Public safety	37,454,810	38,121,107	39,554,980	41,227,089	43,014,953	44,851,657	46,209,409
Highways and streets	4,056,003	4,028,091	4,368,889	4,277,296	4,328,787	4,492,203	4,561,289
Sanitation	7,989,464	8,101,788	8,261,224	8,213,765	8,386,541	8,556,510	8,856,450
Parks and recreation	13,543,977	14,092,974	14,314,645	14,721,559	15,212,278	15,770,109	16,340,693
Airport	2,453,441	2,582,558	2,543,225	2,596,496	2,650,887	2,706,421	2,775,651
Contingency <sup>(1)</sup>	500,000	1,055,000	1,390,550	1,954,456	2,424,000	2,898,240	3,477,222
Capital	2,058,063	1,739,180	2,105,276	1,963,770	1,482,050	1,800,000	1,800,000
Debt service:							
Principal retirement - lease	316,949	209,526	-	-	-	-	-
Interest and fiscal charges - lease	13,411	6,223	-	-	-	-	-
<b>Total expenditures</b>	<b>87,512,444</b>	<b>89,385,860</b>	<b>91,633,813</b>	<b>94,161,203</b>	<b>97,245,644</b>	<b>101,546,908</b>	<b>105,084,847</b>
Excess (deficiency) of revenues over expenditures	(2,442,985)	(1,010,871)	382,901	1,358,302	2,320,728	1,339,845	1,225,881
<b>Other financing sources (uses):</b>							
Transfers in (out):							
Transfers out - Debt Service	(1,634,191)	(1,662,417)	(1,722,093)	(1,897,342)	(2,190,652)	(2,206,008)	(2,019,966)
Transfers out - Grant Fund	-	-	-	-	-	-	-
Transfers out - Capital Projects-Designated	-	-	-	-	-	-	-
Transfers in - Drainage Fund	301,332	303,618	305,924	308,249	310,594	312,295	314,012
Excess Revenue Over Expenditure - prior year	2,620,313	2,280,280	2,170,276	2,018,770	1,539,950	1,900,000	1,900,000
Lease proceeds	-	-	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>1,287,454</b>	<b>921,481</b>	<b>754,107</b>	<b>429,677</b>	<b>(340,108)</b>	<b>6,287</b>	<b>194,046</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(1,155,531)	(89,390)	1,137,008	1,787,979	1,980,620	1,346,132	1,419,927
Fund balance, beginning of period	21,319,882	20,164,351	20,074,961	21,211,969	22,999,948	24,980,568	26,326,700
<b>Fund balance, end of period</b>	<b>\$ 20,164,351</b>	<b>\$ 20,074,961</b>	<b>\$ 21,211,969</b>	<b>\$ 22,999,948</b>	<b>\$ 24,980,568</b>	<b>\$ 26,326,700</b>	<b>\$ 27,746,627</b>

(1) - Contingency is budgeted in Special Services and moved during the fiscal year as appropriated by the Council - only applicable to amended and adopted budgets

## FINANCIAL SUMMARY GENERAL FUND

Total General Fund Expenditures - By Category							
	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Personnel services	\$ 59,873,343	\$ 61,362,902	\$ 62,827,733	\$ 64,670,404	\$ 66,956,203	\$ 69,664,072	\$ 71,759,222
Operations	24,750,678	25,013,029	25,310,254	25,572,573	26,383,391	27,184,596	28,048,403
Capital outlay	2,058,063	1,739,180	2,105,276	1,963,770	1,482,050	1,800,000	1,800,000
Contingency <sup>(1)</sup>	500,000	1,055,000	1,390,550	1,954,456	2,424,000	2,898,240	3,477,222
Debt Service	330,360	215,749	-	-	-	-	-
<b>Fund Total</b>	<b>\$ 87,512,444</b>	<b>\$ 89,385,860</b>	<b>\$ 91,633,813</b>	<b>\$ 94,161,203</b>	<b>\$ 97,245,644</b>	<b>\$ 101,546,908</b>	<b>\$ 105,084,847</b>

(1) - Contingency is budgeted in Special Services and moved during the fiscal year as appropriated by the Council - only applicable to amended and adopted budgets



## FINANCIAL SUMMARY GENERAL FUND

### Revenues

- Property taxes were forecasted based on a combination of growth in the taxable assessed value of property within the city and tax rate. Growth in assessed values was estimated using data from demographic studies and planned future developments. Estimated tax rates were calculated not to exceed the voter approval tax rate.
- Sales tax was forecasted based on growth and future retail development resulting in an estimated 2.75% annual increase for FY 2022 through FY 2028
- Franchise fees (not including water/wastewater franchise) – 2.00% annual increase for FY 2022 through FY 2028
- Water/wastewater franchise fee – 5.00% franchise fee paid by Water/Wastewater Fund based on budgeted water/wastewater gross revenues for FY 2023 through FY 2028
- Water/wastewater contractual fee – 10.50% fee paid by Water/Wastewater Fund based on budgeted water/wastewater gross revenues for FY 2023 through FY 2028
- Licenses and permits – 2.00% annual increase in FY 2022 through FY 2028
- Fines – 2.00% annual increase in FY 2022 through FY 2028
- Golf course revenue – 1.00% annual increase in FY 2022 through FY 2028
- Solid waste charges for services includes growth assumptions, as well as rate increases

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>Residential</b>								
Customer Growth	3.39%	2.71%	2.64%	2.57%	2.82%	2.74%	2.00%	2.00%
Rate Adjustments	\$ -	\$ 1.00	\$ -	\$ 1.00	\$ -	\$ 1.00	\$ -	\$ 1.00
<b>Commercial</b>								
Customer Growth	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Rate Adjustments	0.00%	3.00%	0.00%	3.00%	0.00%	2.00%	0.00%	2.00%

- Airport sales and rental varied based on revenue type:
  - Fuel sales and discount on fuel increased 1.50% annually in FY 2022 through FY 2028
  - Rental revenue related to hangers 20 and 26 stayed constant from FY 2022 through FY 2025 with hopes of achieving successful rental in FY 2026 therefor increasing revenue by 88.66% (\$218,070)
  - All other charges for Airport increased 2.00% annually in FY 2022 through FY 2028
- All other charges for services reflect an annual increase of 2.00% in FY 2022 through FY 2028

### Expenditures

- Personnel costs are estimated to increase 1.75% in FY 2022, 2.00% in FY 2023, and 2.25% in FY 2024 through FY 2028
- Personnel costs also include new positions planned for in FY 2022 through FY 2028
- Operational costs are estimated to increase 1.25% in FY 2022, 1.50% in FY 2023, 1.75% in FY 2024, and 2.00% in FY 2025 through FY 2028
- Operational costs also include newly planned operational items tied to added personnel and fleet
- Capital costs are based on scheduled fleet replacements, as well as requested fleet for FY 2022 through FY 2028
  - Replacement and additional fleet costs are based on current fleet pricing with an inflation factor depending on scheduled fiscal year and type of equipment
- Contingency placeholders were included in FY 2022 through FY 2028 to account for proposed civil service pay increases, general government pay increase, and other unplanned for items

## CAPITAL SUMMARY GENERAL FUND

Department	Project	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
		ADOPTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet
Police	Replacement Schedule for Police Vehicles	\$ 556,100	\$ 268,300	\$ 717,400	\$ 557,800	\$ 531,650	\$ 731,700	\$ 420,000	\$ 630,000
Fire	Cardiac Monitor Replacement (3) FY 2021, (3) FY 2022, (1) FY 2023 - FY 2026	105,000	105,000	35,000	35,000	35,000	35,000	-	-
Facility Services	General Improvements	100,000	150,000	100,000	150,000	150,000	-	-	-
Police	Vehicles for (7) Police Officers for COPS (1) FY 2021, (2) FY 2022, (4) FY 2025	63,600	127,200	-	-	254,400	-	-	-
Police	Vehicle for Police Officer SRO - Belton	63,600	-	-	-	-	-	-	-
Sammons Golf	Toro Fairway Mower	62,500	-	-	-	-	-	-	-
Streets	Replace 2011 Ford F350 Asset # 13296	50,000	-	-	-	-	-	-	-
Solid Waste	Upgrade Commercial Sideload Delivery Body Asset #12962	40,000	-	-	-	-	-	-	-
Parks	Dispose of 2003 Kut-Kwick SSM38; Replace with 1-Ton Pickup Asset # 11648	37,400	-	-	-	-	-	-	-
Parks	Replace 2009 Ford Super Duty F-250 Asset #12965	35,400	-	-	-	-	-	-	-
Fire	SCBA Cascade System	35,000	-	-	-	-	-	-	-
Police	AV Training Room Upgrades	35,000	-	-	-	-	-	-	-
Streets	Replace 2008 Ford F250 Asset # 12868	34,700	-	-	-	-	-	-	-
Sammons Golf	New Greens Aerifier	33,500	-	-	-	-	-	-	-
Airport	Replace 1995 Chevy - Operations Truck Asset # 9987	33,400	-	-	-	-	-	-	-
Permits & Inspections	Replace 2008 Ford F-150 Regular Cab 4x2 Asset #12820	33,400	-	-	-	-	-	-	-
Solid Waste	Replace 2011 Ford F-150 Regular Cab 4x2 Asset # 13295	33,400	-	-	-	-	-	-	-
Fire	Additional Outdoor Warning Sirens	29,000	29,000	29,000	-	29,000	-	-	-
Fire	Replacement/Additional Airpacks	27,200	27,200	27,200	-	27,200	27,200	-	-

## CAPITAL SUMMARY GENERAL FUND

Department	Project	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
		ADOPTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet
Airport	Replace 2001 Mercury Sable - Courtesy Car Asset #11458	25,000	-	-	-	-	-	-	-
Sammons Golf	Replace (2) 2013 Yamaha Utility Vehicles	20,670	-	-	-	-	-	-	-
ITS	Dayforce by Ceridian - Implementation Costs	20,296	-	-	-	-	-	-	-
Parks	Replace 2008 John Deere 2305 Asset # 12592	19,500	-	-	-	-	-	-	-
Library	Integrated Library System Software/Servers	18,000	-	-	-	-	-	-	-
Parks	Replace 2012 Sprayer Asset #13510	18,000	-	-	-	-	-	-	-
Streets	Sanding Insert for Dump Truck	16,320	-	-	-	-	-	-	-
Code Compliance	Pressure Washer on a Trailer (Transform Temple)	14,500	-	-	-	-	-	-	-
Airport	Self-Serve Fuel Pump Software Upgrade	13,000	-	-	-	-	-	-	-
Airport	Replace Ground Support Equipment (GSE) UTV	13,000	-	-	-	-	-	-	-
Parks	Replace 2015 SCAG Turf Tiger Mower Asset #14260	12,800	-	-	-	-	-	-	-
Parks	Replace 2015 SCAG Turf Tiger Mower Asset #14008	12,800	-	-	-	-	-	-	-
Parks	Replace 2015 SCAG Turf Tiger Mower Asset #14259	12,800	-	-	-	-	-	-	-
Fire	Treadmill Replacement (2) FY 2021 - FY 2023, (1) FY 2024 - FY 2026	12,000	12,000	12,000	6,000	6,000	6,000	-	-
Parks	Additional Landscape Trailer (Greenacres)	3,000	-	-	-	-	-	-	-
Engineering	DJI Matrice 600 Pro Hexacopter/LiDAR Drone	-	78,817	-	-	-	-	-	-
Parks	Replace 2008 JOHN DEERE 5325 Tractor Asset #12813	-	59,100	-	-	-	-	-	-
Streets	Replace 1997 New Holland LX665 - Skid Steer Asset # 10256	-	56,000	-	-	-	-	-	-
Airport	Replace 1997 Case 580L w Skid Steer & Backhoe Attachment Asset #10259	-	55,000	-	-	-	-	-	-

## CAPITAL SUMMARY GENERAL FUND

Department	Project	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
		ADOPTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet
Fire	Replace Staff Vehicle Asset #13378	-	47,000	-	-	-	-	-	-
Fire	Replace Fire Marshal Truck Asset #13515	-	47,000	-	-	-	-	-	-
Fire	Replace Staff Vehicle Asset #13122	-	47,000	-	-	-	-	-	-
Animal Services	Ford F-150 with Lift Gate **Addition to Fleet**	-	43,500	-	-	-	-	-	-
Recreation	Replace 2006 Ford E-350 Asset # 12353	-	42,000	-	-	-	-	-	-
Parks	Replace 2011 Ford Super Duty Asset #13297	-	41,000	-	-	-	-	-	-
Parks	Replace 2010 FORD F350 Asset #13125	-	40,300	-	-	-	-	-	-
Parks	Replace 2010 FORD F250 Asset #13136	-	40,300	-	-	-	-	-	-
Parks	Replace 2010 FORD F-350 Super Duty Super Crew 4x2 Asset #13135	-	40,300	-	-	-	-	-	-
Code Compliance	Replace 2006 Chevrolet Silverado 1500 Asset # 12341	-	36,200	-	-	-	-	-	-
Parks	Replace 2008 FORD EXPLORER Asset #12823	-	35,700	-	-	-	-	-	-
Facility Services	Replace 2008 Ford Ranger Asset # 12787	-	35,400	-	-	-	-	-	-
Animal Services	Replace 2013 Ford F-150 Regular Cab 4x2 Asset # 13700	-	34,100	-	-	-	-	-	-
Fleet Services	Replace 2010 Ford Ranger Asset #13128	-	34,100	-	-	-	-	-	-
Parks	Replace 2011 FORD F-150 Regular Cab 4x2 Asset #13293	-	34,100	-	-	-	-	-	-
Engineering	Replace Inspector Pickup, F-150 Reg. Cab Asset # 13514	-	34,000	-	-	-	-	-	-
Engineering	Replace Inspector Pickup, F-150 Reg. Cab Asset # 13516	-	34,000	-	-	-	-	-	-
Parks	Musco Lighting FY 22 & FY 24 - 3 Ball Fields	-	33,750	-	33,750	-	-	-	-
Fleet Services	Replace 2008 Chevy Uplander Asset #12781	-	33,400	-	-	-	-	-	-

## CAPITAL SUMMARY GENERAL FUND

Department	Project	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
		ADOPTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet
Parks	Replace 2011 FORD F-150 Regular Cab 4x2 Asset #13294	-	33,400	-	-	-	-	-	-
Solid Waste	Replace 2012 Ford F-150 Regular Cab 4x2 Asset # 13517	-	33,400	-	-	-	-	-	-
Parks	Truck for Park Maintenance Custodian Position - FY 2022	-	32,000	-	-	-	-	-	-
Airport	Replace 2004 Dodge Intrepid - Courtesy Car Asset #11615	-	29,000	-	-	-	-	-	-
Parks	Repairs to Roads & Drainage Pipe - Hillcrest	-	25,000	40,000	-	25,000	-	-	-
Parks	Repairs to Leaning Headstones - Hillcrest	-	20,000	20,000	20,000	20,000	-	-	-
Fire	Off road Fire/Transport Vehicle	-	20,000	-	-	-	-	-	-
Recreation	Airscreen Outdoor Screen 16 x 80	-	17,000	-	-	-	-	-	-
Parks	Signage - Hillcrest	-	15,000	15,000	15,000	-	-	-	-
Parks	Additional 3 Wheeled Vehicle, JD 1200A (Ballfields)	-	14,500	-	-	-	-	-	-
Parks	Replace 2017 SCAG Turf Tiger Asset #14478	-	13,100	-	-	-	-	-	-
Police	Forensic Computer/AXIOM Forensic Software	-	13,000	-	-	-	-	-	-
Parks	Replace 2016 SCAG Turf Tiger Mower Asset #14272	-	12,800	-	-	-	-	-	-
Parks	Replace 2016 SCAG Turf Tiger Mower Asset #14273	-	12,800	-	-	-	-	-	-
Performance Excellence	Cubicles	-	10,296	-	-	-	-	-	-
Recreation	Directional/Onsite Signage for Bloomin Temple	-	10,000	-	10,000	-	15,000	-	-
City Secretary	Dictation Software	-	10,000	-	-	-	-	-	-
Recreation	Event Trailer	-	10,000	-	-	-	-	-	-
Streets	Street Saw for Asphalt Work	-	10,000	-	-	-	-	-	-

## CAPITAL SUMMARY GENERAL FUND

Department	Project	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
		ADOPTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet
Fire	Forcible Entry Training Prop	-	8,500	-	-	-	-	-	-
Fire	Drone	-	7,500	-	-	-	-	-	-
Library	Bookmobile \$75,000 Friends, \$15,000 Foundation	-	-	100,000	-	-	-	-	-
Parks	Vehicle for (2) Maintenance Workers - FY 2023	-	-	65,400	-	-	-	-	-
Airport	Replace 2008 Ford F250 Regular Cab Utility Body Asset # 12585	-	-	59,500	-	-	-	-	-
Facility Services	Replace 2006 Chevrolet Silverado 3500 Asset # 12273	-	-	52,000	-	-	-	-	-
Parks	Replace 2010 FORD F-350 Super Duty Super Crew 4x2 Asset #13134	-	-	52,000	-	-	-	-	-
Facility Services	Vehicle for Building Improvement Technician Team 3/4 Ton Regular Cab Utility 4x2 w/Liftgate	-	-	46,900	-	-	-	-	-
Engineering	Replace Ford Explorer Asset # 12824	-	-	36,800	-	-	-	-	-
Code Compliance	Vehicle for Code Compliance Manager **Addition to Fleet**	-	-	35,400	-	-	-	-	-
Permits & Inspections	Vehicle for Combination Building Inspector	-	-	34,800	-	-	-	-	-
Traffic Signals	Replace 2012 Ford F-150 Regular Cab 4x2 Asset # 13519	-	-	34,800	-	-	-	-	-
Solid Waste	Replace 2011 Ford F-150 Regular Cab 4x2 Asset # 13389	-	-	34,700	-	-	-	-	-
Parks	Truck for Park Maintenance Horticulture Position - FY 2023	-	-	32,700	-	-	-	-	-
Police	Vehicle for Sergeant for COPS	-	-	30,000	-	-	-	-	-
Library	Replace 2002 Ford Crown Victoria Asset #11313	-	-	26,500	-	-	-	-	-
Library	Media Shelving - First Floor	-	-	19,180	-	-	-	-	-
Library	Library Furnishing (Reference Desks)	-	-	18,000	-	-	-	-	-
Library	Coffee Lounge	-	-	16,300	-	-	-	-	-

## CAPITAL SUMMARY GENERAL FUND

Department	Project	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
		ADOPTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet
Parks	Replace 2012 TORO MDX Utility Vehicle Asset #13492	-	-	15,600	-	-	-	-	-
Parks	Replace 2017 SCAG Turf Tiger II Mower Asset #14593	-	-	13,300	-	-	-	-	-
Library	Shelving - Second Floor	-	-	12,800	-	-	-	-	-
Code Compliance	Replace 2016 SCAG Tiger Cat II Asset #14320 (Transform Temple)	-	-	6,900	-	-	-	-	-
City Secretary	Election Equipment	-	-	-	154,986	-	-	-	-
Airport	Replace 2002 Chevrolet W4S042 Fueling Truck Asset # 11316	-	-	-	108,000	-	-	-	-
Streets	Backhoe	-	-	-	106,100	-	-	-	-
Code Compliance	Development Incentives - Property Purchase	-	-	-	100,000	-	-	-	-
Solid Waste	Replace 2009 Ford F350 Asset # 12962	-	-	-	75,000	-	-	-	-
Fire	Replace Utility Vehicle Asset #12964	-	-	-	68,500	-	-	-	-
Streets	Replace 2010 Brush Bandit 1090 - Chipper Asset # 13273	-	-	-	65,000	-	-	-	-
Fire	Replace Haz-Mat Vehicle Asset #11912	-	-	-	60,000	-	-	-	-
Parks	Replace 2013 FORD Super Duty Crew Cab Asset #13698	-	-	-	53,100	-	-	-	-
Parks	Replace 2012 FORD F350 Asset #13523	-	-	-	52,000	-	-	-	-
Solid Waste	Replace 2005 Komatsu FG40ZT2-8 Lift Truck Asset # 12283	-	-	-	50,500	-	-	-	-
Sammons Golf	Reel Grinder	-	-	-	44,840	-	-	-	-
Recreation	Airscreen Outdoor Movie Package 40" Screen	-	-	-	42,000	-	-	-	-
Fleet Services	Replace 2011 Ford F-150 Asset #13292	-	-	-	35,400	-	-	-	-
Parks	Replace 2010 Ford Ranger Asset #13130	-	-	-	35,400	-	-	-	-

## CAPITAL SUMMARY GENERAL FUND

Department	Project	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
		ADOPTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet
Streets	Replace 2013 Ford F250 Asset # 13381	-	-	-	35,400	-	-	-	-
Animal Services	Replace 2013 Ford F-150 Regular Cab 4x2 Asset # 13701	-	-	-	34,800	-	-	-	-
Recreation	Pedestrian Fencing for Events	-	-	-	30,000	-	-	-	-
Permits & Inspections	Planning and Development Vehicle Split Funded with Planning	-	-	-	28,000	-	-	-	-
Streets	Utility Body for requested New ROW Crew To be split funded: General Fund - 50% Drainage Fund - 50%	-	-	-	26,500	-	-	-	-
Streets	Roller for Additional Patch Crew **Addition to Fleet**	-	-	-	22,000	-	-	-	-
Parks	Replace 2017 SCAG Turf Tiger II Mower Asset #14592	-	-	-	13,600	-	-	-	-
Code Compliance	Replace 2015 Hustler Super Z Asset # 14139	-	-	-	13,300	-	-	-	-
Code Compliance	Replace 2015 Hustler Super Z Asset # 14267	-	-	-	13,300	-	-	-	-
Animal Services	Replace 1995 Drexell 6000 Forklift Asset # 14152	-	-	-	10,000	-	-	-	-
Police	Vehicles for (5) Police Officers for 10 Districts (3) FY 2024, (2) FY 2025	-	-	-	-	175,500	119,500	-	-
Fire	Equipment to Support Traffic Blocking Vehicle	-	-	-	-	70,000	-	-	-
Police	Vehicles for (4) Detectives (2) FY 2024, (2) FY 2025	-	-	-	-	60,000	60,000	-	-
Police	Vehicles for (2) Police Officers for VCES (1) FY 2024, (1) FY 2025	-	-	-	-	58,500	59,750	-	-
Police	Vehicle for Training Officer	-	-	-	-	58,500	-	-	-
Parks	Replace 2013 FORD F-250 Super Duty Asset #13703	-	-	-	-	54,100	-	-	-
Streets	New Dump Truck for New Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	-	-	-	-	48,200	-	-	-



## CAPITAL SUMMARY GENERAL FUND

Department	Project	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
		ADOPTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet
Parks	Replace 2012 FORD F-250 Super Duty Asset #13524	-	-	-	-	42,800	-	-	-
Parks	Replace 2012 FORD Super Duty Asset #13525	-	-	-	-	39,500	-	-	-
Parks	Replace 2013 Ford Super Duty F-250 Asset #13697	-	-	-	-	38,400	-	-	-
Streets	Replace 2012 Ford F150 Super Cab Asset # 13511	-	-	-	-	38,400	-	-	-
Parks	Skate Park Equipment Refurbishment	-	-	-	-	35,000	35,000	-	-
Police	Vehicle for Sergeant for Detectives	-	-	-	-	30,000	-	-	-
Streets	New Skid Steer for New Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	-	-	-	-	27,880	-	-	-
Fire	Replace Staff Vehicle Asset #13533	-	-	-	-	23,500	-	-	-
Parks	Replace 2011 Ford Fusion Asset #13280	-	-	-	-	23,500	-	-	-
Streets	New 1 Ton Crew Cab Utility 4x2 for New Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	-	-	-	-	21,240	-	-	-
Parks	Replace 2019 Hustler Super Z 72" Mower Asset #15031	-	-	-	-	13,900	-	-	-
Parks	Replace 2019 OREC RM 98E Brush Rover Asset #15032	-	-	-	-	10,500	-	-	-
Code Compliance	Replace 2017 John Deere MX10 10' Shredder Asset # 14503	-	-	-	-	6,900	-	-	-
Code Compliance	Replace 2016 Hustler Raptor SD Asset # 14303	-	-	-	-	5,200	-	-	-
Streets	New Trailer for Skid Steer for New Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	-	-	-	-	4,000	-	-	-

## CAPITAL SUMMARY GENERAL FUND

Department	Project	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
		ADOPTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet
Sammons Golf	Replace Irrigation Controllers	-	-	-	-	-	80,000	-	-
Parks	Replace 2015 FORD F-350 Regular Cab Utility 4x2 Asset #13879	-	-	-	-	-	54,100	-	-
Facility Services	Replace 2013 Ford F-250 Regular Cab Utility Asset # 13704	-	-	-	-	-	43,600	-	-
Code Compliance	Replace 2015 Chevrolet Silverado 1500 Asset #14070 (Transform Temple)	-	-	-	-	-	42,100	-	-
Facility Services	Replace 2012 Ford F-150 Regular Cab 4x2 Asset # 13532	-	-	-	-	-	36,900	-	-
Recreation	Generators for Special Events (1) FY 2026, (1) FY 2027	-	-	-	-	-	36,000	36,000	-
Facility Services	Replace 2013 Ford Focus Asset # 13534	-	-	-	-	-	23,900	-	-
Fleet Services	Replace 2014 Chevrolet Impala Asset #13876	-	-	-	-	-	23,900	-	-
Streets	Replace 2006 Mauldin 1450WS - Mini Roller Asset # 12502	-	-	-	-	-	22,000	-	-
Parks	Replace 2016 Woods Shredder Asset #14261	-	-	-	-	-	16,300	-	-
Parks	Replace 2019 Hustler Super Z 72" Mower Asset #15098	-	-	-	-	-	14,100	-	-
Fire	Vehicle for New Battalion Chief	-	-	-	-	-	-	65,000	-
Streets	Utility Body for requested New Sign Crew	-	-	-	-	-	-	55,200	-
Permits & Inspections	Vehicle for Combination Building Inspector	-	-	-	-	-	-	36,900	-
Parks	Truck for Park Maintenance Horticulture position - FY 2027	-	-	-	-	-	-	32,700	-
Parks	Truck for Park Maintenance Custodian Position - FY 2027	-	-	-	-	-	-	32,000	-
Parks	Replace 2007 Ditch Witch 1030 Asset #12559	-	-	-	-	-	-	12,000	-
	Future Capital Placeholder	-	-	-	-	-	-	1,110,200	1,170,000
	<b>Total Capital</b>	<b>\$ 1,639,886</b>	<b>\$ 2,058,063</b>	<b>\$ 1,739,180</b>	<b>\$ 2,105,276</b>	<b>\$ 1,963,770</b>	<b>\$ 1,482,050</b>	<b>\$ 1,800,000</b>	<b>\$ 1,800,000</b>

CAPITAL SUMMARY GENERAL FUND

Department	Project	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
		ADOPTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet	FORECASTED Budaet
	Dues and Subscriptions	\$ -	\$ -	\$ 3,550	\$ 3,621	\$ 3,693	\$ 3,767	\$ 3,843	\$ 3,919
	Fuel	4,025	10,022	17,635	21,503	40,280	48,138	54,534	55,625
	Insurance	2,423	6,819	10,603	12,733	32,849	43,749	51,711	56,882
	Repair & Maintenance	1,000	2,670	3,873	6,401	9,849	11,096	12,118	12,356
	<b>Total Cumulative Operating Impact</b>	<b>\$ 7,448</b>	<b>\$ 19,511</b>	<b>\$ 35,662</b>	<b>\$ 44,258</b>	<b>\$ 86,671</b>	<b>\$ 106,750</b>	<b>\$ 122,206</b>	<b>\$ 128,783</b>

# PERSONNEL SUMMARY GENERAL FUND

Department	Full Time			Part Time			Total F.T.E			2021 vs 2020 Increase/ (Decrease)
	Actual 2019	Actual 2020	Budget 2021	Actual 2019	Actual 2020	Budget 2021	Actual 2019	Actual 2020	Budget 2021	
<b>GENERAL FUND</b>										
<b>General Government:</b>										
CITY ATTORNEY	9.00	9.00	9.00	-	-	-	9.00	9.00	9.00	-
CITY COUNCIL	5.00	5.00	5.00	-	-	-	5.00	5.00	5.00	-
CITY MANAGER	13.00	7.00 <sup>2,3,4</sup>	7.00	-	-	-	13.00	7.00	7.00	-
CITY SECRETARY	6.00	6.00	6.00	-	-	-	6.00	6.00	6.00	-
FACILITY SERVICES	18.45	19.45 <sup>22</sup>	19.54 <sup>21</sup>	-	-	-	18.45	19.45	19.54	0.09
FINANCE	11.00	13.00 <sup>5</sup>	13.00	-	-	-	11.00	13.00	13.00	-
FLEET SERVICES	20.00	20.33 <sup>23</sup>	20.50 <sup>23</sup>	-	-	-	20.00	20.33	20.50	0.17
HUMAN RESOURCES	6.00	7.00 <sup>6</sup>	7.00	-	-	-	6.00	7.00	7.00	-
INFORMATION TECHNOLOGY SERVICES	18.00	19.00 <sup>7</sup>	20.80 <sup>24</sup>	-	-	-	18.00	19.00	20.80	1.80
MARKETING & COMMUNICATIONS	-	6.80 <sup>3,8,9</sup>	9.25 <sup>25</sup>	-	-	-	-	6.80	9.25	2.45
PERFORMANCE EXCELLENCE	-	3.00 <sup>4,10</sup>	3.00	-	-	-	-	3.00	3.00	-
PERMITS / INSPECTIONS	8.00	8.00	9.00 <sup>20</sup>	-	-	-	8.00	8.00	9.00	1.00
PLANNING & DEVELOPMENT	8.00	8.75 <sup>11</sup>	7.75 <sup>20</sup>	-	-	-	8.00	8.75	7.75	(1.00)
PURCHASING	8.00	7.00 <sup>22</sup>	7.00	-	-	-	8.00	7.00	7.00	-
<b>Public Safety:</b>										
ANIMAL SERVICES	8.00	8.00	8.00	-	-	-	8.00	8.00	8.00	-
CODE COMPLIANCE	12.48	16.26 <sup>1,12</sup>	16.70 <sup>1</sup>	0.63	0.63	0.63	13.11	16.89	17.32	0.43
FIRE	124.00	124.00	124.00	-	-	-	124.00	124.00	124.00	-
MUNICIPAL COURT	12.00	12.00	12.00	0.03	0.03	0.03	12.03	12.03	12.03	-
POLICE	184.00	184.00	186.00 <sup>29</sup>	0.63	0.63	0.63	184.63	184.63	186.63	2.00
<b>Highways and Streets:</b>										
ENGINEERING	8.35	7.90 <sup>19</sup>	6.63 <sup>23,26</sup>	-	-	-	8.35	7.90	6.63	(1.27)
STREETS	24.50	28.61 <sup>13,23</sup>	28.34 <sup>23,27</sup>	-	-	-	24.50	28.61	28.34	(0.27)
TRAFFIC CONTROL	5.75	5.86	5.58 <sup>23,27</sup>	-	-	-	5.75	5.86	5.58	(0.28)
<b>Solid Waste:</b>										
SOLID WASTE	53.00	55.33 <sup>14,23</sup>	57.50 <sup>23,30</sup>	0.50	0.50	0.50	53.50	55.83	58.00	2.17
<b>Parks and Recreation:</b>										
GOLF COURSE	12.53	12.53	12.53	6.88	6.88	6.88	19.41	19.41	19.41	-
LIBRARY	18.00	18.00	18.00	10.15	10.15	10.15	28.15	28.15	28.15	-
PARKS	38.58	40.58 <sup>28</sup>	40.58	0.46	0.46	0.46	39.04	41.04	41.04	-
PARKS & RECREATION ADMIN SERVICES	2.27	3.02 <sup>15,18</sup>	3.02	0.25	- <sup>15</sup>	-	2.52	3.02	3.02	-
RECREATION	21.72	21.97 <sup>18</sup>	21.88 <sup>21</sup>	49.67	49.92 <sup>17</sup>	49.92	71.39	71.89	71.80	(0.09)
<b>Airport:</b>										
AIRPORT	12.00	12.00	12.00	1.38	1.38	1.38	13.38	13.38	13.38	-
<b>GENERAL FUND TOTAL (F.T.E.)</b>	<b>667.63</b>	<b>689.39</b>	<b>696.60</b>	<b>70.57</b>	<b>70.57</b>	<b>70.57</b>	<b>738.20</b>	<b>759.96</b>	<b>767.17</b>	<b>7.21</b>

1 - During the budget process each position funded within the Federal/State Grant Fund is evaluated based on program needs and available resources. Therefore, personnel distributions amongst the divisions within the Federal/State Grant Fund will be adjusted accordingly each fiscal year. Several positions within Code Compliance are partially funded with Federal/State Grant Funds.

2 - During FY 2020, an additional Administrative Assistant I position was added to support the Assistant City Managers.

3 - During FY 2020, the Marketing & Communications Department was given their own budget. The following positions moved from City Manager to Marketing & Communications: Communications Manager, two Communications Specialists, Director of Marketing & Communications, Marketing Assistant and Public Relations Manager.

4 - During FY 2020, the Performance Excellence Department was given their own budget. The Director of Performance Excellence position moved from City Manager to Performance Excellence.

5 - During FY 2020, a Financial Analyst position and a Payroll Specialist position was added.

6 - During FY 2020, an Assistant Director of Human Resources position was created.

7 - During FY 2020, a Senior Project Manager position was added.

8 - During FY 2020, a Multi-Media Specialist position was created. This position was split funded - 55% General Fund (Marketing & Communications), 25% Water/Wastewater Fund (Public Works Admin), 15% Hotel/Motel Fund (Mayborn Center), and 5% Drainage Fund.

# PERSONNEL SUMMARY GENERAL FUND

Department	Total F.T.E						
	Forecasted 2022	Forecasted 2023	Forecasted 2024	Forecasted 2025	Forecasted 2026	Forecasted 2027	Forecasted 2028
<b>GENERAL FUND</b>							
<b>General Government:</b>							
CITY ATTORNEY	9.00	9.00	9.00	9.00	9.00	9.00	9.00
CITY COUNCIL	5.00	5.00	5.00	5.00	5.00	5.00	5.00
CITY MANAGER	7.00	7.00	7.00	7.00	7.00	7.00	7.00
CITY SECRETARY	6.00	6.00	6.00	6.00	6.00	6.00	6.00
FACILITY SERVICES	19.54	21.54 <sup>38</sup>	21.54	21.54	21.54	21.54	21.54
FINANCE	14.00 <sup>39</sup>	14.00	14.00	14.00	14.00	16.00 <sup>40</sup>	16.00
FLEET SERVICES	21.50 <sup>45</sup>	22.50 <sup>46</sup>	22.50	23.50 <sup>47</sup>	23.50	23.50	23.50
HUMAN RESOURCES	8.00 <sup>48</sup>	8.50 <sup>49</sup>	8.50	8.50	8.50	9.50 <sup>50</sup>	9.50
INFORMATION TECHNOLOGY SERVICES	20.80	20.80	22.80 <sup>51</sup>	22.80	22.80	22.80	22.80
MARKETING & COMMUNICATIONS	9.25	12.25 <sup>53</sup>	13.25 <sup>54</sup>	13.25	13.25	13.25	13.25
PERFORMANCE EXCELLENCE	5.00 <sup>60</sup>	7.00 <sup>61</sup>	7.00	7.00	8.00 <sup>62</sup>	8.00	9.00 <sup>63</sup>
PERMITS / INSPECTIONS	9.00	10.00 <sup>64</sup>	11.00 <sup>65</sup>	11.00	11.00	12.00 <sup>66</sup>	12.00
PLANNING & DEVELOPMENT	9.75 <sup>67</sup>	11.75 <sup>68</sup>	11.75	11.75	11.75	11.75	11.75
PURCHASING	8.00 <sup>74</sup>	8.00	8.00	8.00	8.00	8.00	8.00
<b>Public Safety:</b>							
ANIMAL SERVICES	8.00	9.00 <sup>32</sup>	10.00 <sup>33</sup>	11.00 <sup>34</sup>	11.00	11.00	11.00
CODE COMPLIANCE	18.32	20.32 <sup>35</sup>	20.32	20.32	20.32	20.32	20.32
FIRE	125.00 <sup>41</sup>	126.00 <sup>42</sup>	127.00 <sup>43</sup>	127.00	127.00	145.00 <sup>44</sup>	145.00
MUNICIPAL COURT	12.53 <sup>55</sup>	12.53	12.53	12.53	12.53	12.53	12.53
POLICE	188.63 <sup>69</sup>	189.63 <sup>72</sup>	190.63 <sup>70</sup>	205.63 <sup>71</sup>	213.63 <sup>73</sup>	213.63	213.63
<b>Highways and Streets:</b>							
ENGINEERING	6.63	6.63	7.63 <sup>37</sup>	7.63	7.63	7.63	7.63
STREETS	28.34	28.34	31.34 <sup>77</sup>	33.34 <sup>78</sup>	33.34	35.34 <sup>79</sup>	35.34
TRAFFIC CONTROL	5.58	5.58	5.58	5.58	6.58 <sup>80</sup>	6.58	6.58
<b>Solid Waste:</b>							
SOLID WASTE	58.00	58.00	58.00	58.00	58.00	58.00	58.00
<b>Parks and Recreation:</b>							
GOLF COURSE	19.41	19.41	19.41	19.41	19.41	19.41	19.41
LIBRARY	28.15	30.15 <sup>52</sup>	30.15	30.15	30.15	30.15	30.15
PARKS	42.04 <sup>56</sup>	45.04 <sup>57</sup>	46.04 <sup>58</sup>	46.04	46.04	48.04 <sup>59</sup>	48.04
PARKS & RECREATION ADMIN SERVICES	3.02	3.02	3.02	3.02	3.02	3.02	3.02
RECREATION	73.30 <sup>75</sup>	73.30	74.30 <sup>76</sup>	74.30	74.30	74.30	74.30
<b>Airport:</b>							
AIRPORT	13.38	15.38 <sup>31</sup>	15.38	15.38	15.38	15.38	15.38
<b>GENERAL FUND TOTAL (F.T.E.)</b>	<b>782.17</b>	<b>805.67</b>	<b>818.67</b>	<b>837.67</b>	<b>847.67</b>	<b>873.67</b>	<b>874.67</b>

9 - During FY 2020, a Communication Specialist position was added. This position was split funded - 75% Water/Wastewater Fund (Public Works Admin) and 25% General Fund (Marketing & Communications).

10 - During FY 2020, a Performance and Analytics Manager position and a Safety Champion position was added.

11 - During FY 2020, a Senior Planner position that assists with Neighborhood Planning changed funding allocations. This position is funded 25% with Community Development Block Grant (CDBG) within the Federal/State Grant Fund and 75% within the Planning Department.

12 - During FY 2020, four Transform Temple Agent - Projects positions were added.

13 - During FY 2020, a Street Reconstruction Crew was added. The new crew added one Crew Leader position, two Equipment Operator I positions, and one Equipment Operator II position.

14 - During FY 2020, two additional Automated Route Operator positions were added - one to support the additional frontload route and one to support the additional rolloff route.

15 - During FY 2020, a part-time Administrative Assistant I position was reclassified to a full-time Administrative Assistant I position.

17 - During FY 2020, a part-time Administrative Assistant I position was added.

18 - During FY 2020, a Recreation Specialist position was reclassified to Program Coordinator. In addition to reclassifying the position, the funding allocation changed from 25% PARD Administration & 75% Recreation to 100% Recreation.

## PERSONNEL SUMMARY GENERAL FUND

19 - During FY 2020, the funding allocation for Director of Public Works changed to 20% Engineering, 10% Drainage, and 70% Public Works Administration.

20 - In FY 2021, the Development Coordinator position will be 100% funded out of Permits/Inspections.

21 - In FY 2021, the payroll distribution for the Building Maintenance Workers will change from 89% Facility Services, 2% Golf Course, and 9% Recreation to 92% Facility Services, 2% Golf Course, and 6% Recreation.

22 - During FY 2020, the Assistant Director of Purchasing & Facility Services position in the Purchasing Department was reclassified to a Facility Services Manager in the Facility Services Department.

23 - During FY 2020, the second Assistant Director of Public Works was created to support operations for Fleet Services, Solid Waste, and Transportation. This position was split funded - 33% Solid Waste, 11% Traffic Control, 11% Streets, 33% Fleet Services, and 12% Drainage. In FY 2021, the funding of the second Assistant Director of Public Works will change to 50% Solid Waste and 50% Fleet Services.

24 - In FY 2021, the Senior Project Manager will be reclassified to a System/Database Administrator and the following funding allocation changes will be made: Asset Management Technician - 40% IT, 30% Drainage, 30% PW Admin, (2) GIS Analysts that were originally partially funded in Engineering will be partially funded out of IT, (1) GIS Analyst position will be changed from split funded to 100% IT.

25 - In FY 2021, the Multi-Media Specialist funding allocation will change to 100% Marketing & Communications in the General Fund. In addition, two Media Relations Specialist positions will be moved from Police to Marketing & Communications. These positions will be reclassified to a Public Relations Coordinator position and a Public Relations Specialist position.

26 - In FY 2021, the following funding distributions will be changed: Asset Management Technician - 40% IT, 30% Drainage, 30% PW Admin, City Engineer - 34% Engineering, 33% Drainage, 33% PW Admin, Director of Public Works - 10% Engineering, 20% Drainage, 70% PW Admin, Project Manager - 34% Engineering, 33% Drainage, 33% PW Admin, and Senior Project Engineer - 45% Engineering, 10% Drainage, 45% PW Admin.

27 - In FY 2021, the funding allocation for the Director of Transportation position will change to 33% Traffic Control, 34% Streets, and 33% Drainage.

28 - During FY 2020, two additional Maintenance Workers were added.

29 - In FY 2021, (1) Police Officer position will be added as a School Resource Officer (SRO) and (3) Police Officer positions will be added as part of the grant awarded through the COPS Hiring Program (CHP) through the Community Oriented Policing Services (COPS) of the United States Department of Justice. In addition, two Media Relations Specialist positions will be moved from Police to Marketing & Communications.

30 - In FY 2021, two Automated Route Operator positions will be added - one to support an additional residential route and one to support an additional rolloff route.

31 - In FY 2023, two Customer Service Representatives will be added.

32 - In FY 2023, one Field Officer position will be added.

33 - In FY 2024, one Shelter Technician position will be added.

34 - In FY 2025, one Shelter Technician position will be added.

35 - In FY 2022, one Grant Coordinator position will be added.

36 - In FY 2023, one Code Compliance Manager position, as well as once resource Coordinator (Housing) position will be added.

37 - In FY 2024, one Project Engineer will be added.

38 - In FY 2023, a Building Improvement Technician Team (consisting of two additional positions) will be funded.

39 - In FY 2022, one Accountant position will be added.

40 - In FY 2026, one Senior Accountant position and one Accounting Technician will be added.

41 - In FY 2022, one Fire Management Specialist position will be added.

42 - In FY 2023, one Plan Reviewer position will be added.

43 - In FY 2024, one Administrative Assistant I will be added.

44 - In FY 2027, a total of 18 positions will be added to Fire: six to support the New Squad Vehicle at Fire Station 4, six to support the West Side Squad/Rescue Vehicle, three battalion chiefs, and three driver safety officers.

45 - In FY 2022, one Heavy Duty Technician II position will be added.

46 - In FY 2023, one Automotive Technician II for the Light Duty Shop will be added.

47 - In FY 2025, one Inventory Specialist position will be added.

48 - In FY 2022, one HR Generalist - Benefits position will be added.

49 - In FY 2023, one part-time HR Generalist - Benefits position will be added.

50 - In FY 2027, one HR Generalist - Benefits position will be added.

51 - In FY 2024, one Senior IT Project Manager position and one Technical Trainer position will be added.

52 - In FY 2023, a Social Navigator position will be created. In addition, one Circulation Assistant will be reclassified to a full time position and one part time Library Outreach Assistant will be reclassified to a full time position.

53 - In FY 2023, two Multi-Media Specialist positions and one Communications Specialist (PARD focused) will be added.

54 - In FY 2024, one Community Engagement Specialist position will be added.

55 - In FY 2022, one part-time Administrative Assistant position will be added for the Judge.

56 - In FY 2022, a Parks Maintenance Worker (Custodian) position will be added.

57 - In FY 2023, two Maintenance Workers, as well as one Park Maintenance Horticulture position will be added.

58 - In FY 2024, one Event Crew/Maintenance Staff will be added.

59 - In FY 2027, one Park Maintenance Worker (Custodian) position, as well as one Park Maintenance Horticulture position will be added.

60 - In FY 2022, one Performance Analyst position and one Customer Service Champion position will be added.

61 - In FY 2023, one Employee Experience Champion position and one Data Assistant will be added.

62 - In FY 2026, one Organizational Development Manager position will be added.

63 - In FY 2028, one Innovation Analyst position will be added.

64 - In FY 2023, one Combination Building Inspector position will be added.

65 - In FY 2024, one Permit Technician position will be added.

66 - In FY 2027, one Combination Building Inspector position will be added.

67 - In FY 2022, one Planning Manager position and one Senior Planner position will be added.

68 - In FY 2023, one Business Navigator position and one New Planner position will be added.

69 - In FY 2022, two Community Service Records Technician I positions will be added.

70 - In FY 2024, one Community Service Records Technician II position will be added.

71 - In FY 2025, four Police Officers for COPS, three Police Officers for Districts, two Detectives, three Civilian Ambassadors, one Sergeant for Detectives, one Training Officers, and one Police Officer for VCES will be added.

72 - In FY 2023, one Sergeant for COPS will be added.

73 - In FY 2026, two Police Officers for Districts, two Detectives, three Civilian Ambassadors, and one Police Officer will be added.

74 - In FY 2022, an Assistant Director of Purchasing & Facility Services will be added.

75 - In FY 2022, one Recreation Superintendent position and one part-time recreation leader position will be added.

76 - In FY 2024, one Maintenance Worker I position will be added.

77 - In FY 2024, one Additional Patch Crew (consisting of one Crew Leader and one Equipment Operator) will be added. In addition, a new ROW Crew (consisting of one Crew Leader and one Equipment Operator) will be added. The funding allocation for the new ROW Crew will be split - 50% General Fund and 50% Drainage.

78 - In FY 2025, a Concrete Maintenance Crew will be added, which will consist of one Foreman, one Crew Leader, one Equipment Operator II, one Equipment Operator I, and one Maintenance Worker. Funding for this new crew will be split 40% General Fund, 40% Water/Wastewater Fund, and 20% Drainage Fund.

79 - In FY 2027, an additional Sign Crew will be added. This crew will consists of one Equipment Operator I and one Maintenance Workers.

80 - In FY 2026, one Traffic Control Technician position will be added.

# FINANCIAL SUMMARY HOTEL/MOTEL TAX FUND

	Actual		2019/2020 AMENDED Budget @ 06/30/20	2020/2021 ADOPTED Budget	+(-)
	09/30/18	09/30/19			
<b>Revenues:</b>					
Taxes	\$ 1,593,331	\$ 1,783,186	\$ 1,795,592	\$ 1,736,637	\$ (58,955)
Charges for services	461,829	556,130	498,050	507,501	9,451
Interest and other	90,761	39,167	27,600	4,800	(22,800)
<b>Total revenues</b>	<b>2,145,921</b>	<b>2,378,483</b>	<b>2,321,242</b>	<b>2,248,938</b>	<b>(72,304)</b>
<b>Expenditures:</b>					
Mayborn center	1,201,533	1,064,255	1,168,002	1,071,650	(96,352)
Tourism marketing	486,132	640,667	1,008,051	612,033	(396,018)
Railroad museum	505,097	513,714	540,214	494,179	(46,035)
<b>Debt Service:</b>					
Principal	3,264	3,261	3,360	3,460	100
Interest	260	263	166	64	(102)
<b>Total expenditures</b>	<b>2,196,286</b>	<b>2,222,160</b>	<b>2,719,793</b>	<b>2,181,386</b>	<b>(538,407)</b>
Excess (deficiency) of revenues over expenditures	(50,365)	156,323	(398,551)	67,552	466,103
<b>Other financing sources:</b>					
Transfers out - Debt Service	-	-	(33,777)	(67,552)	(33,775)
Lease Proceeds	13,345	-	-	-	-
<b>Total other financing sources</b>	<b>13,345</b>	<b>-</b>	<b>(33,777)</b>	<b>(67,552)</b>	<b>(33,775)</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(37,020)	156,323	(432,328)	-	432,328
Fund balance, beginning of year	1,481,583	1,444,563	1,600,886	1,168,558	(432,328)
<b>Fund balance, end of year</b>	<b>\$ 1,444,563</b>	<b>\$ 1,600,886</b>	<b>\$ 1,168,558</b>	<b>\$ 1,168,558</b>	<b>\$ -</b>

**Total Hotel/Motel Tax Fund Expenditures - By Category**

	Actual		2019/2020 AMENDED Budget @ 06/30/20	2020/2021 ADOPTED Budget	+(-)
	09/30/18	09/30/19			
Personnel services	\$ 1,175,165	\$ 1,230,831	\$ 1,417,251	\$ 1,417,064	\$ (187)
Operations	832,887	869,912	1,040,264	759,583	(280,681)
Capital outlay	184,710	117,893	258,752	1,215	(257,537)
Debt service	3,524	3,524	3,526	3,524	(2)
Contingency <sup>(1)</sup>	-	-	-	-	-
<b>Fund Total</b>	<b>\$ 2,196,286</b>	<b>\$ 2,222,160</b>	<b>\$ 2,719,793</b>	<b>\$ 2,181,386</b>	<b>\$ (538,407)</b>

(1) - Contingency is budgeted in each department and moved during the fiscal year as appropriated by the Council - only applicable to amended and adopted budgets

# FINANCIAL SUMMARY HOTEL/MOTEL TAX FUND

	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
<b>Revenues:</b>							
Taxes	\$ 1,771,370	\$ 1,806,798	\$ 1,842,933	\$ 1,879,792	\$ 1,917,388	\$ 1,955,736	\$ 1,994,850
Charges for services	517,651	528,004	538,565	549,335	560,322	571,528	582,960
Interest and other	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total revenues</b>	<b>2,292,021</b>	<b>2,337,802</b>	<b>2,384,498</b>	<b>2,432,127</b>	<b>2,480,710</b>	<b>2,530,264</b>	<b>2,580,810</b>
<b>Expenditures:</b>							
Mayborn center	1,101,254	1,130,188	1,159,782	1,190,054	1,221,019	1,252,691	1,285,087
Tourism marketing	621,727	631,052	640,518	650,126	659,878	669,776	679,822
Railroad museum	501,488	509,010	516,646	524,395	532,261	540,245	548,349
<b>Debt Service:</b>							
Principal	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
<b>Total expenditures</b>	<b>2,224,469</b>	<b>2,270,250</b>	<b>2,316,946</b>	<b>2,364,575</b>	<b>2,413,158</b>	<b>2,462,712</b>	<b>2,513,258</b>
Excess (deficiency) of revenues over expenditures	67,552	67,552	67,552	67,552	67,552	67,552	67,552
<b>Other financing sources:</b>							
Transfers out - Debt Service	(67,552)	(67,552)	(67,552)	(67,552)	(67,552)	(67,552)	(67,552)
Lease Proceeds	-	-	-	-	-	-	-
<b>Total other financing sources</b>	<b>(67,552)</b>	<b>(67,552)</b>	<b>(67,552)</b>	<b>(67,552)</b>	<b>(67,552)</b>	<b>(67,552)</b>	<b>(67,552)</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	-	-	-	-	-	-
Fund balance, beginning of year	1,168,558	1,168,558	1,168,558	1,168,558	1,168,558	1,168,558	1,168,558
<b>Fund balance, end of year</b>	<b>\$ 1,168,558</b>	<b>\$ 1,168,558</b>	<b>\$ 1,168,558</b>	<b>\$ 1,168,558</b>	<b>\$ 1,168,558</b>	<b>\$ 1,168,558</b>	<b>\$ 1,168,558</b>

**Total Hotel/Motel Tax Fund Expenditures - By Category**

	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Personnel services	\$ 1,438,494	\$ 1,460,071	\$ 1,481,972	\$ 1,504,202	\$ 1,526,765	\$ 1,549,666	\$ 1,572,911
Operations	770,803	782,365	794,101	806,012	818,102	830,374	842,830
Capital outlay	-	-	-	-	-	-	-
Debt service	-	-	-	-	-	-	-
Contingency <sup>(1)</sup>	15,172	27,814	40,873	54,361	68,291	82,672	97,517
<b>Fund Total</b>	<b>\$ 2,224,469</b>	<b>\$ 2,270,250</b>	<b>\$ 2,316,946</b>	<b>\$ 2,364,575</b>	<b>\$ 2,413,158</b>	<b>\$ 2,462,712</b>	<b>\$ 2,513,258</b>

(1) - Contingency is budgeted in each department and moved during the fiscal year as appropriated by the Council - only applicable to amended and adopted budgets



## FINANCIAL SUMMARY HOTEL/MOTEL TAX FUND

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Due to the uncertainty of the financial ramification of the COVID-19 pandemic, the Hotel/Motel Fund paused on funding several requests in FY 2022 through FY 2028. Although funding was paused, there was an understanding that all requests related to FY 2021 could be examined throughout the current fiscal year based on actual revenue and importance of requests. In addition, all future requests will be reviewed and adjusted accordingly during next year's budget process.

### Revenues

- Non-property taxes revenue was estimated to increase approximately 2.00% annually for FY 2022 through FY 2028
- All other charges for services related to the Railroad Heritage Museum and Mayborn Convention Center were estimated to increase 2.00% annually for FY 2022 through FY 2028

### Expenditures

- Personnel costs are estimated to increase 1.50% in FY 2022 through FY 2028
- Operational costs are estimated to increase 1.50% in FY 2022 through FY 2028
- Contingency placeholders are included in FY 2022 through FY 2028
- Transfers out include repayment of the LoanStar Loan Energy Program of \$67,522 in FY 2022 through FY 2028

CAPITAL SUMMARY HOTEL/MOTEL TAX FUND

Department	Project	2020/2021 ADOPTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
ITS	Dayforce by Ceridian - Implementation Costs (Split)	\$ 1,215	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Total Capital</b>	<b>\$ 1,215</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	Dues and Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Fuel	-	-	-	-	-	-	-	-
	Insurance	-	-	-	-	-	-	-	-
	Repair & Maintenance	-	-	-	-	-	-	-	-
	<b>Total Cumulative Operating Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## PERSONNEL SUMMARY HOTEL/MOTEL TAX FUND

Department	Full Time			Part Time			Total F.T.E			2021 vs 2020 Increase/ (Decrease)
	Actual 2019	Actual 2020	Budget 2021	Actual 2019	Actual 2020	Budget 2021	Actual 2019	Actual 2020	Budget 2021	
<b>HOTEL/MOTEL TAX FUND</b>										
MAYBORN CENTER	10.65	10.80 <sup>1</sup>	10.15 <sup>4,5</sup>	5.75	5.75	5.75	16.40	16.55	15.90	(0.65)
RAILROAD & HERITAGE MUSEUM	4.05	5.05 <sup>2</sup>	5.05	1.75	1.00 <sup>2</sup>	1.00	5.80	6.05	6.05	(0.65)
TOURISM	3.75	4.75 <sup>3</sup>	4.25 <sup>4</sup>	-	-	-	3.75	4.75	4.25	(0.65)
<b>HOTEL/MOTEL TAX FUND TOTAL (F.T.E.)</b>	<b>18.45</b>	<b>20.60</b>	<b>19.45</b>	<b>7.50</b>	<b>6.75</b>	<b>6.75</b>	<b>25.95</b>	<b>27.35</b>	<b>26.20</b>	<b>(1.95)</b>

1 - During FY 2020, one Multi-Media Specialist position was created. This position was split funded - 55% General Fund, 25% Water/Wastewater Fund(Public Works Admin), 15% Hotel/Motel Fund, and 5% Drainage Fund.

2 - During FY 2020, one part-time Custodian & Maintenance Technician I position was reclassified to full time.

3 - During FY 2020, a Destination Marketing Manager position was added. Position will report to Marketing & Communications, but will be funded out of Hotel/Motel Fund.

4 - In FY 2021, the Convention & Visitor Bureau Director position will be unfunded.

5 - In FY 2021, the Multi-Media Specialist funding allocation will change to 100% Marketing & Communications in the General Fund.

PERSONNEL SUMMARY HOTEL/MOTEL TAX FUND

Department	Total F.T.E						
	Forecasted 2022	Forecasted 2023	Forecasted 2024	Forecasted 2025	Forecasted 2026	Forecasted 2027	Forecasted 2028
<b>HOTEL/MOTEL TAX FUND</b>							
MAYBORN CENTER	15.90	15.90	15.90	15.90	15.90	15.90	15.90
RAILROAD & HERITAGE MUSEUM	6.05	6.05	6.05	6.05	6.05	6.05	6.05
TOURISM	4.25	4.25	4.25	4.25	4.25	4.25	4.25
<b>HOTEL/MOTEL TAX FUND TOTAL (F.T.E.)</b>	<b>26.20</b>	<b>26.20</b>	<b>26.20</b>	<b>26.20</b>	<b>26.20</b>	<b>26.20</b>	<b>26.20</b>

## FINANCIAL SUMMARY FEDERAL/STATE GRANT FUND

	Actual		2019/2020 AMENDED Budget @ 06/30/20	2020/2021 ADOPTED Budget	+(-)
	09/30/18	09/30/19			
<b>Revenues:</b>					
Intergovernmental	\$ 1,668,338	\$ 2,308,642	\$ 3,864,120	\$ 626,742	\$ (3,237,378)
Other	-	-	-	-	-
<b>Total revenues</b>	<b>1,668,338</b>	<b>2,308,642</b>	<b>3,864,120</b>	<b>626,742</b>	<b>(3,237,378)</b>
<b>Expenditures:</b>					
General government	44,118	54,808	121,961	120,872	(1,089)
Public safety	114,645	138,719	167,689	-	(167,689)
Sanitation	10,000	-	22,528	-	(22,528)
Health and welfare	150,312	107,832	1,307,477	505,870	(801,607)
Highways and streets	2,356,669	3,003,366	3,972,320	-	(3,972,320)
Parks and recreation	-	-	-	-	-
Airport	-	-	-	-	-
<b>Total expenditures</b>	<b>\$ 2,675,744</b>	<b>\$ 3,304,725</b>	<b>5,591,975</b>	<b>626,742</b>	<b>(4,965,233)</b>
Excess (deficiency) of revenues over expenditures	(1,007,406)	(996,083)	(1,727,855)	-	1,727,855
<b>Other financing sources:</b>					
Transfers in - General Fund	22,083	19,771	11,461	-	(11,461)
Transfers in - Capital Projects	872,914	976,312	1,716,394	-	(1,716,394)
Transfers in - Pass-Through Financing Project Fund	112,409	-	-	-	-
<b>Total other financing sources</b>	<b>1,007,406</b>	<b>996,083</b>	<b>1,727,855</b>	<b>-</b>	<b>(1,727,855)</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	-	-	-	-
Fund balance, beginning of year	-	-	-	-	-
Fund balance, end of year	\$ -	\$ -	\$ -	\$ -	\$ -

### Total Federal/State Grant Fund Expenditures - By Category

	Actual		2018/2019 AMENDED Budget @ 06/30/20	2020/2021 ADOPTED Budget	+(-)
	09/30/18	09/30/19			
Personnel services	\$ 47,187	\$ 90,423	\$ 312,707	\$ 215,635	\$ (97,072)
Operations	205,828	116,713	1,221,949	411,107	(810,842)
Capital outlay	2,422,729	3,097,589	4,057,319	-	(4,057,319)
<b>Fund Total</b>	<b>\$ 2,675,744</b>	<b>\$ 3,304,725</b>	<b>\$ 5,591,975</b>	<b>\$ 626,742</b>	<b>\$ (4,965,233)</b>

(1) - Contingency is budgeted in each department and moved during the fiscal year as appropriated by the Council - only applicable to amended and adopted budgets

## FINANCIAL SUMMARY FEDERAL/STATE GRANT FUND

	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
<b>Revenues:</b>							
Intergovernmental	\$ 645,544	\$ 664,911	\$ 684,858	\$ 705,404	\$ 726,566	\$ 748,363	\$ 770,814
Other	-	-	-	-	-	-	-
<b>Total revenues</b>	<b>645,544</b>	<b>664,911</b>	<b>684,858</b>	<b>705,404</b>	<b>726,566</b>	<b>748,363</b>	<b>770,814</b>
<b>Expenditures:</b>							
General government	124,498	128,233	132,080	136,042	140,124	144,328	148,658
Public safety	-	-	-	-	-	-	-
Sanitation	-	-	-	-	-	-	-
Health and welfare	521,046	536,678	552,778	569,362	586,442	604,035	622,156
Highways and streets	-	-	-	-	-	-	-
Parks and recreation	-	-	-	-	-	-	-
Airport	-	-	-	-	-	-	-
<b>Total expenditures</b>	<b>645,544</b>	<b>664,911</b>	<b>684,858</b>	<b>705,404</b>	<b>726,566</b>	<b>748,363</b>	<b>770,814</b>
Excess (deficiency) of revenues over expenditures	-	-	-	-	-	-	-
<b>Other financing sources:</b>							
Transfers in - General Fund	-	-	-	-	-	-	-
Transfers in - Capital Projects	-	-	-	-	-	-	-
Transfers in - Pass-Through Financing Project Fund	-	-	-	-	-	-	-
<b>Total other financing sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	-	-	-	-	-	-
Fund balance, beginning of year	-	-	-	-	-	-	-
Fund balance, end of year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

### Total Federal/State Grant Fund Expenditures - By Category

	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Personnel services	\$ 222,104	\$ 228,767	\$ 235,630	\$ 242,699	\$ 249,980	\$ 257,477	\$ 265,204
Operations	423,440	436,143	449,228	462,705	476,586	490,886	505,610
Capital outlay	-	-	-	-	-	-	-
<b>Fund Total</b>	<b>\$ 645,544</b>	<b>\$ 664,911</b>	<b>\$ 684,858</b>	<b>\$ 705,404</b>	<b>\$ 726,566</b>	<b>\$ 748,363</b>	<b>\$ 770,814</b>

(1) - Contingency is budgeted in each department and moved during the fiscal year as appropriated by the Council - only applicable to amended and adopted budgets

### Revenues

- Intergovernmental revenues are estimated to increase 3.00% annually in FY 2022 through FY 2028

### Expenditures

- Personnel costs are estimated to increase 3.00% annually in FY 2022 through FY 2028
- Operational costs are estimated to increase 3.00% annually in FY 2022 through FY 2028
- Capital costs are not estimated in FY 2022 through FY 2028

## PERSONNEL SUMMARY FEDERAL/STATE GRANT FUND

Department	Full Time			Part Time			Total F.T.E.			2021 vs 2020
	Actual 2019	Actual 2020	Budget 2021	Actual 2019	Actual 2020	Budget 2021	Actual 2019	Actual 2020	Budget 2021	Increase/ (Decrease)
<b>FEDERAL/STATE GRANT FUND</b>										
ADMINISTRATION (CDBG)	1.25	0.95	1.10	-	-	-	1.25	0.95	1.10	0.15
HOUSING IMPROVEMENT (CDBG)	0.93	0.79	0.20	-	-	-	0.93	0.79	0.20	(0.59)
NEIGHBORHOOD REVITALIZATION (CDBG)	1.34	2.25 <sup>1</sup>	2.25	-	-	-	1.34	2.25	2.25	-
CRIME PREVENTION (CDBG)	1.00	1.00	1.00	-	-	-	1.00	1.00	1.00	-
<b>FED/STATE GRANT FUND TOTAL (F.T.E.)</b>	<b>4.52</b>	<b>4.99</b>	<b>4.55</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4.52</b>	<b>4.99</b>	<b>4.55</b>	<b>(0.44)</b>

During the budget process each position funded within the Federal/State Grant Fund is evaluated based on program needs and available resources. Therefore, personnel distributions amongst the divisions within the Federal/State Grant Fund will be adjusted accordingly each fiscal year.

1 - During FY 2020, an additional Code Compliance Officer was added.

**PERSONNEL SUMMARY FEDERAL/STATE GRANT FUND**

Department	Total F.T.E					
	Forecasted 2022	Forecasted 2023	Forecasted 2024	Forecasted 2025	Forecasted 2027	Forecasted 2028
<b>FEDERAL/STATE GRANT FUND</b>						
ADMINISTRATION (CDBG)	1.10	1.10	1.10	1.10	1.10	1.10
HOUSING IMPROVEMENT (CDBG)	0.20	0.20	0.20	0.20	0.20	0.20
NEIGHBORHOOD REVITALIZATION (CDBG)	2.25	2.25	2.25	2.25	2.25	2.25
CRIME PREVENTION (CDBG)	1.00	1.00	1.00	1.00	1.00	1.00
<b>FED/STATE GRANT FUND TOTAL (F.T.E.)</b>	<b>4.55</b>	<b>4.55</b>	<b>4.55</b>	<b>4.55</b>	<b>4.55</b>	<b>4.55</b>



## FINANCIAL SUMMARY DRAINAGE FUND

	Actual		2019/2020 AMENDED Budget @ 06/30/20	2020/2021 ADOPTED Budget	+(-)
	09/30/18	09/30/19			
<b>Revenues:</b>					
Drainage fees	\$ 2,705,091	\$ 2,698,046	\$ 2,748,225	\$ 2,845,103	\$ 96,878
Interest and other	45,036	49,084	27,600	5,000	(22,600)
<b>Total revenues</b>	<b>2,750,127</b>	<b>2,747,130</b>	<b>2,775,825</b>	<b>2,850,103</b>	<b>74,278</b>
<b>Expenditures:</b>					
Highways and streets:					
Drainage	2,159,538	2,101,547	4,016,447	1,941,562	(2,074,885)
<b>Total expenditures</b>	<b>2,159,538</b>	<b>2,101,547</b>	<b>4,016,447</b>	<b>1,941,562</b>	<b>(2,074,885)</b>
Excess (deficiency) of revenues over expenditures	590,589	645,583	(1,240,622)	908,541	2,149,163
<b>Other financing (uses):</b>					
Transfers out - General Fund	-	-	(291,462)	(299,261)	(7,799)
Transfers out - Debt Service	(262,332)	(264,169)	(440,419)	(609,280)	(168,861)
<b>Total other financing (uses)</b>	<b>(262,332)</b>	<b>(264,169)</b>	<b>(731,881)</b>	<b>(908,541)</b>	<b>(176,660)</b>
Excess (deficiency) of revenues over expenditures and other financing uses	328,257	381,414	(1,972,503)	-	1,972,503
Fund balance, beginning of year	1,815,299	2,143,556	2,524,970	552,467	(1,972,503)
Fund balance, end of year	<b>\$ 2,143,556</b>	<b>\$ 2,524,970</b>	<b>\$ 552,467</b>	<b>\$ 552,467</b>	<b>\$ -</b>

### Total Drainage Fund Expenditures - By Category

	Actual		2019/2020 AMENDED Budget @ 06/30/20	2020/2021 ADOPTED Budget	+(-)
	09/30/18	09/30/19			
Personnel services	\$ 770,158	\$ 796,005	\$ 1,080,845	\$ 1,198,104	\$ 117,259
Operations	243,674	410,611	491,909	368,923	(122,986)
Capital outlay	1,145,706	894,931	2,443,693	48,234	(2,395,459)
Contingency <sup>(1)</sup>	-	-	-	326,301	326,301
<b>Fund Total</b>	<b>\$ 2,159,538</b>	<b>\$ 2,101,547</b>	<b>\$ 4,016,447</b>	<b>\$ 1,941,562</b>	<b>\$ (2,074,885)</b>

(1) - Contingency is budgeted in each department and moved during the fiscal year as appropriated by the Council - only applicable to amended and adopted budgets

## FINANCIAL SUMMARY DRAINAGE FUND

	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
<b>Revenues:</b>							
Drainage fees	\$ 2,866,699	\$ 2,888,476	\$ 2,910,438	\$ 2,932,583	\$ 2,954,916	\$ 2,971,112	\$ 2,987,463
Interest and other	3,125	3,125	3,125	3,125	3,125	3,125	3,125
<b>Total revenues</b>	<b>2,869,824</b>	<b>2,891,601</b>	<b>2,913,563</b>	<b>2,935,708</b>	<b>2,958,041</b>	<b>2,974,237</b>	<b>2,990,588</b>
<b>Expenditures:</b>							
Highways and streets:							
Drainage	1,888,767	1,909,008	1,929,764	1,951,034	1,967,972	1,985,017	1,995,752
<b>Total expenditures</b>	<b>1,888,767</b>	<b>1,909,008</b>	<b>1,929,764</b>	<b>1,951,034</b>	<b>1,967,972</b>	<b>1,985,017</b>	<b>1,995,752</b>
Excess (deficiency) of revenues over expenditures	981,057	982,593	983,799	984,674	990,069	989,220	994,836
<b>Other financing (uses):</b>							
Transfers out - General Fund	(301,332)	(303,618)	(305,924)	(308,249)	(310,594)	(312,295)	(314,012)
Transfers out - Debt Service	(679,725)	(678,975)	(677,875)	(676,425)	(679,475)	(676,925)	(680,824)
<b>Total other financing (uses)</b>	<b>(981,057)</b>	<b>(982,593)</b>	<b>(983,799)</b>	<b>(984,674)</b>	<b>(990,069)</b>	<b>(989,220)</b>	<b>(994,836)</b>
Excess (deficiency) of revenues over expenditures and other financing uses	-	-	-	-	-	-	-
Fund balance, beginning of year	552,467	552,467	552,467	552,467	552,467	552,467	552,467
<b>Fund balance, end of year</b>	<b>\$ 552,467</b>	<b>\$ 552,467</b>	<b>\$ 552,467</b>	<b>\$ 552,467</b>	<b>\$ 552,467</b>	<b>\$ 552,467</b>	<b>\$ 552,467</b>

### Total Drainage Fund Expenditures - By Category

	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Personnel services	\$ 1,214,064	\$ 1,232,275	\$ 1,294,265	\$ 1,359,251	\$ 1,379,640	\$ 1,400,334	\$ 1,421,339
Operations	376,468	383,935	389,695	395,540	401,473	407,495	413,608
Capital outlay	-	62,000	26,500	50,660	51,000	51,510	52,025
Contingency <sup>(1)</sup>	298,235	230,798	219,304	145,583	135,859	125,678	108,780
<b>Fund Total</b>	<b>\$ 1,888,767</b>	<b>\$ 1,909,008</b>	<b>\$ 1,929,764</b>	<b>\$ 1,951,034</b>	<b>\$ 1,967,972</b>	<b>\$ 1,985,017</b>	<b>\$ 1,995,752</b>

(1) - Contingency is budgeted in each department and moved during the fiscal year as appropriated by the Council - only applicable to amended and adopted budgets

## FINANCIAL SUMMARY DRAINAGE FUND

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### Revenues

- Commercial drainage fees are estimated to increase 0.50% annually in FY 2022 through FY 2028
- Residential drainage fees are estimated to increase 1.00% annually in FY 2022 through FY 2028

It should be noted forecasted commercial and residential drainage fees are subject to change based on completion of drainage rate study and fee structure analysis occurring in FY 2021.

### Expenditures

- Personnel costs are estimated to increase 1.50% in FY 2022 through FY 2028
- Personnel costs also include new positions planned for in FY 2022 through FY 2028
- Operational costs are estimated to increase 1.50% in FY 2022 through FY 2028
- Operational costs also include newly planned operational items tied to added personnel and fleet
- Capital costs are based on scheduled fleet replacements, as well as requested fleet for FY 2022 through FY 2028
  - Replacement and additional fleet costs are based on current fleet pricing with an inflation factor depending on scheduled fiscal year and type of equipment
- Transfers out include:
  - Drainage Administration Fee to General Fund based on 10.50% of budgeted Drainage Fund gross revenues per year
  - Debt service to Debt Service Fund is based principal and interest due related to issuance of certificate of obligations - Series 2017, Series 2020, and Series 2021

# CAPITAL SUMMARY DRAINAGE FUND

Department	Project	2020/2021 ADOPTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Drainage	Replace 2010 Ford Ranger Asset # 13129	\$ 34,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Drainage	Replace 2013 Hustler Super Z 72" Mower Asset # 13837	13,000	-	-	-	-	-	-	-
ITS	Dayforce by Ceridian - Implementation Costs (Split)	534	-	-	-	-	-	-	-
Drainage	Replace 2008 New Holland TL90A Tractor Asset # 12590	-	-	62,000	-	-	-	-	-
Streets	Utility Body for requested New ROW Crew To be split funded: General Fund - 50% Drainage Fund - 50%	-	-	-	26,500	-	-	-	-
Streets	New Dump Truck for New Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	-	-	-	-	24,100	-	-	-
Streets	New Skid Steer for New Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	-	-	-	-	13,940	-	-	-
Streets	New 1 Ton Crew Cab Utility 4x2 for New Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	-	-	-	-	10,620	-	-	-
Streets	New Trailer for Skid Steer for New Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	-	-	-	-	2,000	-	-	-
Drainage	Replace 2014 Ford F-150 Regular Cab 4x2 Asset # 13881	-	-	-	-	-	36,900	-	-
Drainage	Replace 2019 Hustler Super Z 72" Mower Asset # 14961	-	-	-	-	-	14,100	-	-
Drainage	Fleet Replacement Forecast	-	-	-	-	-	-	51,510	52,025
<b>Total Capital</b>		<b>\$ 48,234</b>	<b>\$ -</b>	<b>\$ 62,000</b>	<b>\$ 26,500</b>	<b>\$ 50,660</b>	<b>\$ 51,000</b>	<b>\$ 51,510</b>	<b>\$ 52,025</b>

Fuel	\$ -	\$ -	\$ -	\$ 730	\$ 1,448	\$ 1,477	\$ 1,506	\$ 1,536
Insurance	-	-	-	179	631	694	764	840
Repair & Maintenance	-	-	-	100	562	573	585	596
<b>Total Cumulative Operating Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,009</b>	<b>\$ 2,641</b>	<b>\$ 2,744</b>	<b>\$ 2,855</b>	<b>\$ 2,973</b>

## PERSONNEL SUMMARY DRAINAGE FUND

Department	Full Time			Part Time			Total F.T.E			2021 vs 2020 Increase/ (Decrease)
	Actual 2019	Actual 2020	Budget 2021	Actual 2019	Actual 2020	Budget 2021	Actual 2019	Actual 2020	Budget 2021	
<b>DRAINAGE FUND</b>										
DRAINAGE	19.60	19.57 <sup>1,2</sup>	20.14 <sup>3,4</sup>	-	-	-	19.60	19.57	20.14	0.57
<b>DRAINAGE FUND TOTAL (F.T.E)</b>	<b>19.60</b>	<b>19.57</b>	<b>20.14</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19.60</b>	<b>19.57</b>	<b>20.14</b>	<b>0.57</b>

1 - During FY 2020, a second Assistant Director of Public Works position will be created to support operations for Fleet Services, Solid Waste, and Transportation (Drainage, Streets, and Traffic Control). This position was split funded - 33% Solid Waste, 11% Traffic Control, 11% Streets, 33% Fleet Services, and 12% Drainage.

2 - During FY 2020, a Multi-Media Specialist (Graphic Design) position was created. This position was split funded - 55% General Fund, 25% Water/Wastewater Fund (Public Works Admin), 15% Hotel/Motel Fund (Mayborn Center), and 5% Drainage Fund.

3 - In FY 2021, the Multi-Media Specialist funding allocation will change to 100% Marketing & Communications in the General Fund.

4 - In FY 2021, the following funding distributions will be changed: Asset Management Technician - 40% IT, 30% Drainage, 30% PW Admin, Assistant Director of Public Works - 50% Solid Waste, 50% Fleet Services, City Engineer - 34% Engineering, 33% Drainage, 33% PW Admin, Director of Public Works - 10% Engineering, 20% Drainage, 70% PW Admin, Director of Transportation - 33% Traffic Control, 34% Streets, 33% Drainage, GIS Modeler - 25% Drainage, 75% PW Admin, Project Manager - 34% Engineering, 33% Drainage, 33% PW Admin, Senior Project Engineer - 45% Engineering, 10% Drainage, 45% PW Admin, and Streets & Drainage Services Manager - 50% Streets, 50% Drainage.

5 - In FY 2024, a new ROW Crew will be added, which will consist of one Crew Leader and one Equipment Operator I. Funding for this new crew will be split 50% General Fund and 50% Drainage.

6 - In FY 2025, a Concrete Maintenance Crew will be added, which will consist of one Foreman, one Crew Leader, one Equipment Operator II, one Equipment Operator I, and one Maintenance Worker. Funding for this new crew will be split 40% General Fund, 40% Water/Wastewater Fund, and 20% Drainage Fund.

PERSONNEL SUMMARY DRAINAGE FUND

Department	Total F.T.E						
	Forecasted 2022	Forecasted 2023	Forecasted 2024	Forecasted 2025	Forecasted 2026	Forecasted 2027	Forecasted 2028
<b>DRAINAGE FUND</b>							
DRAINAGE	20.19	20.19	21.19 <sup>5</sup>	22.19 <sup>6</sup>	22.19	22.19	22.19
<b>DRAINAGE FUND TOTAL (F.T.E)</b>	<b>20.19</b>	<b>20.19</b>	<b>21.19</b>	<b>22.19</b>	<b>22.19</b>	<b>22.19</b>	<b>22.19</b>

FINANCIAL SUMMARY DEBT SERVICE FUND

	Actual		2019/2020 AMENDED	2020/2021 ADOPTED	+(-)
	09/30/18	09/30/19	Budget @ 06/30/20	Budget	
<b>Revenues:</b>					
Taxes	\$ 12,998,582	\$ 13,779,427	\$ 15,568,441	\$ 16,756,388	\$ 1,187,947
Intergovernmental	1,505,000	1,505,000	1,505,000	1,505,000	-
Interest and other	107,745	156,631	120,000	24,000	(96,000)
<b>Total revenues</b>	<b>14,611,327</b>	<b>15,441,058</b>	<b>17,193,441</b>	<b>18,285,388</b>	<b>1,091,947</b>
<b>Expenditures:</b>					
Debt service:					
Principal retirement	10,495,000	9,560,000	12,318,290	13,375,952	1,057,662
Interest and fiscal charges	6,153,102	6,433,238	7,132,516	6,897,336	(235,180)
Refunding bond issuance costs	129,246	31,290	13,506	-	(13,506)
<b>Total expenditures</b>	<b>16,777,348</b>	<b>16,024,528</b>	<b>19,464,312</b>	<b>20,273,288</b>	<b>808,976</b>
Excess (deficiency) of revenues over expenditures	(2,166,021)	(583,470)	(2,270,871)	(1,987,900)	282,971
<b>Other financing sources (uses):</b>					
Transfers in - General Fund	1,503,119	1,506,800	1,783,169	1,311,068	(472,101)
Transfers in - Hotel/Motel Fund	-	-	33,777	67,552	33,775
Transfers in - Drainage Fund	262,332	264,169	440,419	609,280	168,861
Refunding bonds issued	17,780,000	4,880,000	-	-	-
Original issue premium	2,770,295	415,355	-	-	-
Bond discount	(120,242)	(23,881)	-	-	-
Payment to refunded bond escrow agent	(20,297,618)	(5,285,213)	(1,085,297)	-	1,085,297
<b>Total other financing sources (uses)</b>	<b>1,897,886</b>	<b>1,757,230</b>	<b>1,172,068</b>	<b>1,987,900</b>	<b>815,832</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(268,135)	1,173,760	(1,098,803)	-	1,098,803
Fund balance, beginning of year	551,747	283,612	1,457,372	358,569	(1,098,803)
<b>Fund balance, end of year</b>	<b>\$ 283,612</b>	<b>\$ 1,457,372</b>	<b>\$ 358,569</b>	<b>\$ 358,569</b>	<b>\$ -</b>
Allocation of Fund Balance, end of year:					
Reserved for Debt Service	\$ 283,612	\$ 283,612	\$ 358,569	\$ 358,569	
	\$ 283,612	\$ 283,612	\$ 358,569	\$ 358,569	

## FINANCIAL SUMMARY DEBT SERVICE FUND

	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
<b>Revenues:</b>							
Taxes	\$ 18,428,049	\$ 21,610,677	\$ 22,723,544	\$ 23,892,836	\$ 24,850,689	\$ 25,846,456	\$ 26,881,635
Intergovernmental	1,505,000	1,505,000	1,505,000	1,505,000	1,505,000	1,505,000	218,394
Interest and other	15,000	15,000	15,000	15,000	15,000	15,000	15,000
<b>Total revenues</b>	<b>19,948,049</b>	<b>23,130,677</b>	<b>24,243,544</b>	<b>25,412,836</b>	<b>26,370,689</b>	<b>27,366,456</b>	<b>27,115,029</b>
<b>Expenditures:</b>							
Debt service:							
Principal retirement	13,818,631	16,319,704	16,719,364	17,117,196	18,502,077	19,573,140	19,277,551
Interest and fiscal charges	8,510,886	9,219,917	9,991,700	10,936,959	10,806,291	10,743,801	10,605,820
Refunding bond issuance costs	-	-	-	-	-	-	-
<b>Total expenditures</b>	<b>22,329,517</b>	<b>25,539,621</b>	<b>26,711,064</b>	<b>28,054,155</b>	<b>29,308,368</b>	<b>30,316,941</b>	<b>29,883,371</b>
Excess (deficiency) of revenues over expenditures	(2,381,468)	(2,408,944)	(2,467,520)	(2,641,319)	(2,937,679)	(2,950,485)	(2,768,342)
<b>Other financing sources (uses):</b>							
Transfers in - General Fund	1,634,191	1,662,417	1,722,093	1,897,342	2,190,652	2,206,008	2,019,966
Transfers in - Hotel/Motel Fund	67,552	67,552	67,552	67,552	67,552	67,552	67,552
Transfers in - Drainage Fund	679,725	678,975	677,875	676,425	679,475	676,925	680,824
Refunding bonds issued	-	-	-	-	-	-	-
Original issue premium	-	-	-	-	-	-	-
Bond discount	-	-	-	-	-	-	-
Payment to refunded bond escrow agent	-	-	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>2,381,468</b>	<b>2,408,944</b>	<b>2,467,520</b>	<b>2,641,319</b>	<b>2,937,679</b>	<b>2,950,485</b>	<b>2,768,342</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	-	-	-	-	-	-
Fund balance, beginning of year	358,569	358,569	358,569	358,569	358,569	358,569	358,569
<b>Fund balance, end of year</b>	<b>\$ 358,569</b>	<b>\$ 358,569</b>	<b>\$ 358,569</b>	<b>\$ 358,569</b>	<b>\$ 358,569</b>	<b>\$ 358,569</b>	<b>\$ 358,569</b>
Allocation of Fund Balance, end of year:							
Reserved for Debt Service	\$ 358,569	\$ 358,569	\$ 358,569	\$ 358,569	\$ 358,569	\$ 358,569	\$ 358,569
	<u>\$ 358,569</u>	<u>\$ 358,569</u>	<u>\$ 358,569</u>	<u>\$ 358,569</u>	<u>\$ 358,569</u>	<u>\$ 358,569</u>	<u>\$ 358,569</u>

### Revenues

- Property taxes were forecasted based on growth in the tax base, planned future development, and proposed interest and sinking tax rates to support current and future debt issued for capital improvement projects.

### Expenditures

- Debt service expenditures are forecasted based on amortization schedules created for existing debt, as well as future debt issuances.



# FINANCIAL SUMMARY WATER & WASTEWATER FUND

	Actual		2019/2020	2020/2021	+(-)
	09/30/18	09/30/19	AMENDED Budget @ 06/30/20	ADOPTED Budget	
<b>Operating Revenues:</b>					
Water service	\$ 19,277,829	\$ 16,660,392	\$ 24,223,210	\$ 23,177,133	\$ (1,046,077)
Wastewater service	12,632,819	12,028,616	17,037,259	16,630,057	(407,202)
Effluent	1,122,671	991,431	850,000	867,000	17,000
Other	2,194,200	2,233,242	2,150,795	2,148,311	(2,484)
<b>Total operating revenues</b>	<b>35,227,519</b>	<b>31,913,681</b>	<b>44,261,264</b>	<b>42,822,501</b>	<b>(1,438,763)</b>
<b>Operating Expenses:</b>					
Personnel services	5,201,564	5,982,723	6,910,239	7,354,759	444,520
Supplies	1,710,390	1,571,829	2,146,621	1,981,424	(165,197)
Repairs and maintenance	1,219,255	1,204,599	1,578,839	1,641,147	62,308
Depreciation	6,909,604	7,412,159	7,500,000	8,000,000	500,000
Other services and charges	12,083,237	12,398,261	15,891,151	15,617,654	(273,497)
Contingency <sup>(1)</sup>	-	-	-	50,000	50,000
<b>Total operating expenses</b>	<b>27,124,050</b>	<b>28,569,571</b>	<b>34,026,850</b>	<b>34,644,984</b>	<b>618,134</b>
Operating income	8,103,469	3,344,110	10,234,414	8,177,517	(2,056,897)
<b>Nonoperating revenues (expenses):</b>					
Interest income	1,072,980	1,255,800	1,285,823	705,823	(580,000)
Intergovernmental revenues	-	-	-	200,000	200,000
Contributions - TxDOT	16,401	19,653	19,085	-	(19,085)
Contributed Capital	-	1,124,943	-	-	-
Interest expense	(3,782,788)	(3,837,738)	(7,571,140)	(7,812,169)	(241,029)
<b>Net nonoperating expenses</b>	<b>(2,693,407)</b>	<b>(1,437,342)</b>	<b>(6,266,232)</b>	<b>(6,906,346)</b>	<b>(640,114)</b>
Net income	5,410,062	1,906,768	3,968,182	1,271,171	(2,697,011)
<b>Increase in net assets</b>	<b>\$ 5,410,062</b>	<b>\$ 1,906,768</b>	<b>\$ 3,968,182</b>	<b>\$ 1,271,171</b>	<b>\$ (2,697,011)</b>

**Water & Wastewater Fund - Changes in Working Capital**

	Actual		2018/2019	2020/2021	+(-)
	09/30/18	09/30/19	AMENDED Budget @ 06/30/20	ADOPTED Budget	
Gross revenue -					
Operating income	\$ 35,227,519	\$ 31,913,681	\$ 44,261,264	\$ 42,822,501	\$ (1,438,763)
Intergovernmental Revenues	-	-	-	200,000	200,000
Interest income	1,072,980	1,255,800	1,285,823	705,823	(580,000)
Contributions - TxDOT	16,401	19,653	19,085	-	(19,085)
Contributed Capital	-	1,124,943	-	-	-
Operating expenses <sup>(2)</sup>	(20,214,446)	(21,157,412)	(26,526,850)	(26,594,984)	(68,134)
<b>Net revenue available for capital &amp; debt</b>	<b>16,102,454</b>	<b>13,156,665</b>	<b>19,039,322</b>	<b>17,133,340</b>	<b>(1,905,982)</b>
Capital & debt:					
Principal	(5,956,902)	(6,016,895)	(9,203,862)	(9,268,232)	(64,370)
Interest	(3,782,788)	(3,837,738)	(7,571,140)	(7,812,169)	(241,029)
Capital outlay	(23,757,101)	(31,821,284)	(36,446,364)	(111,266,739)	(74,820,375)
Contingency <sup>(1)</sup>	-	-	(62,463)	(50,000)	12,463
Application of bond proceeds	16,153,921	23,170,321	27,785,971	110,955,000	83,169,029
<b>Total capital &amp; debt</b>	<b>(17,342,870)</b>	<b>(18,505,596)</b>	<b>(25,497,858)</b>	<b>(17,442,140)</b>	<b>8,055,718</b>
<b>Net increase (decrease) in working capital</b>	<b>\$ (1,240,416)</b>	<b>\$ (5,348,931)</b>	<b>\$ (6,458,536)</b>	<b>\$ (308,800)</b>	<b>\$ 6,149,736</b>

(1) - Contingency is moved during the fiscal year as appropriated by the Council - only applicable to amended and adopted budgets

(2) - Operating expenses less depreciation and contingency

# FINANCIAL SUMMARY WATER & WASTEWATER FUND

	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
<b>Operating Revenues:</b>							
Water service	\$ 26,480,737	\$ 26,872,967	\$ 28,204,013	\$ 29,901,996	\$ 31,446,976	\$ 31,906,700	\$ 32,374,912
Wastewater service	17,957,505	20,460,548	20,775,464	21,979,777	23,819,628	24,197,532	24,583,946
Effluent	884,340	902,027	920,067	938,469	957,238	976,383	995,910
Other	2,174,400	2,201,010	2,228,154	2,255,842	2,284,081	2,312,888	2,342,270
<b>Total operating revenues</b>	<b>47,496,982</b>	<b>50,436,552</b>	<b>52,127,698</b>	<b>55,076,084</b>	<b>58,507,923</b>	<b>59,393,503</b>	<b>60,297,038</b>
<b>Operating Expenses:</b>							
Personnel services	7,410,836	7,503,194	7,504,580	7,595,744	8,011,088	8,347,251	8,788,585
Supplies	2,025,699	2,072,364	2,071,563	2,128,052	2,165,999	2,198,488	2,231,466
Repairs and maintenance	1,648,764	1,655,498	1,650,599	1,663,626	1,658,821	1,692,104	1,717,485
Depreciation	8,250,000	8,500,000	8,750,000	9,000,000	9,250,000	9,500,000	9,750,000
Other services and charges	16,803,026	17,037,060	17,302,314	17,764,143	18,320,464	18,594,986	18,874,350
Contingency <sup>(1)</sup>	180,113	38,526	36,598	7,949	127,676	50,000	39,788
<b>Total operating expenses</b>	<b>36,318,438</b>	<b>36,806,642</b>	<b>37,315,654</b>	<b>38,159,514</b>	<b>39,534,048</b>	<b>40,382,829</b>	<b>41,401,674</b>
Operating income	11,178,544	13,629,910	14,812,044	16,916,570	18,973,875	19,010,674	18,895,364
<b>Nonoperating revenues (expenses):</b>							
Interest income	653,323	653,323	653,323	653,323	653,323	653,323	653,323
Intergovernmental revenues	-	-	-	-	-	-	-
Contributions - TxDOT	-	-	-	-	-	-	-
Contributed Capital	-	-	-	-	-	-	-
Interest expense	(9,141,169)	(9,845,455)	(10,540,243)	(11,597,691)	(12,037,438)	(12,103,257)	(12,166,645)
<b>Net nonoperating expenses</b>	<b>(8,487,846)</b>	<b>(9,192,132)</b>	<b>(9,886,920)</b>	<b>(10,944,368)</b>	<b>(11,384,115)</b>	<b>(11,449,934)</b>	<b>(11,513,322)</b>
Net income	2,690,698	4,437,778	4,925,124	5,972,202	7,589,760	7,560,740	7,382,042
<b>Increase in net assets</b>	<b>\$ 2,690,698</b>	<b>\$ 4,437,778</b>	<b>\$ 4,925,124</b>	<b>\$ 5,972,202</b>	<b>\$ 7,589,760</b>	<b>\$ 7,560,740</b>	<b>\$ 7,382,042</b>

**Water & Wastewater Fund - Changes in Working Capital**

	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Gross revenue -							
Operating income	\$ 47,496,982	\$ 50,436,552	\$ 52,127,698	\$ 55,076,084	\$ 58,507,923	\$ 59,393,503	\$ 60,297,038
Intergovernmental Revenues	-	-	-	-	-	-	-
Interest income	653,323	653,323	653,323	653,323	653,323	653,323	653,323
Contributions - TxDOT	-	-	-	-	-	-	-
Contributed Capital	-	-	-	-	-	-	-
Operating expenses <sup>(2)</sup>	(27,888,325)	(28,268,116)	(28,529,056)	(29,151,565)	(30,156,372)	(30,832,829)	(31,611,886)
<b>Net revenue available for capital &amp; debt</b>	<b>20,261,980</b>	<b>22,821,759</b>	<b>24,251,965</b>	<b>26,577,842</b>	<b>29,004,874</b>	<b>29,213,997</b>	<b>29,338,475</b>
Capital & debt:							
Principal	(10,207,798)	(11,620,878)	(13,066,924)	(14,870,882)	(16,366,260)	(15,163,870)	(16,449,042)
Interest	(9,141,169)	(9,845,455)	(10,540,243)	(11,597,691)	(12,037,438)	(12,103,257)	(12,166,645)
Capital outlay	(31,432,900)	(33,066,900)	(42,408,200)	(27,551,320)	(20,123,500)	(1,896,870)	(17,683,000)
Contingency <sup>(1)</sup>	(180,113)	(38,526)	(36,598)	(7,949)	(127,676)	(50,000)	(39,788)
Application of bond proceeds	30,700,000	31,750,000	41,800,000	27,450,000	19,650,000	-	17,000,000
<b>Total capital &amp; debt</b>	<b>(20,261,980)</b>	<b>(22,821,759)</b>	<b>(24,251,965)</b>	<b>(26,577,842)</b>	<b>(29,004,874)</b>	<b>(29,213,997)</b>	<b>(29,338,475)</b>
<b>Net increase (decrease) in working capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

(1) - Contingency is moved during the fiscal year as appropriated by the Council - only applicable to amended and adopted budgets

(2) - Operating expenses less depreciation and contingency

# FINANCIAL SUMMARY WATER & WASTEWATER FUND

## Revenues

- Water and wastewater revenues are based on current rates or forecasted rates applied to five-year median customer consumption of water and wastewater flow, as well as growth in the customer base.

## Rate Assumptions

	Water	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Rate Adjustments	<b>Residential/Commercial</b>							
	Minimum	\$ -	\$ -	\$ 1.00	\$ -	\$ -	\$ -	\$ -
	Volumetric	\$ 0.25	\$ -	\$ 0.15	\$ -	\$ 0.15	\$ -	\$ -
	<b>Industrial</b>							
	Minimum	\$ -	\$ -	\$ -	\$ -	\$ 0.30	\$ -	\$ -
	Volumetric	\$ -	\$ -	\$ -	\$ -	\$ 4.00	\$ -	\$ -
	<b>Wastewater</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
Rate Adjustments	<b>Residential/Commercial</b>							
	Min	\$ -	\$ -	\$ -	\$ -	\$ 4.00	\$ -	\$ -
	Volumetric	\$ 0.25	\$ 1.00	\$ -	\$ 0.25	\$ -	\$ -	\$ -
	<b>Industrial</b>							
	Minimum	\$ -	\$ -	\$ -	\$ -	\$ 4.00	\$ -	\$ -
	Volumetric	\$ 0.25	\$ 0.75	\$ -	\$ -	\$ 0.25	\$ -	\$ -

## Expenditures

- Personnel costs are estimated to increase 1.50% in FY 2022 through FY 2028
- Personnel costs also include new positions planned for in FY 2022 through FY 2028
- Operational costs are estimated to increase 1.50% in FY 2022 through FY 2028
- Operational costs also include newly planned operational items tied to added personnel and fleet
- Capital costs are based on scheduled fleet replacements, as well as requested fleet for FY 2022 through FY 2028
  - Replacement and additional fleet costs are based on current fleet pricing with an inflation factor depending on scheduled fiscal year and type of equipment
- Contingency placeholders are included in FY 2022 through FY 2028
- Debt service expenditures are forecasted based on amortization schedules created for existing debt, as well as future debt issuances.

## Customer Base Growth

	Water - Minimum Bill	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Growth Rate	3/4" - 5/8" - Inside	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
	3/4" - 5/8" - Outside	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
	1" - Inside	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
	1" - Outside	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
	1 1/2" - Inside	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
	1 1/2" - Outside	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	2" - Inside	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
	2" - Outside	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	3" - Inside	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
	3" - Outside	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	4" - Inside	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	4" - Outside	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	6" - Inside	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
	6" - Outside	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	8" - Inside	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	8" - Outside	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	10"	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Industrial [10"]	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	City of Morgan's Point [6"]	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Bell County WCID [6"]	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Troy [6"]	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Arrowhead Hill [2"] Outside	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Growth Rate	<b>Wastewater - Minimum</b>							
	Residential In	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
	Residential Out	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Commercial In	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%
	Commercial Out	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Industrial	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

- All other charges for services reflect an annual increase of 2.00% in FY 2022 through FY 2028

## CAPITAL SUMMARY WATER & WASTEWATER FUND

Department	Project	2020/2021 ADOPTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Water Treatment Plant	Membrane Module Replacements	\$ 186,000	\$ -	\$ 186,000	\$ -	\$ -	\$ -	\$ -	\$ -
Water Treatment Plant	Valve Actuator Replacement (5/yr)	40,000	40,000	40,000	50,000	-	55,000	55,000	55,000
Metering	Replace 2013 FORD F-150 Regular Cab 4x2 Asset # 13706	33,400	-	-	-	-	-	-	-
Metering	Replace 2012 FORD F-150 Regular Cab 4x2 Asset # 13512	33,400	-	-	-	-	-	-	-
Water Treatment Plant	Chemical Pump Replacement (2/yr)	16,000	16,000	16,000	18,000	-	20,000	20,000	20,000
ITS	Dayforce by Ceridian - Implementation Costs (Split)	2,939	-	-	-	-	-	-	-
Water Distribution / WW Collection	Front Loader / Rubber Tire Loader- 100HP with 2 - 3 yard bucket	-	150,800	-	-	-	-	-	-
Wastewater Collection	New Dump Truck for Existing Maintenance Crew (Crew 981)	-	113,500	-	-	-	-	-	-
Water Treatment Plant	Replace Rake Drive (1/yr)	-	75,000	75,000	75,000	-	-	-	-
Water Distribution	Replace 2008 Ford F-350 Super Duty Regular Cab 4x2 Asset # 12587	-	49,900	-	-	-	-	-	-
Water Distribution	Vehicle for Requested 2nd Utility Manager **Addition to Fleet**	-	38,000	-	-	-	-	-	-
PW Admin	New Ford Ranger ***Addition to Fleet***	-	36,200	-	-	-	-	-	-
Metering	Replace 2013 FORD F-150 Regular Cab 4x2 Asset # 13707	-	34,000	-	-	-	-	-	-
Water Treatment Plant	Replace 2002 Dodge Ram 2500 Truck Asset # 11325	-	33,400	-	-	-	-	-	-
Water Treatment Plant	Replace 2004 Chevrolet Silverado 1500 Asset # 11777	-	33,400	-	-	-	-	-	-
Water Treatment Plant	Clarifier Rapid Mix (2/yr)	-	30,000	30,000	30,000	-	-	15,000	-
Water Distribution / WW Collection	Rocksaw Skid Steer Attachment	-	30,000	-	-	-	-	-	-
Water Distribution / WW Collection	Shoring Equipment For Manholes & Trenches	-	27,000	-	-	-	-	-	-
Engineering	InfoWater Pro Upgrade to Floating License (from Single User License)	-	15,000	-	-	-	-	-	-
Wastewater Collection	New Backhoe Trailer for Existing Maintenance Crew (Crew 981)	-	10,700	-	-	-	-	-	-

## CAPITAL SUMMARY WATER & WASTEWATER FUND

Department	Project	2020/2021 ADOPTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Water Distribution	Upgrade 2012 Ford F-350 to a F-550 with Chassis Mounted Jetter Asset #13522	-	-	250,000	-	-	-	-	-
Water Treatment Plant	Conventional Filter Bed Coverings	-	-	150,000	-	-	-	-	-
Wastewater Collection	Replace 2008 Caterpillar 420E Backhoe Asset # 12784	-	-	115,800	-	-	-	-	-
Water Distribution	Additional F-550 w/Travel Vac and Valve Exerciser	-	-	97,800	-	-	-	-	-
Wastewater Collection	New Standard Van with New Camera Equipment (Crew 963)	-	-	95,000	-	-	-	-	-
Wastewater Collection	Replace 2012 Ford Super Duty Crew Cab Asset # 13521	-	-	51,000	-	-	-	-	-
Water Treatment Plant	Traveling Screen Replacement (2)	-	-	50,000	-	-	-	-	-
Water Distribution	Replace 2008 Ford F250 Asset # 12869	-	-	38,800	-	-	-	-	-
Fleet Services	Replace 2007 Ford Explorer Asset #12558	-	-	37,000	-	-	-	-	-
Water Treatment Plant	Replace 2009 Ford Super Duty F-250 Asset # 12966	-	-	34,100	-	-	-	-	-
PW Admin	Replace 2013 Ford Focus (GIS) Asset # 13705	-	-	25,400	-	-	-	-	-
Wastewater Collection	Jet Scan for Jet Truck & Vactors	-	-	15,000	-	-	-	-	-
Water Distribution	Leak Detection Equipment	-	-	10,000	-	-	-	-	-
Wastewater Collection	Replace 2008 International Work Star Dump Truck Asset # 12575	-	-	-	118,100	-	-	-	-
Wastewater Collection	Replace 2008 Sterling Acterra Dump Truck Asset # 12805	-	-	-	118,100	-	-	-	-
Wastewater Collection	Replace 2010 Caterpillar 420E Backhoe Asset # 13137	-	-	-	112,600	-	-	-	-
Water Distribution	Replace 2015 FORD F-350 Super Duty Regular Cab 4x2 Asset # 13885	-	-	-	51,000	-	-	-	-
Wastewater Collection	Replace 2012 Ford F-150 Regular Cab 4x2 Asset # 13520	-	-	-	35,400	-	-	-	-
Streets	New Dump Truck for New Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	-	-	-	-	48,200	-	-	-

## CAPITAL SUMMARY WATER & WASTEWATER FUND

Department	Project	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
		ADOPTED Budget	FORECASTED Budget	FORECASTED Budget	FORECASTED Budget	FORECASTED Budget	FORECASTED Budget	FORECASTED Budget	FORECASTED Budget
Streets	New Skid Steer for New Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	-	-	-	-	27,880	-	-	-
Streets	New 1 Ton Crew Cab Utility 4x2 for New Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	-	-	-	-	21,240	-	-	-
Streets	New Trailer for Skid Steer for New Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	-	-	-	-	4,000	-	-	-
Water Distribution	Capital for Maintenance Crew #7 - Distribution (Crew Leader, 1 UT II, and 1 UT I)	-	-	-	-	-	230,200	-	-
Wastewater Collection	Camera Van for Maintenance Crew #4 - I&I Crew in Collections (Crew 982)	-	-	-	-	-	95,000	-	-
Metering	Vehicle for Additional Meter Technician	-	-	-	-	-	34,800	-	-
Environmental Programs	Vehicle for Environmental Programs Manager	-	-	-	-	-	32,000	-	-
Water Distribution	Replace 2012 Wanco WTSP Arrow Board Asset # 13493	-	-	-	-	-	6,500	-	-
Wastewater Collection	Replace 2011 Freightliner FL112 / Vactor 2110 J4 Asset # 13377 & 13377-967	-	-	-	-	-	-	420,800	-
	Fleet Placeholder	-	-	-	-	-	-	291,370	-
Wastewater Collection	Replace 2014 Chevrolet Express/Cues Van Asset # 13843	-	-	-	-	-	-	235,000	-
Water Treatment Plant	Filter Media Replacement	-	-	-	-	-	-	203,000	180,000
Water Distribution	Dump Truck for Maintenance Crew #8 (Crew 976)	-	-	-	-	-	-	120,500	-
Wastewater Collection	Dump Truck For Maintenance Crew #5 - Collections (Crew 983)	-	-	-	-	-	-	115,800	-
Water Distribution	Backhoe for Maintenance Crew #8 (Crew 976)	-	-	-	-	-	-	112,600	-
Wastewater Collection	Backhoe For Maintenance Crew #5 - Collections (Crew 983)	-	-	-	-	-	-	108,300	-

## CAPITAL SUMMARY WATER & WASTEWATER FUND

Department	Project	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
		ADOPTED Budget	FORECASTED Budget	FORECASTED Budget	FORECASTED Budget	FORECASTED Budget	FORECASTED Budget	FORECASTED Budget	FORECASTED Budget
Water Distribution	Vehicle for Maintenance Crew #8 - Distribution (Crew 976)	-	-	-	-	-	-	53,100	-
Wastewater Collection	Vehicle for Maintenance Crew #5 - Collections (Crew 983)	-	-	-	-	-	-	51,000	-
Environmental Programs	Vehicle For Environmental Programs Tech	-	-	-	-	-	-	35,400	-
Water Treatment Plant	Replace 2012 John Deere Gator Utility Vehicle Asset #13538	-	-	-	-	-	-	18,000	-
Water Treatment Plant	Replace 2012 John Deere Gator Utility Vehicle Asset #13537	-	-	-	-	-	-	18,000	-
Wastewater Collection	Backhoe Trailer for Maintenance Crew #5 - Collections (Crew 983)	-	-	-	-	-	-	12,000	-
Water Distribution	Backhoe Trailer for Maintenance Crew #8 (Crew 976)	-	-	-	-	-	-	12,000	-
Wastewater Collection	Dump Truck for Maintenance Crew #6 - Collections (Crew 984)	-	-	-	-	-	-	-	115,800
Water Treatment Plant	Replace 2003 Caterpillar 420D Backhoe Asset #11623	-	-	-	-	-	-	-	110,400
Wastewater Collection	Backhoe for Maintenance Crew #6 - Collections (Crew 984)	-	-	-	-	-	-	-	108,300
Wastewater Collection	Vehicle for Maintenance Crew #6 - Collections (Crew 984)	-	-	-	-	-	-	-	51,000
PW Admin	Replace 2016 FORD F-150 Regular Cab 4X2 Asset # 14287	-	-	-	-	-	-	-	30,500
Wastewater Collection	Trailer for Maintenance Crew #6 - Collections (Crew 984)	-	-	-	-	-	-	-	12,000
<b>Total Capital</b>		<b>\$ 311,739</b>	<b>\$ 732,900</b>	<b>\$ 1,316,900</b>	<b>\$ 608,200</b>	<b>\$ 101,320</b>	<b>\$ 473,500</b>	<b>\$ 1,896,870</b>	<b>\$ 683,000</b>

Fuel	\$ 1,079	\$ 8,549	\$ 12,471	\$ 13,177	\$ 16,245	\$ 25,341	\$ 41,501	\$ 49,615
Insurance	-	1,926	2,772	3,049	4,221	6,375	12,974	17,159
Repair & Maintenance	-	2,800	3,206	3,270	4,256	6,791	11,576	14,058
<b>Total Cumulative Operating Impact</b>	<b>\$ 1,079</b>	<b>\$ 13,275</b>	<b>\$ 18,449</b>	<b>\$ 19,496</b>	<b>\$ 24,722</b>	<b>\$ 38,506</b>	<b>\$ 66,052</b>	<b>\$ 80,832</b>

## PERSONNEL SUMMARY WATER & WASTEWATER FUND

Department	Full Time			Part Time			Total F.T.E			2021 vs 2020 Increase/ (Decrease)
	Actual 2019	Actual 2020	Budget 2021	Actual 2019	Actual 2020	Budget 2021	Actual 2019	Actual 2020	Budget 2021	
<b>UTILITY ENTERPRISE FUND</b>										
ENVIRONMENTAL PROGRAMS	5.00	5.00	4.00 <sup>13</sup>	-	-	-	5.00	5.00	4.00	(1.00)
METERING	8.00	8.00	8.00	-	-	-	8.00	8.00	8.00	-
PUBLIC WORKS ADMINISTRATION	6.80	8.45 <sup>1-4</sup>	7.06 <sup>11-13</sup>	-	-	-	6.80	8.45	7.06	(1.39)
PURCHASING	1.00	1.00	1.00	0.38	0.38	0.38	1.38	1.38	1.38	-
UTILITY BUSINESS OFFICE	10.00	10.00	10.00	0.63	0.63	0.63	10.63	10.63	10.63	-
WASTEWATER COLLECTION	24.50	27.50 <sup>5</sup>	28.50 <sup>13,14</sup>	-	-	-	24.50	27.50	28.50	1.00
WASTEWATER TREATMENT	-	-	-	-	-	-	-	-	-	-
WATER DISTRIBUTION	25.50	34.50 <sup>6-8</sup>	32.25 <sup>13-16</sup>	-	-	-	25.50	34.50	32.25	(2.25)
WATER TREATMENT	20.00	23.00 <sup>9,10</sup>	23.00	-	-	-	20.00	23.00	23.00	-
<b>UTILITY ENT FUND TOTAL (F.T.E.)</b>	<b>100.80</b>	<b>117.45</b>	<b>113.81</b>	<b>1.01</b>	<b>1.01</b>	<b>1.01</b>	<b>101.81</b>	<b>118.46</b>	<b>114.82</b>	<b>(3.64)</b>

1 - During FY 2020, a Multi-Media Specialist (Graphic Design) position was created. This position was split funded - 55% General Fund, 25% Water/Wastewater Fund (Public Works Admin), 15% Hotel/Motel Fund (Mayborn Center), and 5% Drainage Fund.

2 - During FY 2020, a Communications Specialist position was added. This position was split funded - 25% General Fund (Marketing & Communications) and 75% Water/Wastewater Fund (Public Works Admin).

3 - During FY 2020, a Utility Compliance Coordinator position was added.

4 - During FY 2020, the funding allocation for City Engineer increased by 5% for Public Works Administration (from 30% to 35%).

5 - During FY 2020, an additional Maintenance Crew was added. The additional crew consists of one Crew Leader position, one Utility Technician I position and one Utility Technician II position.

6 - During FY 2020, a Utility Foreman for Specialty Distribution was added and one Irrigation Technician was funded out of Water Distribution.

7 - During FY 2020, a Crew Leader position for the Water Quality Control Crew was added.

8 - During FY 2020, two Water Maintenance Crews were added. Each crew consists of one Crew Leader position, one Utility Technician I position and one Utility Technician II position.

9 - During FY 2020, a Lead Water Operator position to focus on plant maintenance activities was added.

10 - During FY 2020, two additional Water Operator I positions were added to support the Water Quality Control Crew.

11 - In FY 2021, the following funding distributions will be changed: Asset Management Technician - 40% IT, 30% Drainage, 30% PW Admin, City Engineer - 34% Engineering, 33% Drainage, 33% PW Admin, Director of Public Works - 10% Engineering, 20% Drainage, 70% PW Admin, Project Manager - 34% Engineering, 33% Drainage, 33% PW Admin, and Senior Project Engineer - 45% Engineering, 10% Drainage, 45% PW Admin.

12 - In FY 2021, a Multi-Media Specialist position will have a change in funding to 100% Marketing & Communications in the General Fund.

13 - In FY 2021, the funding allocation for the Utility Compliance Coordinator position will change from 100% PW Admin to 50% Water Distribution and 50% Wastewater Collection. In addition, the Deputy Utility Director funding will change from 100% Environmental Programs to 50% Water Distribution and 50% Wastewater Collection.

14 - In FY 2021, the total number of positions for Foreman-Utility Services, Crew Leader, Utility Tech I, Utility Tech II, and Utility Tech III will not change, but the funding allocations will be adjusted between Water Collections and Water Distribution.

15 - In FY 2021, the funding allocation will change for the GIS Modeler to 75% Water Distribution and 25% Drainage.

16 - In FY 2021, one Water Maintenance Crew will be unfunded. This crew consists of one Crew Leader, one Utility Tech II, and one Utility Tech I.



## PERSONNEL SUMMARY WATER & WASTEWATER FUND

Department	Total F.T.E						
	Forecasted 2022	Forecasted 2023	Forecasted 2024	Forecasted 2025	Forecasted 2026	Forecasted 2027	Forecasted 2028
<b>UTILITY ENTERPRISE FUND</b>							
ENVIRONMENTAL PROGRAMS	4.00	4.00	4.00	4.00	5.00 <sup>17</sup>	6.00 <sup>18</sup>	6.00
METERING	8.00	8.00	8.00	8.00	9.00 <sup>19</sup>	9.00	9.00
PUBLIC WORKS ADMINISTRATION	7.06	7.06	7.06	9.06 <sup>21</sup>	9.06	9.06	9.06
PURCHASING	1.38	1.38	1.38	1.38	1.38	1.38	1.38
UTILITY BUSINESS OFFICE	10.63	10.63	10.63	10.63	10.63	10.63	10.63
WASTEWATER COLLECTION	28.50	28.50	28.50	28.50	28.50	31.50 <sup>23</sup>	34.50 <sup>24</sup>
WASTEWATER TREATMENT	-	-	-	-	-	-	-
WATER DISTRIBUTION	32.25	33.25 <sup>20</sup>	33.25	33.25	39.25 <sup>22</sup>	39.25	42.25 <sup>24</sup>
WATER TREATMENT	23.00	23.00	23.00	23.00	23.00	23.00	23.00
<b>UTILITY ENT FUND TOTAL (F.T.E.)</b>	<b>114.82</b>	<b>115.82</b>	<b>115.82</b>	<b>117.82</b>	<b>125.82</b>	<b>129.82</b>	<b>135.82</b>

17 - In FY 2026, one Environmental Programs Technician will be added.

18 - In FY 2027, one Environmental Programs Technician will be added.

19 - In FY 2026, one Meter Technician position will be added.

20 - In FY 2023, an additional Utility Manager position will be added.

21 - In FY 2025, a Concrete Maintenance Crew will be added, which will consist of one Foreman, one Crew Leader, one Equipment Operator II, one Equipment Operator I, and one Maintenance Worker. Funding for this new crew will be split 40% General Fund, 40% Water/Wastewater Fund, and 20% Drainage Fund.

22 - In FY 2026, two additional Maintenance Crews will be added. Each crew will consist of one Crew Leader, one Utility Technician II, and one Utility Technician I - a total of 6 positions will be added.

23 - In FY 2027, an additional Maintenance Crews will be added. The crew will consist of one Crew Leader, one Utility Technician II, and one Utility Technician I - a total of 3 positions will be added.

24 - In FY 2028, two additional Maintenance Crews will be added. Each crew will consist of one Crew Leader, one Utility Technician II, and one Utility Technician I - a total of 6 positions will be added.

## FINANCIAL SUMMARY REINVESTMENT ZONE NO. 1 FUND

	Actual		2019/2020 AMENDED Budget <sup>(1)</sup>	2020/2021 ADOPTED Budget <sup>(1)</sup>	+(-)
	09/30/18	09/30/19			
<b>Revenues:</b>					
Taxes	\$ 25,185,270	\$ 17,664,211	\$ 18,513,743	\$ 19,416,744	\$ 903,001
Intergovernmental	805,198	324,396	50,571	-	(50,571)
Licenses and permits	58,315	72,958	76,954	36,000	(40,954)
Interest and other	942,588	1,781,426	1,119,874	542,000	(577,874)
<b>Total revenues</b>	<b>26,991,371</b>	<b>19,842,991</b>	<b>19,761,142</b>	<b>19,994,744</b>	<b>233,602</b>
<b>Expenditures:</b>					
Current:					
General government	5,934,336	1,773,693	4,713,822	3,503,559	(1,210,263)
Capital outlay	15,685,876	16,723,751	55,924,367	9,635,000	(46,289,367)
Debt service:					
Principal retirement	4,150,000	4,745,000	4,730,000	5,530,000	800,000
Interest and fiscal charges	1,618,367	2,465,399	2,472,738	2,198,844	(273,894)
Issuance cost - bonds	179,452	-	125,993	-	(125,993)
<b>Total expenditures</b>	<b>27,568,031</b>	<b>25,707,843</b>	<b>67,966,920</b>	<b>20,867,403</b>	<b>(47,099,517)</b>
Excess (deficiency) of revenues over expenditures	(576,660)	(5,864,852)	(48,205,778)	(872,659)	47,333,119
<b>Other financing sources (uses):</b>					
Bond proceeds	23,565,000	-	14,868,450	-	(14,868,450)
Refunding bonds issued	-	-	16,750,000	-	(16,750,000)
Original issues premium	910,440	-	-	-	-
Bond discount	(295,988)	-	(111,130)	-	111,130
Payment to refunded bond escrow agent	-	-	(16,512,877)	-	16,512,877
<b>Total other financing sources (uses)</b>	<b>24,179,452</b>	<b>-</b>	<b>14,994,443</b>	<b>-</b>	<b>(14,994,443)</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	<b>23,602,792</b>	<b>(5,864,852)</b>	<b>(33,211,335)</b>	<b>(872,659)</b>	<b>32,338,676</b>
Fund balance, beginning of year	20,539,894	44,142,686	38,277,834	5,066,499	(39,076,187)
<b>Fund balance, end of year</b>	<b>\$ 44,142,686</b>	<b>\$ 38,277,834</b>	<b>\$ 5,066,499</b>	<b>\$ 4,193,840</b>	<b>\$ (6,737,511)</b>

(1) - As amended in the Financing Plan approved by the Reinvestment Board on 08/26/20 and Council on 09/17/20.

## FINANCIAL SUMMARY REINVESTMENT ZONE NO. 1 FUND

	2021/2022 PROJECTED Budget <sup>(1)</sup>	2022/2023 PROJECTED Budget <sup>(1)</sup>	2023/2024 PROJECTED Budget <sup>(1)</sup>	2024/2025 PROJECTED Budget <sup>(1)</sup>	2025/2026 PROJECTED Budget <sup>(1)</sup>	2026/2027 PROJECTED Budget <sup>(1)</sup>	2027/2028 PROJECTED Budget <sup>(1)</sup>
<b>Revenues:</b>							
Taxes	\$ 20,917,490	\$ 21,688,713	\$ 22,847,086	\$ 24,204,170	\$ 25,833,335	\$ 26,629,850	\$ 26,867,648
Intergovernmental	-	-	-	-	-	-	-
Licenses and permits	36,000	36,000	36,000	36,000	36,000	36,000	36,000
Interest and other	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>Total revenues</b>	<b>20,963,490</b>	<b>21,734,713</b>	<b>22,893,086</b>	<b>24,250,170</b>	<b>25,879,335</b>	<b>26,675,850</b>	<b>26,913,648</b>
<b>Expenditures:</b>							
Current:							
General government	3,507,309	3,581,277	3,679,273	3,734,977	3,800,910	3,870,670	3,941,299
Capital outlay	49,668,900	9,650,000	3,400,000	19,225,000	12,400,000	13,400,000	13,400,000
Debt service:							
Principal retirement	5,315,000	3,470,000	4,200,000	4,585,000	4,885,000	5,100,000	5,610,000
Interest and fiscal charges	2,575,897	5,295,150	5,043,230	4,778,510	4,490,310	4,290,266	3,777,453
Issuance cost - bonds	-	-	-	-	-	-	-
<b>Total expenditures</b>	<b>61,067,106</b>	<b>21,996,427</b>	<b>16,322,503</b>	<b>32,323,487</b>	<b>25,576,220</b>	<b>26,660,936</b>	<b>26,728,752</b>
Excess (deficiency) of revenues over expenditures	(40,103,616)	(261,714)	6,570,583	(8,073,317)	303,115	14,914	184,896
<b>Other financing sources (uses):</b>							
Bond proceeds	41,200,000	-	-	-	-	-	-
Refunding bonds issued	-	-	-	-	-	-	-
Original issues premium	-	-	-	-	-	-	-
Bond discount	-	-	-	-	-	-	-
Payment to refunded bond escrow agent	-	-	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>41,200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	<b>1,096,384</b>	<b>(261,714)</b>	<b>6,570,583</b>	<b>(8,073,317)</b>	<b>303,115</b>	<b>14,914</b>	<b>184,896</b>
Fund balance, beginning of year	4,193,840	5,290,224	5,028,510	11,599,093	3,525,776	3,828,891	3,843,805
<b>Fund balance, end of year</b>	<b>\$ 5,290,224</b>	<b>\$ 5,028,510</b>	<b>\$ 11,599,093</b>	<b>\$ 3,525,776</b>	<b>\$ 3,828,891</b>	<b>\$ 3,843,805</b>	<b>\$ 4,028,701</b>

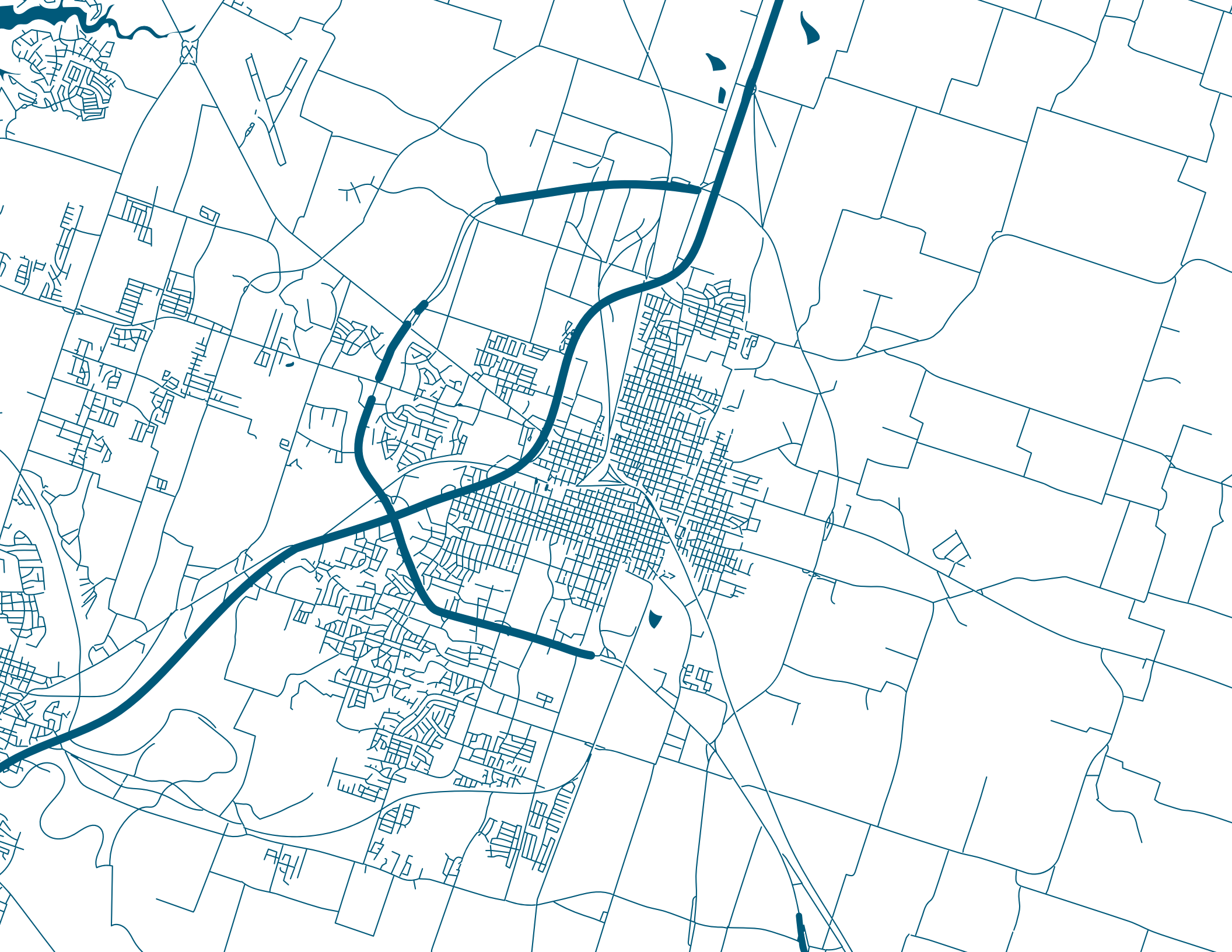
(1) - As amended in the Financing Plan approved by the Reinvestment Board on 08/26/20 and Council on 09/17/20.

# CAPITAL SUMMARY REINVESTMENT ZONE NO. 1 FUND

Department	Project	2020/2021 ADOPTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Reinvestment Zone	Land Acquisition	\$ 6,000,000	\$ -	\$ 3,750,000	\$ -	\$ -	\$ -	\$ -	\$ -
Reinvestment Zone	MLK Festival Fields Electric Design	935,000	-	-	-	-	-	-	-
Reinvestment Zone	Festival Fields Buildings	750,000	-	-	-	-	-	-	-
Reinvestment Zone	Downtown Lighting to include Master Plan	450,000	-	-	-	-	-	-	-
Reinvestment Zone	24th Street Reconstruction, Design and Right-of-Way (Construction Bond Funded)	350,000	-	-	-	-	-	-	-
Reinvestment Zone	North 31st Street Improvements	300,000	-	-	-	-	-	-	-
Reinvestment Zone	Crestview - Henderson to 24th Street	210,000	1,738,900	-	-	-	-	-	-
Reinvestment Zone	Corporate Campus Master Plan Improvements	200,000	200,000	-	-	-	-	-	-
Reinvestment Zone	3rd Street Pedestrian Facilities and Landscaping Design	150,000	200,000	-	-	-	-	-	-
Reinvestment Zone	Rail Maintenance	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Reinvestment Zone	Road/Signage Maintenance	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Reinvestment Zone	Industrial Park Sewer Extension	90,000	990,000	-	-	-	-	-	-
Reinvestment Zone	Ave C from Main to MLK to 24th Street (Construction Bond Funded)	-	200,000	-	-	-	-	-	-
Reinvestment Zone	Downtown Corridor Enhancement - Hawn Hotel	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Reinvestment Zone	Draughon-Miller Regional Airport FBO Center & Parking	-	4,740,000	-	-	-	-	-	-
Reinvestment Zone	Industrial Park Grading (Partially Bond Funded)	-	-	1,500,000	-	1,500,000	-	-	-
Reinvestment Zone	Central and Adams Corridor Improvements	-	-	1,500,000	2,000,000	-	-	-	-
Reinvestment Zone	Art District	-	-	1,500,000	-	10,000,000	-	-	-
Reinvestment Zone	Public Improvements	-	-	1,000,000	1,000,000	-	12,000,000	13,000,000	13,000,000
Reinvestment Zone	Library/City Hall Campus	-	-	-	-	5,000,000	-	-	-
Reinvestment Zone	Rail Backage Road (N-S) GST Tract	-	-	-	-	2,325,000	-	-	-
<b>Total Capital</b>		<b>\$ 9,635,000</b>	<b>\$ 8,468,900</b>	<b>\$ 9,650,000</b>	<b>\$ 3,400,000</b>	<b>\$ 19,225,000</b>	<b>\$ 12,400,000</b>	<b>\$ 13,400,000</b>	<b>\$ 13,400,000</b>
Repair & Maintenance		\$ -	\$ 8,180	\$ 42,106	\$ 42,948	\$ 43,807	\$ 84,808	\$ 86,504	\$ 88,234
<b>Total Cumulative Operating Impact</b>		<b>\$ -</b>	<b>\$ 8,180</b>	<b>\$ 42,106</b>	<b>\$ 42,948</b>	<b>\$ 43,807</b>	<b>\$ 84,808</b>	<b>\$ 86,504</b>	<b>\$ 88,234</b>

# ANNUAL BUDGET





## ANNUAL BUDGET

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**The annual budget provides the resources necessary to carry out the City’s plan for providing the services, facilities, and infrastructure that help make Temple a place you love to call home. The development of the annual budget is a task of primary importance for the City Manager and the City Council. The budget is the most important working and planning tool used by the City to determine and fund the desired levels of services and infrastructure investment determined by the City Council to be necessary for the community.**

The Annual Budget portion of the Business Plan formally proposes the second year of the Business Plan’s multi-year Financial Plan meeting the City’s Charter requirement that the City Council files a complete financial plan of all the City funds and activities for the up-coming fiscal year.

This is the second year we have presented the annual budget in the context of a multi-year business plan.

2020 has been an extraordinary year, the likes of which we have never experienced. The COVID-19 pandemic has changed the world’s economy. Every one of us has felt that impact and we will continue to feel it in some way for the foreseeable future. The pandemic has certainly also had a financial impact on the City of Temple.

The multi-year planning framework of our Business Plan allows us to be flexible and responsive to changing circumstances. In response to the financial implications of the COVID-19 pandemic, the 2021 Business Plan shifts many of our planned service level enhancements and new initiatives to a future year.

The focus of the FY 2021 Budget is on maintaining our service levels while responding to the growth of our community, and doing so in a way that maintains the financial health of the City. This budget reflects a fiscally responsible approach to improving the City’s infrastructure and maintaining quality City services to a growing population.

In accordance with the Financial Plan, the City’s Annual Budget allocates resources based on the four focus areas identified in the Strategic Plan. The Annual Budget estimates available revenue over the upcoming fiscal year and identifies the resources needed for the specific initiatives that will help accomplish the strategic goals of the City and drive improvement in each focus area.

For Fiscal Year 2021, the Budget totals \$174,611,505 for all funds. This annual budget has been developed with the goal of providing a wide range of high-quality services while maintaining fiscal soundness as the foundation of all that we do. The Budget is based on a property tax rate of 65.25¢ per \$100 valuation, which is a decrease of 2.02¢ as compared to FY 2020 tax rate of 67.27¢. In addition, there were no rate or fee increases for FY 2021.

## FINANCIAL HIGHLIGHTS

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The FY 2021 Budget allocates resources based on the four focus areas identified in the Strategic Plan:

### HIGH-PERFORMING ORGANIZATION



**\$17,753,611**

#### An organization committed to performance excellence

- replacement of police & fire mobile data laptops
- renovations to the first floor of the Municipal Building
- a new recycling center and transfer station facility
- an expansion of the Service Center facility
- continued funding for a new human resource information system approximately \$1.63 million in capital equipment purchases and replacements addition of a Systems Database Administrator position
- storage area network replacements
- funding for a subscription to Mood Media

#### Talented and dedicated employees who have a heart for service

- implementation of market study for general government employees

### PLACES & SPACES



**\$16,226,204**

#### Beautiful spaces and unique experiences

- continued funding for all of our Arts and Tourism Partner organizations

#### Neighborhoods where people love to live

- development of four individual neighborhood plans
- development of a strategic action plan on homelessness



## FINANCIAL HIGHLIGHTS

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### SMART GROWTH



**\$98,526,295**

#### Infrastructure and systems that support exceptional services and community growth

- development of a Mobility Master Plan
- an additional solid waste residential route
- an additional solid waste roll-off route
- funding for the purchase of additional roll-off containers
- replacement of the drive-thru pneumatic system at the Utility Business Office  
funding for membrane module replacements
- funding for valve actuator replacements
- funding for chemical pump replacement

### PUBLIC SAFETY



**\$36,527,308**

#### A safe and healthy community

- upgrade the Fire Marshal position to Assistant Fire Chief
- additional outdoor warning sirens
- purchase of a trailered pressure washer
- addition of 3 police officers for the COPS unit
- a School Resource Officer
- funding for 8 SWAT ballistic entry vests
- audio/visual equipment to support training room upgrades for Police  
replacement of 3 cardiac monitors
- SCBA cascade system for Fire

# FINANCIAL HIGHLIGHTS

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## General Fund Revenues

Total revenues for the FY 2021 General Fund Budget are presented at \$81,457,021 a decrease of 0.19% compared to the FY 2020 Adopted Budget. The three largest sources of revenue for the General Fund are sales tax, property tax, and solid waste charges.

## Property Tax

In the FY 2021 Budget, property tax accounts for 21.08% of the General Fund budgeted revenues and is the second largest revenue source of the General Fund. The Budget is based on a property tax rate of 65.25¢ per \$100 valuation, which is a decrease of 2.02¢ as compared to FY 2020 tax rate of 67.27¢.

This rate is based on a certified appraised value of \$5,568,407,064 (net taxable value not adjusted for frozen values). The tax rate is comprised of two components, the Maintenance and Operations rate (M&O) and the Interest and Sinking rate (I&S). This year's tax rate is at 30.00¢ for the M&O rate and 35.25¢ for the I&S rate.

## Sales Tax

While much attention is focused on the property tax rate number, our single largest source of revenue for the General Fund continues to be sales tax revenue. In the FY 2021 Budget, sales tax is projected to account for 28.92% of the General Fund budgeted revenues.

The FY 2021 Budget estimates \$23,554,500 in sales tax revenue, a 2.50% increase in sales tax revenue over budgeted FY 2020 sales tax revenue.

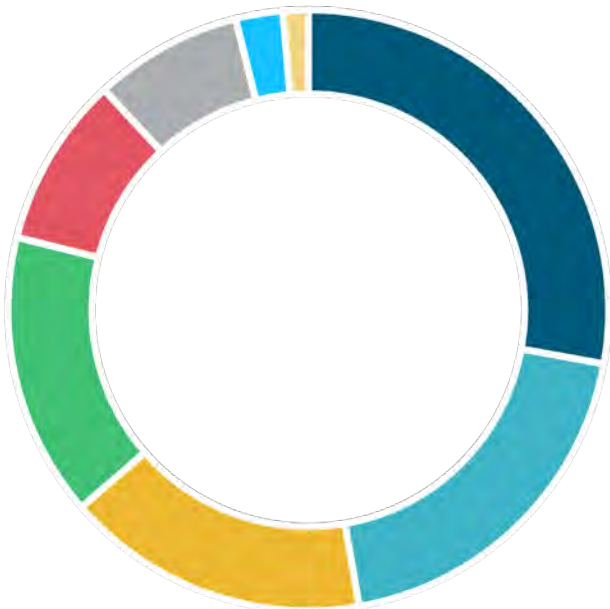
## Solid Waste Rates

Charges associated with solid waste services represent the third largest source of revenue for the General Fund and are projected to account for 15.38% of total General Fund revenues. \$12,528,607 in solid waste revenue is projected for FY 2021, representing a 3.71% increase from the FY 2020 solid waste revenue adopted budget of \$12,080,571. There are no rate adjustments for solid waste services in FY 2021.

## General Fund Expenditures

Total expenditures for the FY 2021 General Fund Budget are presented at \$83,707,907, a decrease of 0.61% compared to the FY 2020 Adopted Budget.

## General Fund Revenues



- Sales Tax **28.92%**
- Property Tax **21.08%**
- Solid Waste Fees **15.38%**
- Charges for Services **13.53%**
- Franchise Fees **8.80%**
- Other Services **8.55%**
- Fines & Fees **2.45%**
- Licenses & Permits **1.29%**



# FINANCIAL HIGHLIGHTS

## Water and Wastewater Fund

Total revenues for the FY 2021 Water and Wastewater Fund Budget are presented at \$43,728,324, a decrease of 3.99% compared to the FY 2020 Adopted Budget. Total expenditures for the FY 2021 Water and Wastewater Fund Budget are presented at \$44,037,124, a decrease of 3.32% compared to the FY 2020 Adopted Budget. There are no rate adjustments to the water and wastewater rates in FY 2021.

## Hotel/Motel Tax Fund

Total revenues for the Hotel/Motel Fund Budget are presented at \$2,248,938, a decrease of 2.80% compared to the FY 2020 Adopted Budget. 19.22% of the Hotel/Motel revenues are from the operations of the Frank Mayborn Center. Expenditures for the Hotel/Motel Fund Budget are presented at \$2,248,938, a decrease of 13.46% compared to the FY 2020 Adopted Budget.

## Federal and State Grant Fund

Total revenues and expenditures for Federal and State Grant Fund Budget are presented at \$626,742, an increase of 6.56% compared to the FY 2020 Adopted Budget. Total revenues include the award of the Community Development Block Grant (CDBG).

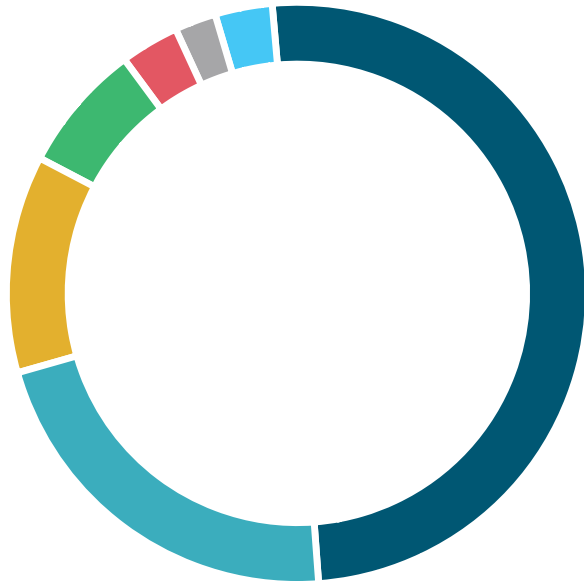
The allocation of CDBG funds are as follows:

<b>Projects</b> .....	<b>\$289,190</b>
<b>Housing Improvement Program</b> .....	<b>\$102,470</b>
<b>Crime Prevention Program</b> .....	<b>\$75,089</b>
<b>Neighborhood Revitalization Program</b> .....	<b>\$39,121</b>
<b>General Administration</b> .....	<b>\$120,872</b>

## Drainage Fund

Total revenues and expenditures are presented at \$2,850,103, a 2.68% increase from prior year. These revenues are based on rates that remain unchanged from current year.

## GENERAL FUND EXPENDITURES



- Public Safety **42.51%**
- General Government **21.24%**
- Parks & Recreation **15.61%**
- Solid Waste **9.13%**
- Highways & Streets **4.66%**
- Airport **2.89%**
- Other Expenditures **3.96%**



# COMBINED SUMMARY OF REVENUES, EXPENDITURES, & FUND BALANCE / NET POSITION

	General Fund	SPECIAL REVENUE FUNDS				Debt Service Fund	Water/Wastewater Enterprise Fund	Total All Funds
		Hotel/Motel Fund	Fed/State Grant Fund	Drainage Fund	Reinvestment Zone No. 1 <sup>(1)</sup>			
<b>BEGINNING FUND BALANCE /</b>								
<b>NET POSITION 10/01/20</b>	\$ 23,570,768	\$ 1,168,558	\$ -	\$ 552,467	\$ 5,066,499	\$ 358,569	\$ 118,936,756	\$ 149,653,617
<b>REVENUES:</b>								
Taxes	\$ 40,956,891	\$ 1,736,637	\$ -	\$ -	\$ 19,416,744	\$ 16,756,388	\$ -	\$ 78,866,660
Water and wastewater revenue	-	-	-	-	-	-	42,822,501	42,822,501
Drainage fees	-	-	-	2,845,103	-	-	-	2,845,103
Franchise fees	7,171,728	-	-	-	-	-	-	7,171,728
Licenses and permits	1,054,950	-	-	-	36,000	-	-	1,090,950
Intergovernmental	940,669	-	626,742	-	-	1,505,000	200,000	3,272,411
Charges for services	28,320,206	507,501	-	-	-	-	-	28,827,707
Fines	1,992,102	-	-	-	-	-	-	1,992,102
Interest and other	721,214	4,800	-	5,000	542,000	24,000	705,823	2,002,837
<b>TOTAL REVENUES</b>	<b>81,157,760</b>	<b>2,248,938</b>	<b>626,742</b>	<b>2,850,103</b>	<b>19,994,744</b>	<b>18,285,388</b>	<b>43,728,324</b>	<b>168,891,999</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$104,728,528</b>	<b>\$ 3,417,496</b>	<b>\$ 626,742</b>	<b>\$ 3,402,570</b>	<b>\$ 25,061,243</b>	<b>\$ 18,643,957</b>	<b>\$ 162,665,080</b>	<b>\$ 318,545,616</b>
<b>EXPENDITURES:</b>								
Personnel services	\$ 56,921,434	\$ 1,417,064	\$ 215,635	\$ 1,198,104	\$ -	\$ -	\$ 7,354,759	\$ 67,106,996
Operations	23,468,786	759,583	411,107	368,923	3,503,559	-	19,240,225	47,752,183
Capital	1,639,886	1,215	-	48,234	9,635,000	-	311,739	11,636,074
Contingency	-	-	-	326,301	-	-	50,000	376,301
Debt service	366,733	3,524	-	-	7,728,844	20,273,288	17,080,401	45,452,790
<b>TOTAL EXPENDITURES</b>	<b>\$ 82,396,839</b>	<b>\$ 2,181,386</b>	<b>\$ 626,742</b>	<b>\$ 1,941,562</b>	<b>\$ 20,867,403</b>	<b>\$ 20,273,288</b>	<b>\$ 44,037,124</b>	<b>\$ 172,324,344</b>
<b>OTHER FINANCING SOURCES (USES):</b>								
Transfers in	\$ 299,261	\$ -	\$ -	\$ -	\$ -	\$ 1,987,900	\$ -	\$ 2,287,161
Transfers (out)	(1,311,068)	(67,552)	-	(908,541)	-	-	-	(2,287,161)
	\$ (1,011,807)	\$ (67,552)	\$ -	\$ (908,541)	\$ -	\$ 1,987,900	\$ -	\$ -
<b>ENDING FUND BALANCE /</b>								
<b>NET POSITION 09/30/2021</b>	<b>\$ 21,319,882</b>	<b>\$ 1,168,558</b>	<b>\$ -</b>	<b>\$ 552,467</b>	<b>\$ 4,193,840</b>	<b>\$ 358,569</b>	<b>\$ 118,627,956</b>	<b>\$ 146,221,272</b>

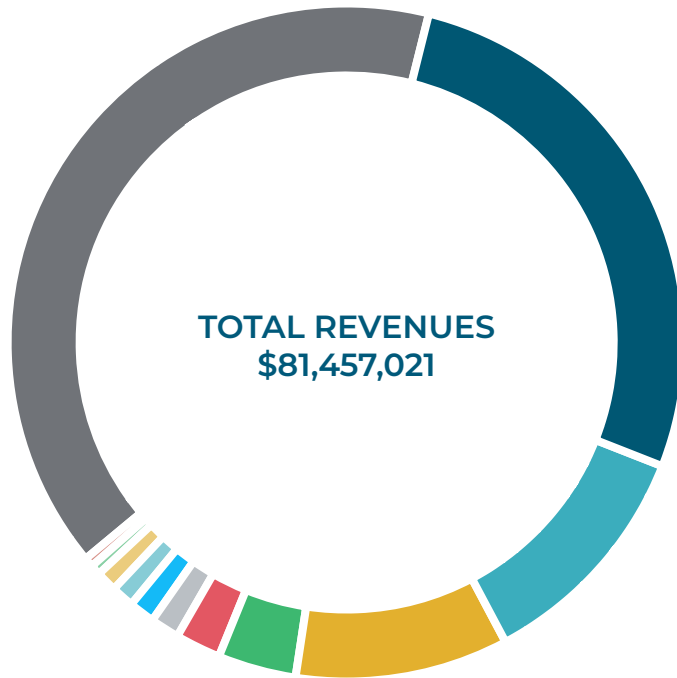
1 - As amended in the Financing Plan approved by the Reinvestment Board on 08/26/20 and Council on 09/17/20.

# GENERAL FUND



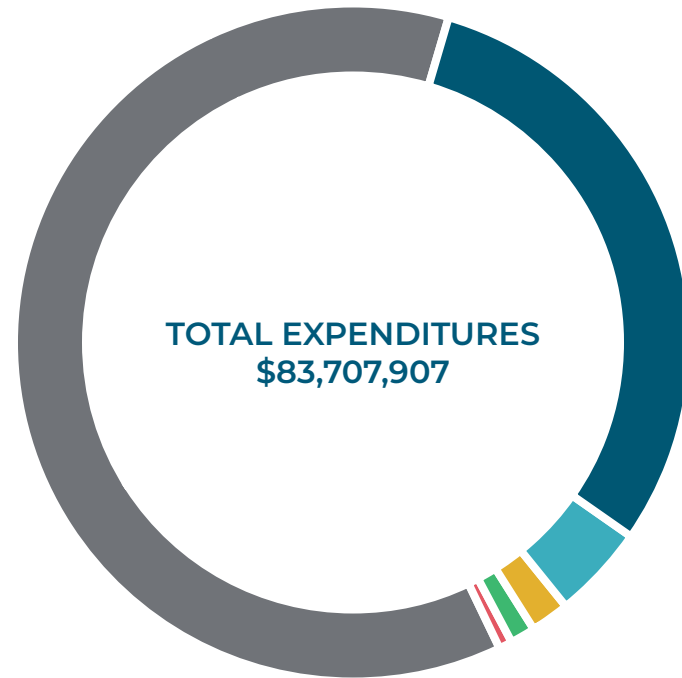
# REVENUES & EXPENDITURES

GENERAL FUND REVENUES BY SOURCES



- Sales Tax **28.92%**
- Ad Valorem Tax **21.08%**
- Solid Waste **15.38%**
- Charges for Services **13.53%**
- Franchise Fees **8.80%**
- Airport **3.05%**
- Waste Management **2.81%**
- Fines & Fees **2.45%**
- Other Revenues/Sources **1.36%**
- Licenses & Permits **1.29%**
- Intergovernmental Revenues **1.15%**
- Interest Income **0.18%**

GENERAL FUND EXPENDITURES BY TYPE



- Personnel **68.00%**
- Operations **28.04%**
- Capital **1.96%**
- Transfers **1.56%**
- Debt Service **0.44%**



GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2018-2019	AMENDED Budget 2019-2020	FORECAST 2019-2020	ADOPTED Budget 2020-2021
Current AD Valorem	\$ 13,864,075	\$ 15,821,385	\$ 15,785,750	\$ 17,293,725
Discount Current Tax	(327,621)	(350,000)	(386,522)	(390,000)
Delinquent AD Valorem	47,629	161,443	50,000	176,466
Penalty and Interest - AD Valorem Taxes	79,637	90,000	90,000	90,000
<b>TOTAL TAXES</b>	<b>\$ 13,663,720</b>	<b>\$ 15,722,828</b>	<b>\$ 15,539,228</b>	<b>\$ 17,170,191</b>
Sales Tax	\$ 23,136,176	\$ 22,980,000	\$ 23,578,804	\$ 23,554,500
Mixed Beverage Tax	190,466	170,000	175,000	173,400
Occupation Taxes	44,670	40,000	44,000	40,800
Bingo Tax	37,829	15,000	20,125	18,000
<b>TOTAL NON-PROPERTY TAXES</b>	<b>\$ 23,409,141</b>	<b>\$ 23,205,000</b>	<b>\$ 23,817,929</b>	<b>\$ 23,786,700</b>
Electric Franchise	\$ 3,379,779	\$ 3,479,450	\$ 3,402,162	\$ 3,342,337
Gas Franchise	584,776	570,000	464,888	475,000
Telecommunications	401,567	216,000	280,000	220,320
Cable Television	738,879	719,000	740,048	733,380
Public Education Channel	128,207	180,971	180,971	129,275
Water & Wastewater Franchise Fee	1,795,859	2,276,526	2,276,526	2,186,416
Taxi Cabs	-	1,350	-	-
Ambulance	99,482	95,000	85,000	85,000
<b>TOTAL FRANCHISE FEES</b>	<b>\$ 7,128,549</b>	<b>\$ 7,538,297</b>	<b>\$ 7,429,595</b>	<b>\$ 7,171,728</b>
Building Permit Fee	\$ 320,821	\$ 425,000	\$ 340,000	\$ 325,000
Electrical Permit Fee	44,154	50,000	42,000	44,000
Mechanical Permit Fee	23,030	22,000	20,000	20,000
Plumbing Permit Fee	115,742	115,000	130,000	120,000

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2018-2019	AMENDED Budget 2019-2020	FORECAST 2019-2020	ADOPTED Budget 2020-2021
Residential Permit Fee	317,127	280,000	361,000	350,000
Fire Safety	29,465	26,000	34,000	30,000
Curb and Street Cuts	33,740	28,000	34,000	30,000
Other Permits - Fees	113,178	110,000	104,000	95,000
House Moving	55	-	55	-
Contractor Registration Licenses	32,350	35,000	18,600	18,000
Right-Of-Way Permit	500	-	-	-
Mobile Home Permit Fee	2,909	2,500	2,780	2,550
Alarm Permit Fee	24,560	20,000	26,500	20,400
<b>TOTAL LICENSES AND PERMITS</b>	<b>\$ 1,057,631</b>	<b>\$ 1,113,500</b>	<b>\$ 1,112,935</b>	<b>\$ 1,054,950</b>
Federal Grants	\$ 33,584	\$ 5,076	\$ 1,201,087	\$ 895,604
State Grants	5,500	11,125	11,125	-
Traffic Signal Reimbursement	8,352	8,352	8,352	8,352
Civil Preparedness - Federal Grant	33,370	36,713	36,713	36,713
<b>TOTAL INTERGOVERNMENTAL REVENUES</b>	<b>\$ 80,806</b>	<b>\$ 61,266</b>	<b>\$ 1,257,277</b>	<b>\$ 940,669</b>
Vital Statistics	\$ 142,434	\$ 115,000	\$ 105,000	\$ 117,300
Vital Statistics Preservation	8,345	-	4,696	-
Envelope/Miscellaneous Sales	1,633	-	1,000	-
Subdivision Fees	32,133	24,000	24,000	24,480
Water & Wastewater - Reimbursements	102,260	102,260	102,260	102,260
I.T. Services/Water-Wastewater	429,077	469,903	469,903	492,422
W&WW Contractual	3,591,718	4,780,704	4,780,704	4,591,474
Over/Under Account	(105)	-	252	-
<b>TOTAL CHARGES FOR SERVICES - GENERAL GOVT.</b>	<b>\$ 4,307,495</b>	<b>\$ 5,491,867</b>	<b>\$ 5,487,815</b>	<b>\$ 5,327,936</b>

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2018-2019	AMENDED Budget 2019-2020	FORECAST 2019-2020	ADOPTED Budget 2020-2021
Police Overtime	\$ 552,928	\$ 224,730	\$ 179,969	\$ 158,860
Police Revenue	740,951	568,140	550,633	610,178
Police Reports	12,143	11,000	11,000	11,220
Police Donations/Gifts	3,325	14,250	14,250	-
Dare Donations - Unrestricted	3,780	-	-	-
Firing Range - Rental Fee	1,920	1,530	1,530	1,500
OCU State Seized Funds	10,003	-	-	-
OCU Federal Seized Funds	802	-	-	-
OCU State Sale of Assets	-	-	1,537	-
County Fire Service	8,986	8,772	8,772	8,772
Fire Donations/Gifts	26,856	6,984	6,984	-
Fire Department Revenue	12,945	1,000	1,512	1,020
Fire Training Revenue	21,309	25,000	50,000	48,000
<b>TOTAL CHARGES FOR SERVICES - PUBLIC SAFETY</b>	<b>\$ 1,395,948</b>	<b>\$ 861,406</b>	<b>\$ 826,187</b>	<b>\$ 839,550</b>
Engineering Income	\$ 5	\$ -	\$ -	\$ -
CNG Sales	18,653	10,000	15,000	12,000
Federal Motor Fuel Excise Tax Credit	87,840	78,000	96,409	85,000
W&WW Street Repair	89,651	331,103	331,103	337,725
Fleet Service Charges	98,879	95,000	115,000	105,000
<b>TOTAL CHARGES FOR SERVICES - PUBLIC WORKS</b>	<b>\$ 295,028</b>	<b>\$ 514,103</b>	<b>\$ 557,512</b>	<b>\$ 539,725</b>
Solid Waste - Residential	\$ 5,421,225	\$ 5,576,571	\$ 5,631,111	\$ 5,817,182
Solid Waste - Residential Recycling	197,960	156,000	141,467	157,500
Solid Waste - Commercial - Plastic	517,799	520,000	505,000	512,575
Solid Waste - Commercial - Sideload	398,959	395,000	405,000	411,075

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2018-2019	AMENDED Budget 2019-2020	FORECAST 2019-2020	ADOPTED Budget 2020-2021
Solid Waste - Commercial - Frontload	2,567,588	2,600,000	2,615,000	2,654,225
Solid Waste - Rolloff	2,594,091	2,400,000	2,470,000	2,507,050
Solid Waste - Recycling	131,013	120,000	113,719	125,000
Solid Waste - Special Pickup	76,588	55,000	116,000	75,000
Solid Waste - Other Recycling	227,252	139,000	120,219	150,000
Solid Waste - Other Charges	900	-	1,000	-
Solid Waste - Recycling Roll-Off	129,893	119,000	100,000	119,000
Waste Management Contract	699,835	717,331	714,233	714,250
Waste Management Surcharge	1,542,078	1,400,000	1,677,200	1,575,000
Waste Management - Other	1,000,000	-	-	-
<b>TOTAL CHARGES FOR SERVICES - SOLID WASTE</b>	<b>\$ 15,505,181</b>	<b>\$ 14,197,902</b>	<b>\$ 14,609,949</b>	<b>\$ 14,817,857</b>
Library Fines	\$ 23,017	\$ 22,000	\$ 18,525	\$ 22,440
Lost Books	7,247	6,000	5,640	6,120
Library Memorials	75	550	875	-
User Fees/Parks Dept.	7,755	11,250	6,165	11,475
Football Entry Fees	3,475	3,400	3,400	3,468
Softball Entry Fees	29,710	32,000	17,249	32,640
Volleyball Entry Fees	17,619	15,000	9,986	15,300
Basketball Entry Fees	17,799	14,000	11,117	14,280
Soccer Entry Fees	7,270	5,500	5,500	5,610
Swimming Pool Fees	48,670	33,000	6,500	34,000
Sponsors - Temple Bloomin' Festival	26,993	24,000	-	24,480
Tickets - Temple Bloomin' Festival	124,034	95,000	-	96,900
Alcoholic Beverage (Beer) - Temple Bloomin' Festival	44,550	45,000	-	45,900
Non-Alcoholic Beverage - Temple Bloomin' Festival	698	700	-	714

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2018-2019	AMENDED Budget 2019-2020	FORECAST 2019-2020	ADOPTED Budget 2020-2021
Vendors - Temple Bloomin' Festival	10,156	9,500	-	9,690
Merchandise Sales - Temple Bloomin' Festival	570	750	-	765
Carnival - Temple Bloomin' Festival	19,017	15,300	-	15,918
Food Truck Plaza Rental	-	-	1,000	-
Corporate Games	31,047	30,000	30,000	30,600
Mayor's Fitness Council	35	10,000	10,000	10,200
Facility Rental/P&R	101,554	90,000	65,000	91,800
Merchandise Sales	1,811	1,000	750	1,020
Recreation Membership Fees	24,220	24,000	18,000	24,480
Donations/Parks & Rec.	46,165	52,020	37,000	45,900
Special Events/Classes	885,420	860,000	552,000	830,000
Summit Rec - Memberships	351,426	350,000	230,513	330,000
Summit Rec - Facility Rental	10,086	7,500	2,291	7,650
Summit Rec - Classes	34,451	32,000	17,042	32,640
Summit Rec - Store Sales	817	-	400	-
Summit Concession Sales	3,971	3,200	1,844	3,264
Tennis Fees	10,975	16,500	8,000	1,530
Reinvestment Zone No. 1 Reimbursements	1,198,722	1,702,558	1,387,558	1,200,384
Lion's Junction Water Park - Admission	281,357	250,000	-	255,000
Lion's Junction Water Park - Facility Rental	26,660	26,000	-	26,520
Lion's Junction Water Park - Lion's Store Sales	3,194	3,000	-	3,060
Lion's Junction Water Park - Food & Beverage Sales	100,246	90,000	-	91,800
Lion's Junction Water Park - Junction Memberships	54,132	50,000	-	51,000
Lion's Locker Rentals	2	1,500	-	1,530
Lion's Catering Fee	-	250	-	255
Indoor Pool Rental	10,995	10,500	6,525	10,000
Indoor Pool Classes/Fees	55,344	78,600	32,000	70,000

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2018-2019	AMENDED Budget 2019-2020	FORECAST 2019-2020	ADOPTED Budget 2020-2021
Green Fees	180,948	205,000	127,000	207,050
Golf Tournaments	16,416	33,150	11,000	33,482
Golf Cart Fees	206,666	230,000	160,000	232,300
Golf Pro Shop Sales	61,697	75,000	43,000	75,750
Golf Driving Range	42,635	42,480	32,000	42,905
Golf Lessons	8,700	8,500	2,800	8,585
Other Golf Revenue	400	-	125	-
Golf Food Sales	68,117	65,000	48,000	65,650
Golf Non-Alcoholic Beverages	13,380	16,000	9,500	16,160
Golf Alcoholic Beverages	42,552	45,000	33,000	45,450
Junior Golf Program Donations	6,261	6,500	2,000	6,565
Golf Memberships	58,237	61,000	45,500	61,610
Hillcrest Cemetery - Plot Sales	19,019	15,000	27,000	15,000
Hillcrest Cemetery - Opening/Closing	7,675	8,400	8,400	8,400
Hillcrest Cemetery - Headstone Setting	550	750	1,500	750
Hillcrest Cemetery - Other	69,543	-	11,390	-
Crossroads Park - Field Rentals	-	28,800	5,000	29,376
Crossroads Park - Light Rentals	-	2,400	-	2,448
Crossroads Park - Concessionaire Revenues	-	3,600	1,500	3,672
<b>TOTAL CHARGES FOR SERVICES - CULTURE &amp; REC</b>	<b>\$ 4,424,079</b>	<b>\$ 4,868,158</b>	<b>\$ 3,053,595</b>	<b>\$ 4,313,486</b>
AV Gas Sales	\$ 385,583	\$ 328,160	\$ 260,126	\$ 333,082
Oil	13,202	15,038	8,364	15,264
Jet Fuel Sales	2,245,515	2,100,000	1,629,619	2,131,500
Discount on AV Gas Sales	(25,192)	(20,000)	(19,273)	(20,300)
Discount Jet Sales	(604,534)	(660,750)	(402,521)	(670,661)

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2018-2019	AMENDED Budget 2019-2020	FORECAST 2019-2020	ADOPTED Budget 2020-2021
Ramp and Tie Down	3,249	2,800	5,155	2,856
Warehouse/Hangar Rent	229,333	213,420	205,525	217,688
Fire Land Lease	12,458	12,458	12,458	12,458
Corporate Land Leases	20,913	20,913	20,913	21,331
Corporate Hangar Leases	151,876	158,690	170,120	161,864
Overnight Fees	860	-	785	-
Hangar Complex - Rent	-	368,949	-	245,970
Over/Under	(47)	-	-	-
Misc Airport Revenue	31,153	30,000	33,563	30,600
<b>TOTAL CHARGES FOR SERVICES - AIRPORT</b>	<b>\$ 2,464,369</b>	<b>\$ 2,569,678</b>	<b>\$ 1,924,834</b>	<b>\$ 2,481,652</b>
Traffic & Criminal Fines	\$ 1,311,809	\$ 1,350,000	\$ 1,015,322	\$ 1,300,000
Commercial Vehicle Enforcement	4,975	-	621	-
Dismissal Fee	20,630	17,800	16,080	17,730
Child Safety Fees - Bell County	61,853	61,733	61,733	62,859
False Alarm Violations	44,760	40,000	40,000	41,370
Animal Shelter	48,309	50,000	50,000	49,000
Parking Fines	8,070	15,000	1,515	10,000
Jury Fee	92	200	200	200
Judicial Efficiency - Local	4,624	-	4,552	-
Technology Fee	55,715	7,500	28,335	16,000
Security Fee	41,700	91,665	91,665	92,694
Judicial Support Fund	8,290	-	3,075	-
Juvenile Case Manager Fund	68,582	64,304	64,304	62,249
Miscellaneous Court Fees	150	-	-	-
Municipal Court O/U	154	-	12	-

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2018-2019	AMENDED Budget 2019-2020	FORECAST 2019-2020	ADOPTED Budget 2020-2021
Defensive Driving	48,240	45,000	29,208	40,000
Warrant Fees	98,403	105,000	77,942	95,000
Written Notice Fee	69,698	70,000	48,111	60,000
Child Safety Court Costs	18,631	20,000	9,255	9,000
Traffic Costs	34,073	33,000	22,749	28,000
State Service Fee	81,026	75,000	69,442	70,000
Credit Card Merchant Charges	39,835	42,000	-	38,000
Expunction Fee	30	-	-	-
Truancy Prevention (TPDF)	13,446	12,000	8,138	-
Municipal Jury Fund	-	-	190	-
Building & Standards Fine	5,897	-	-	-
<b>TOTAL FINES AND FEES</b>	<b>\$ 2,088,992</b>	<b>\$ 2,100,202</b>	<b>\$ 1,642,471</b>	<b>\$ 1,992,102</b>
Interest Income	\$ 718,043	\$ 720,000	\$ 720,000	\$ 144,000
City Leases	175,988	177,560	176,779	177,560
Sale of Scrap	941	-	826	-
Sale of Land	-	-	7,500	-
Sale of Assets	185,492	128,000	128,000	122,400
Insurance Claims	230,530	202,190	218,055	53,060
Pay in Lieu of Taxes	16,588	16,500	17,000	17,000
Other Revenues	362,589	104,596	139,713	106,121
Insufficient Checks	3,930	3,000	3,000	3,060
Street Use License/Abandonment	1,250	1,500	1,500	1,530
Library Donations	1,020	76,452	77,452	-
Donations/Gifts	9,707	65	6,414	-
Library Reimbursements	315	200	200	204



GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2018-2019	AMENDED Budget 2019-2020	FORECAST 2019-2020	ADOPTED Budget 2020-2021
Demolition Revenue	5,735	1,000	1,142	1,020
Lot Cutting	37,420	11,000	18,032	11,220
Claims Due City	3	-	-	-
Miscellaneous Reimbursements	407,952	10,000	10,000	-
Library - Building Rental	90,092	82,391	55,000	84,039
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 2,247,595</b>	<b>\$ 1,534,454</b>	<b>\$ 1,580,613</b>	<b>\$ 721,214</b>
Other Financing - Lease Purchases	\$ 1,141,797	\$ -	\$ 7,652	\$ -
Transfer In	-	291,462	291,462	299,261
<b>TOTAL OTHER FINANCING SOURCES (TRANSFERS)</b>	<b>\$ 1,141,797</b>	<b>\$ 291,462</b>	<b>\$ 299,114</b>	<b>\$ 299,261</b>
<b>REVENUE TOTAL - GENERAL FUND</b>	<b>\$ 79,210,330</b>	<b>\$ 80,070,123</b>	<b>\$ 79,139,054</b>	<b>\$ 81,457,021</b>

## SUMMARY & PERSONNEL SCHEDULE

The Draughon-Miller Central Texas Regional Airport is a modern and award-winning aviation facility and Automated Weather Observation Station operated by the City of Temple. The airport is a vital asset meeting the business transportation needs of the region and supporting economic growth in Temple. The Airport team provides professional service for the corporate, medical, military and general aviation pilot 7 days a week from 5 a.m. to 10 p.m. The Airport sits on roughly 922 acres and consists of excellent runway and taxiway accommodations, Aircraft Rescue and Firefighting facilities, a general aviation terminal, full-service and self-service Jet-A and 100LL fuel, T-hangars and ample land for development.

<b>SUMMARY</b>				
<b>CATEGORIES</b>	<b>ACTUAL 2019</b>	<b>BUDGET 2020</b>	<b>ESTIMATE 2020</b>	<b>ADOPTED 2021</b>
SALARIES	\$ 568,209	\$ 685,612	\$ 667,306	\$ 703,288
PERSONNEL BENEFITS	175,793	208,126	202,569	203,836
SUPPLIES	28,710	56,152	51,317	52,785
CAPITAL < \$5000	1,862	10,400	9,505	9,550
REPAIR AND MAINTENANCE	40,669	79,200	72,381	74,800
OTHER SERVICES	48,818	40,775	37,264	46,271
CONTRACTED SERVICES	208,207	151,045	138,040	146,692
COST OF GOODS SOLD	1,387,194	1,067,481	975,571	1,181,450
CAPITAL EQUIPMENT	27,696	-	-	-
<b>TOTAL</b>	<b>\$ 2,487,159</b>	<b>\$ 2,298,791</b>	<b>\$ 2,153,953</b>	<b>\$ 2,418,672</b>
<b>PERSONNEL SCHEDULE</b>				
<b>POSITION TITLE</b>	<b>ACTUAL 2019</b>	<b>BUDGET 2020</b>	<b>ESTIMATE 2020</b>	<b>ADOPTED 2021</b>
AIRCRAFT RESCUE & FUELING SPECIALIST	5.000	5.000	5.000	5.000
AIRCRAFT RESCUE & FUELING SPECIALIST - PT	0.880	0.880	0.880	0.880
AIRCRAFT RESCUE & FUELING SUPERVISOR	1.000	1.000	1.000	1.000
AIRPORT OPERATIONS SPECIALIST	2.000	2.000	2.000	2.000
AIRPORT OPERATIONS SPECIALIST - PT	0.500	0.500	0.500	0.500
AIRPORT OPERATIONS SUPERVISOR	1.000	1.000	1.000	1.000
AIRPORT SERVICES COORDINATOR	1.000	1.000	1.000	1.000
DIRECTOR OF AIRPORT	1.000	1.000	1.000	1.000
OPERATIONS MANAGER - AIRPORT	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>13.380</b>	<b>13.380</b>	<b>13.380</b>	<b>13.380</b>

## SUMMARY & PERSONNEL SCHEDULE

The City Attorney serves as the chief legal officer for the City and leads the legal team in providing counsel to officials, employees, and appointed board and commission members of the City regarding municipal legal and risk management matters related to daily government activities. The legal team assists the City Manager in implementing the City Council's policies, initiates and defends lawsuits, and prosecutes cases filed in municipal court. Additionally, staff drafts and reviews ordinances, resolutions, policies, and contracts prior to consideration by the City Council to ensure compliance with state, federal, and local laws.

1 - One Deputy City Attorney position is bond funded - 50% TCIP CO Bonds and 50% Utility Revenue Bonds.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 675,659	\$ 716,384	\$ 649,106	\$ 758,858
PERSONNEL BENEFITS	179,840	176,789	161,604	187,790
SUPPLIES	3,712	11,100	9,105	11,100
CAPITAL < \$5000	12,763	19,900	15,453	20,300
OTHER SERVICES	22,447	46,094	29,775	46,717
CONTRACTED SERVICES	95,537	4,608	3,975	5,435
<b>TOTAL</b>	<b>\$ 989,958</b>	<b>\$ 974,875</b>	<b>\$ 869,019</b>	<b>\$ 1,030,200</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ASSISTANT CITY ATTORNEY	1.000	1.000	1.000	1.000
CITY ATTORNEY	1.000	1.000	1.000	1.000
DEPUTY CITY ATTORNEY <sup>1</sup>	4.000	4.000	4.000	4.000
EXECUTIVE ASSISTANT - CITY ATTORNEY	1.000	1.000	1.000	1.000
LEGAL ADMINISTRATIVE SUPERVISOR	1.000	1.000	1.000	1.000
LEGAL SPECIALIST	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>9.000</b>	<b>9.000</b>	<b>9.000</b>	<b>9.000</b>

## SUMMARY & PERSONNEL SCHEDULE

The Mayor and Council members formulate public policy to address community needs and assure responsible development in the City. Council is responsible for appointing the City Manager, City Attorney, Finance Director, City Secretary, Municipal Court Judge and various citizen boards and commissions. Major activities of the City Council are to adopt the annual budget, establish a strategic plan for the City, review and adopt all ordinances and resolutions, and approve purchases/contracts as prescribed by the City Charter and State Law.

<b>SUMMARY</b>				
<b>CATEGORIES</b>	<b>ACTUAL 2019</b>	<b>BUDGET 2020</b>	<b>ESTIMATE 2020</b>	<b>ADOPTED 2021</b>
PERSONNEL BENEFITS	\$ 8,797	\$ 33,982	\$ 33,075	\$ 38,332
SUPPLIES	4,131	8,400	7,677	8,400
CAPITAL < \$5000	1,150	500	457	500
OTHER SERVICES	50,602	55,575	50,790	73,975
CONTRACTED SERVICES	126,479	121,160	110,728	104,509
<b>TOTAL</b>	<b>\$ 191,159</b>	<b>\$ 219,617</b>	<b>\$ 202,726</b>	<b>\$ 225,716</b>
<b>PERSONNEL SCHEDULE</b>				
<b>POSITION TITLE</b>	<b>ACTUAL 2019</b>	<b>BUDGET 2020</b>	<b>ESTIMATE 2020</b>	<b>ADOPTED 2021</b>
COUNCIL MEMBER	3.000	3.000	3.000	3.000
MAYOR	1.000	1.000	1.000	1.000
MAYOR PRO TEM	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>

## SUMMARY & PERSONNEL SCHEDULE

The City Manager serves as the Chief Executive Officer of the City, manages an annual business plan of nearly \$175 million and a staff of over 900 full and part-time employees, and provides strategic advice to the Council on the long-term directions of the City. The City Manager and staff implement City Council policy decisions and facilitate the coordinated responses of all City departments to daily government activities.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 838,962	\$ 715,623	\$ 696,516	\$ 810,039
PERSONNEL BENEFITS	218,658	184,743	168,837	201,182
SUPPLIES	39,433	14,000	12,795	12,000
CAPITAL < \$5000	8,042	7,231	6,608	3,050
OTHER SERVICES	25,990	45,590	41,665	58,102
CONTRACTED SERVICES	95,330	8,244	7,534	5,524
CAPITAL EQUIPMENT	4,402	-	-	-
CAPITAL BUILDINGS AND GROUNDS	41,350	-	-	-
CAPITAL LAND	11,288	-	-	-
<b>TOTAL</b>	<b>\$ 1,283,455</b>	<b>\$ 975,431</b>	<b>\$ 933,954</b>	<b>\$ 1,089,897</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT I <sup>1</sup>	1.000	2.000	2.000	2.000
ASSISTANT CITY MANAGER	2.000	2.000	2.000	2.000
CHIEF OF STAFF <sup>4</sup>	0.000	1.000	1.000	1.000
CITY MANAGER	1.000	1.000	1.000	1.000
COMMUNICATIONS MANAGER <sup>2</sup>	1.000	0.000	0.000	0.000
COMMUNICATIONS SPECIALIST <sup>2</sup>	2.000	0.000	0.000	0.000
DIRECTOR OF MARKETING & COMMUNICATIONS <sup>2</sup>	1.000	0.000	0.000	0.000
DIRECTOR OF PERFORMANCE EXCELLENCE <sup>3</sup>	1.000	0.000	0.000	0.000
EXECUTIVE ASSISTANT - CITY MANAGER	1.000	1.000	1.000	1.000
MANAGEMENT ANALYST <sup>4</sup>	1.000	0.000	0.000	0.000
MARKETING ASSISTANT <sup>2</sup>	1.000	0.000	0.000	0.000
PUBLIC RELATIONS MANAGER <sup>2</sup>	1.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>13.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>

1 - In FY 2020, an additional Administrative Assistant I position was added to support the Assistant City Managers.

2 - In FY 2020, the Marketing & Communications Department was given their own budget. The following positions were moved from City Manager to Marketing & Communications: Communications Manager, Communications Specialist, Director of Marketing & Communications, Marketing Assistant, and Public Relations Manager.

3 - In FY 2020, the Performance Excellence Department was given their own budget. The Director of Performance Excellence position was moved from City Manager to Performance Excellence.

4 - In FY 2020, the Management Analyst position was reclassified to a Chief of Staff position.

## SUMMARY & PERSONNEL SCHEDULE

The City Secretary is the administrator of all official municipal records, including the publication and posting of authorized legal notice and meeting requirements, the publication of the City's Code of Ordinances, and coordination of municipal elections. The City Secretary and staff serve as the Vital Statistics Registrar, registering all birth and death records within the City and perform research for information from the City Council, staff, and citizens. The City Secretary's Office serves as support to the City Council including coordinating the Council's boards and commissions appointment process and maintaining the records relating to these appointments.

<b>SUMMARY</b>				
<b>CATEGORIES</b>	<b>ACTUAL 2019</b>	<b>BUDGET 2020</b>	<b>ESTIMATE 2020</b>	<b>ADOPTED 2021</b>
SALARIES	\$ 320,980	\$ 324,431	\$ 315,769	\$ 320,349
PERSONNEL BENEFITS	96,859	101,384	98,677	103,582
SUPPLIES	8,669	9,655	8,824	9,255
CAPITAL < \$5000	2,469	3,260	2,979	3,260
REPAIR AND MAINTENANCE	-	500	457	500
OTHER SERVICES	18,127	21,095	19,279	23,231
CONTRACTED SERVICES	37,351	29,135	26,626	35,235
<b>TOTAL</b>	<b>\$ 484,455</b>	<b>\$ 489,460</b>	<b>\$ 472,611</b>	<b>\$ 495,412</b>
<b>PERSONNEL SCHEDULE</b>				
<b>POSITION TITLE</b>	<b>ACTUAL 2019</b>	<b>BUDGET 2020</b>	<b>ESTIMATE 2020</b>	<b>ADOPTED 2021</b>
CITY SECRETARY	1.000	1.000	1.000	1.000
DEPUTY CITY SECRETARY	1.000	1.000	1.000	1.000
EXECUTIVE ASSISTANT - CITY SECRETARY	1.000	1.000	1.000	1.000
PUBLIC RECORDS ADMINISTRATOR	1.000	1.000	1.000	1.000
RECORDS SPECIALIST	2.000	2.000	2.000	2.000
<b>TOTAL</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>

## SUMMARY & PERSONNEL SCHEDULE

The Economic Development budget section was set up to reflect costs of the Temple Economic Development Corporation. Their purpose is to facilitate the growth and expansion of existing businesses in Temple and recruitment of new business to Temple. This creates job opportunities in manufacturing, industrial, biosciences, distribution, research and development, educational, and business sectors.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
OTHER SERVICES	\$ 2,746,307	\$ 2,258,032	\$ 2,258,032	\$ 404,084
<b>TOTAL</b>	<b>\$ 2,746,307</b>	<b>\$ 2,258,032</b>	<b>\$ 2,258,032</b>	<b>\$ 404,084</b>

This category/department does not have any associated personnel. Temple Economic Development Corporation (TEDC) is a separate entity from the City. These expenditures are an effort to support the goals and objectives of the TEDC.

## SUMMARY & PERSONNEL SCHEDULE

The Facility Services department is responsible for the repair and preventive maintenance of City owned facilities. Responsibilities include maintaining and repairing HVAC structures, electrical systems, and plumbing systems. Additional responsibilities include small construction projects and coordinating with outside contracts on larger plans. Facility Services also includes our Custodial Services team which is responsible for the daily upkeep of City owned facilities.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 483,150	\$ 571,000	\$ 555,754	\$ 715,619
PERSONNEL BENEFITS	208,123	245,452	238,898	280,266
SUPPLIES	71,766	84,953	77,639	84,107
CAPITAL < \$5000	7,033	29,120	26,613	27,520
REPAIR AND MAINTENANCE	187,247	227,660	208,058	227,485
OTHER SERVICES	422	8,900	8,134	8,900
CONTRACTED SERVICES	168,939	258,257	236,021	211,092
CAPITAL BUILDINGS AND GROUNDS	22,606	-	-	-
<b>TOTAL</b>	<b>\$ 1,149,286</b>	<b>\$ 1,425,342</b>	<b>\$ 1,351,117</b>	<b>\$ 1,554,989</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
BUILDING MAINTENANCE WORKER <sup>3</sup>	2.670	2.670	2.670	2.760
CITY ELECTRICIAN	1.000	1.000	1.000	1.000
CREW LEADER	2.890	2.890	2.890	2.890
FACILITY ATTENDANT/CUSTODIAN	8.890	8.890	8.890	8.890
FACILITY MAINTENANCE SUPERVISOR <sup>1</sup>	0.000	0.000	1.000	1.000
FACILITY SERVICES MANAGER <sup>2</sup>	0.000	0.000	1.000	1.000
FOREMAN - CUSTODIAL <sup>1</sup>	1.000	1.000	0.000	0.000
FOREMAN - FACILITY MAINTENANCE	1.000	1.000	1.000	1.000
HVAC TECHNICIAN	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>18.450</b>	<b>18.450</b>	<b>19.450</b>	<b>19.540</b>

1 - During FY 2020, the Foreman - Custodial position was reclassified to a Facility Maintenance Supervisor position.

2 - During FY 2020, the Assistant Director of Purchasing & Facility Services position in the Purchasing Department was reclassified to a Facility Services Manager in the Facility Services Department.

3 - In FY 2021, the payroll distribution for the Building Maintenance Workers will be changed from 89% Facility Services, 2% Golf Course, and 9% Recreation to 92% Facility Services, 2% Golf Course, and 6% Recreation.



## SUMMARY & PERSONNEL SCHEDULE

The Finance department develops and implements the financial policies of the City and is responsible for the accounting records of all City funds. Financial services are provided to all City departments through accounts payable and receivable, payroll, fixed assets, inventory accounting, internal audit, grant and contract administration, treasury management, and preparation of the Comprehensive Annual Financial Report (CAFR). The Finance Department compiles timely financial reports in a format that effectively and efficiently communicates financial data to Council, citizens, bond holders and other interested users. The Finance department is part of the development team of the City's Annual Budget and monitors budgetary compliance during the fiscal year.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATED 2020	ADOPTED 2021
SALARIES	\$ 878,162	\$ 1,034,671	\$ 1,007,045	\$ 1,094,226
PERSONNEL BENEFITS	233,870	285,076	277,464	300,494
SUPPLIES	16,506	24,086	22,012	24,118
CAPITAL < \$5000	6,939	6,982	6,381	8,020
OTHER SERVICES	33,856	41,000	37,470	50,734
CONTRACTED SERVICES	498,724	514,391	470,102	576,121
<b>TOTAL</b>	<b>\$ 1,668,056</b>	<b>\$ 1,906,206</b>	<b>\$ 1,820,475</b>	<b>\$ 2,053,713</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ACCOUNTANT <sup>2</sup>	1.000	0.000	0.000	0.000
ACCOUNTING SPECIALIST	1.000	1.000	1.000	1.000
ACCOUNTING TECHNICIAN	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF FINANCE	1.000	1.000	1.000	1.000
DIRECTOR OF BUDGET	1.000	1.000	1.000	1.000
DIRECTOR OF FINANCE	1.000	1.000	1.000	1.000
DIRECTOR OF TREASURY & DEBT <sup>2</sup>	0.000	1.000	1.000	1.000
EXECUTIVE ASSISTANT - FINANCE	1.000	1.000	1.000	1.000
FINANCIAL ANALYST <sup>1,2</sup>	1.000	3.000	3.000	3.000
PAYROLL SPECIALIST <sup>1</sup>	0.000	1.000	1.000	1.000
PAYROLL MANAGER	1.000	1.000	1.000	1.000
SENIOR ACCOUNTANT <sup>2</sup>	1.000	1.000	1.000	1.000
TREASURY & GRANTS MANAGER <sup>2</sup>	1.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>11.000</b>	<b>13.000</b>	<b>13.000</b>	<b>13.000</b>

1 - In FY 2020, a Financial Analyst position and a Payroll Specialist position was added.

2 - In FY 2020, the following positions were reclassified: Treasury & Grants Manager to Director of Treasury & Debt, Senior Account to Financial Analyst and Accountant to Senior Accountant.

## SUMMARY & PERSONNEL SCHEDULE

The Fleet Services staff provides management of both the daily activities and long-term goals to effectively support all City 600+ vehicles and/or pieces of equipment through scheduled maintenance and unscheduled repairs. Staff develops and implements the annual budget, manages fuel purchases and billings, internally audits inventory, and prepares and recommends parts bids. Responsibilities also include record keeping for vehicle and equipment repairs as well as monitoring the equipment used in making repairs, acquisition and disposal. Staff also prepares recommendations and specifications for new equipment, approves the design and construction of equipment by employees, and inspects and approves newly purchased equipment.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 643,156	\$ 872,948	\$ 849,640	\$ 1,009,752
PERSONNEL BENEFITS	204,752	294,503	286,370	312,242
SUPPLIES	27,502	35,859	32,772	36,325
CAPITAL < \$5000	4,297	10,790	9,861	8,310
REPAIR AND MAINTENANCE	12,574	11,700	10,693	18,200
OTHER SERVICES	9,570	20,415	18,657	23,108
CONTRACTED SERVICES	31,079	23,068	21,082	23,798
CAPITAL EQUIPMENT	5,800	-	-	-
<b>TOTAL</b>	<b>\$ 938,730</b>	<b>\$ 1,269,283</b>	<b>\$ 1,229,074</b>	<b>\$ 1,431,735</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT II	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF PUBLIC WORKS <sup>1,3</sup>	0.000	0.330	0.330	0.500
AUTOMOTIVE SERVICE WRITER	1.000	1.000	1.000	1.000
AUTOMOTIVE TECHNICIAN I <sup>2</sup>	2.000	2.000	1.000	1.000
AUTOMOTIVE TECHNICIAN II <sup>2</sup>	7.000	7.000	2.000	2.000
AUTOMOTIVE TECHNICIAN III <sup>2</sup>	2.000	2.000	0.000	0.000
DIRECTOR OF FLEET SERVICES	1.000	1.000	1.000	1.000
FLEET SERVICES INVENTORY SUPERVISOR	1.000	1.000	1.000	1.000
FOREMAN - FLEET SERVICES	1.000	1.000	1.000	1.000
HEAVY DUTY TRUCK TECHNICIAN I <sup>2</sup>	0.000	0.000	1.000	1.000
HEAVY DUTY TRUCK TECHNICIAN II <sup>2</sup>	0.000	0.000	5.000	5.000
HEAVY DUTY TRUCK TECHNICIAN III <sup>2</sup>	0.000	0.000	2.000	2.000
INVENTORY SPECIALIST	2.000	2.000	2.000	2.000
LEAD AUTOMOTIVE TECHNICIAN <sup>2</sup>	2.000	2.000	1.000	1.000
LEAD HEAVY DUTY TRUCK TECHNICIAN <sup>2</sup>	0.000	0.000	1.000	1.000
<b>TOTAL</b>	<b>20.000</b>	<b>20.330</b>	<b>20.330</b>	<b>20.500</b>

1 - In FY 2020, a second Assistant Director of Public Works was created to support operations for Fleet Services, Solid Waste, and Transportation (Drainage, Streets, and Traffic Control). This position was split funded - 33% Solid Waste, 11% Traffic Control, 11% Streets, 33% Fleet Services, and 12% Drainage.

2 - During FY 2020, the following reclassifications occurred: (1) Automotive Technician I to a Heavy Duty Truck Technician I, (5) Automotive Technician II positions to Heavy Duty Truck Technician II positions, (2) Automotive Technician III positions to Heavy Duty Technician III positions, (1) Lead Automotive Technician to Lead Heavy Duty Truck Technician.

3 - In FY 2021, the funding allocation for the second Assistant Director of Public Works will change to 50% Solid Waste and 50% Fleet Services.

## SUMMARY & PERSONNEL SCHEDULE

Human Resources provides support services to the City’s most valuable resource: our employees. By supporting our employees, HR also supports management of each City department. Human Resources promotes and recruits the best qualified people and develops our diverse work force by providing training and career development. Staff establishes and directs sound personnel policies including compensation management and Civil Service administration. Human Resources utilizes practices that treat employees and retirees with dignity and equality while simultaneously complying with employment and labor laws.

1 - In FY 2020, an Assistant Director of Human Resources position was created.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 362,996	\$ 471,336	\$ 458,751	\$ 510,675
PERSONNEL BENEFITS	235,368	336,331	327,351	307,609
SUPPLIES	5,638	10,900	9,962	11,450
CAPITAL < \$5000	1,397	6,291	5,749	3,024
REPAIR AND MAINTENANCE	-	200	183	200
OTHER SERVICES	52,583	58,806	53,743	57,136
CONTRACTED SERVICES	138,618	149,725	136,834	163,877
<b>TOTAL</b>	<b>\$ 796,601</b>	<b>\$ 1,033,589</b>	<b>\$ 992,573</b>	<b>\$ 1,053,971</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ASSISTANT DIRECTOR OF HUMAN RESOURCES <sup>1</sup>	0.000	1.000	1.000	1.000
DIRECTOR OF HUMAN RESOURCES	1.000	1.000	1.000	1.000
HR GENERALIST	3.000	3.000	3.000	3.000
HR MANAGER	1.000	1.000	1.000	1.000
HR TECHNICIAN	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>6.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>

## SUMMARY & PERSONNEL SCHEDULE

Information Technology Services administers sophisticated and complex computer and telecommunications systems to deliver effective and efficient government services. Staff implements and maintains a ubiquitous, accessible, and sustainable secure communications and resource infrastructure to provide the highest level of computing services to each City department. In addition to maintaining the current systems, ITS staff proactively identifies methods in which the City can work more efficiently through technology to better serve taxpayers and enable City departments to accomplish their goals in providing quality services to our citizens.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 1,104,632	\$ 1,206,005	\$ 1,173,805	\$ 1,419,853
PERSONNEL BENEFITS	309,475	351,084	341,710	412,891
SUPPLIES	9,021	18,666	17,059	18,437
CAPITAL < \$5000	66,945	75,290	68,808	75,290
REPAIR AND MAINTENANCE	410,832	466,262	426,117	492,062
OTHER SERVICES	318,500	620,809	567,357	899,528
CONTRACTED SERVICES	688,637	771,281	704,874	801,994
CAPITAL EQUIPMENT	77,733	77,000	70,370	-
<b>TOTAL</b>	<b>\$ 2,985,775</b>	<b>\$ 3,586,397</b>	<b>\$ 3,370,099</b>	<b>\$ 4,120,055</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ASSET MANAGEMENT TECHNICIAN <sup>3</sup>	0.000	0.000	0.000	0.400
ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	2.000	2.000	2.000	2.000
DIRECTOR OF INFORMATION TECHNOLOGY	1.000	1.000	1.000	1.000
GIS ANALYST <sup>3</sup>	1.000	1.000	1.000	2.800
GIS MANAGER	1.000	1.000	1.000	1.000
INFORMATION TECHNOLOGY SPECIALIST	1.000	1.000	1.000	1.000
LEAD TECHNOLOGY SPECIALIST	1.000	1.000	1.000	1.000
NETWORK ANALYST	1.000	1.000	1.000	1.000
SENIOR PROJECT MANAGER - IT <sup>1,3</sup>	0.000	1.000	1.000	0.000
SYSTEM/DATABASE ADMINISTRATOR <sup>3</sup>	2.000	2.000	2.000	3.000
SYSTEMS ANALYST I	2.000	2.000	2.000	2.000
SYSTEMS ANALYST II	2.000	2.000	2.000	2.000
TECHNOLOGY SUPPORT SPECIALIST I <sup>2</sup>	2.000	1.000	1.000	1.000
TECHNOLOGY SUPPORT SPECIALIST II <sup>2</sup>	1.000	2.000	2.000	2.000
TELECOM & NETWORK SPECIALIST	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>18.000</b>	<b>19.000</b>	<b>19.000</b>	<b>20.800</b>

1 - In FY 2020, a Senior Project Manager position was added.

2 - In FY 2020, a Technology Support Specialist I position was reclassified to Technology Support Specialist II.

3 - In FY 2021, the Senior Project Manager will be reclassified to a System/Database Administrator and the following funding allocation changes will be made: Asset Management Technician - 40% IT, 30% Drainage, 30% PW Admin, (2) GIS Analysts that were partially funded in Engineering will be partially funded out of IT, and (1) GIS Analyst position will be changed from split funded to 100% IT.

## SUMMARY & PERSONNEL SCHEDULE

The Marketing and Communications department is responsible for creating and maintaining a clear identity for the City of Temple as a vibrant and desirable city to call home for individuals, families, businesses, and industries. Staff creates strategic messages using photography, graphic design and video production services to inform citizens about city-related programs, projects, services, and events. These messages are delivered through the Internet, print publication, social media, television, and radio. Staff is also responsible for managing communications in an emergency.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ -	\$ 412,411	\$ 401,400	\$ 569,233
PERSONNEL BENEFITS	-	124,505	121,181	167,762
SUPPLIES	-	111,308	101,724	128,591
CAPITAL < \$5000	-	13,462	12,303	11,750
REPAIR AND MAINTENANCE	-	100	91	100
OTHER SERVICES	-	153,985	140,727	152,895
CONTRACTED SERVICES	-	73,429	67,107	18,342
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 889,200</b>	<b>\$ 844,533</b>	<b>\$ 1,048,673</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
COMMUNICATIONS MANAGER <sup>1</sup>	0.000	1.000	1.000	1.000
COMMUNICATIONS SPECIALIST <sup>1,3</sup>	0.000	2.250	2.250	2.250
DIRECTOR OF MARKETING & COMMUNICATIONS <sup>1</sup>	0.000	1.000	1.000	1.000
MARKETING ASSISTANT <sup>1</sup>	0.000	1.000	1.000	1.000
MULTI-MEDIA SPECIALIST <sup>2,4</sup>	0.000	0.550	0.550	1.000
PUBLIC RELATIONS COORDINATOR <sup>5</sup>	0.000	0.000	0.000	1.000
PUBLIC RELATIONS MANAGER <sup>1</sup>	0.000	1.000	1.000	1.000
PUBLIC RELATIONS SPECIALIST <sup>5</sup>	0.000	0.000	0.000	1.000
<b>TOTAL</b>	<b>0.000</b>	<b>6.800</b>	<b>6.800</b>	<b>9.250</b>

1 - In FY 2020, the Marketing & Communications Department was given their own budget. The following positions were moved from City Manager: Communications Manager, Communications Specialist, Director of Marketing Communications, Marketing Assistant, and Public Relations Manager.

2 - In FY 2020, a Multi-Media Specialist position was created. This position was split funded - 55% General Fund (Marketing & Communications), 25% Water/Wastewater Fund (Public Works Admin), 15% Hotel/Motel Fund (Mayborn Center), and 5% Drainage Fund.

3 - In FY 2020, a Communication Specialist position was added. This position was split funded - 75% Water/Wastewater Fund (Public Works Admin) and 25% General Fund (Marketing & Communications).

4 - In FY 2021, the Multi-Media Specialist funding allocation will change to 100% Marketing & Communications in the General Fund.

5 - In FY 2021, two Media Relations Specialists positions will be moved from Police to Marketing & Communications. In addition, these positions will be reclassified to a Public Relations Coordinator position and a Public Relations Specialist position.

## SUMMARY & PERSONNEL SCHEDULE

The Performance Excellence Department is responsible for promoting quality, innovation, and distinction throughout all City operations. Staff leads the process of creating a City-wide work environment in which our employees are enabled to perform to the best of their abilities, analyzing current mindsets and behaviors versus anticipated future requirements and implementing changes as needed, and workplace initiatives to keep our employees safe and accident free.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ -	\$ 193,200	\$ 188,042	\$ 217,772
PERSONNEL BENEFITS	-	56,261	54,759	56,956
SUPPLIES	-	8,100	7,403	36,100
CAPITAL < \$5000	-	5,562	5,083	4,900
OTHER SERVICES	-	21,000	19,192	21,546
CONTRACTED SERVICES	-	1,619	1,480	1,851
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 285,742</b>	<b>\$ 275,958</b>	<b>\$ 339,125</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
DIRECTOR OF PERFORMANCE EXCELLENCE <sup>1</sup>	0.000	1.000	1.000	1.000
PERFORMANCE AND ANALYTICS MANAGER <sup>2</sup>	0.000	1.000	1.000	1.000
SAFETY CHAMPION <sup>2</sup>	0.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>0.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>

1 - In FY 2020, the Performance Excellence Department was given their own budget. The Director of Performance Excellence position was moved from City Manager.

2 - In FY 2020, a Performance and Analytics Manager position and a Safety Champion position was added.

## SUMMARY & PERSONNEL SCHEDULE

The Permits and Inspections Department is responsible for reviewing building plans, issuing permits and performing inspections for new construction, additions, and remodeling projects for residential and commercial properties. Building permits are required to erect, alter, or enlarge any structure on residential or commercial property. The Permits and Inspections Department ensures compliance with City of Temple building code ordinances and the International Building, Residential Plumbing, Mechanical Energy, and Fuel Gas Codes along with the National Electrical Code.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 368,346	\$ 406,912	\$ 396,047	\$ 461,972
PERSONNEL BENEFITS	116,642	132,463	128,926	138,204
SUPPLIES	10,646	16,520	15,098	16,695
CAPITAL < \$5000	1,757	3,540	3,235	3,540
REPAIR AND MAINTENANCE	1,866	2,000	1,828	2,000
OTHER SERVICES	6,525	19,900	18,187	19,900
CONTRACTED SERVICES	10,516	5,366	4,904	5,186
<b>TOTAL</b>	<b>\$ 516,298</b>	<b>\$ 586,701</b>	<b>\$ 568,225</b>	<b>\$ 647,497</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
CHIEF BUILDING OFFICIAL	1.000	1.000	1.000	1.000
COMBINATION BUILDING INSPECTOR	4.000	4.000	4.000	4.000
DEVELOPMENT COORDINATOR <sup>1</sup>	0.000	0.000	0.000	1.000
PERMIT SUPERVISOR	1.000	1.000	1.000	1.000
PERMIT TECHNICIAN	2.000	2.000	2.000	2.000
<b>TOTAL</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>	<b>9.000</b>

1 - In FY 2021, the Development Coordinator will be funded 100% in Permits/Inspections.

## SUMMARY & PERSONNEL SCHEDULE

The Planning Department provides professional urban growth and development services in support of the vision to establish Temple as a vibrant and desirable city to call home for individuals, families, businesses, and industries. Staff maintains an updated Comprehensive Plan and Unified Development Code to provide policy recommendations and regulations related to land development. Staff also works cooperatively with design professionals, property owners, and developers from concept to completion of their project.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 540,160	\$ 584,286	\$ 568,686	\$ 559,478
PERSONNEL BENEFITS	152,922	173,296	168,669	162,603
SUPPLIES	3,013	5,600	5,118	6,600
CAPITAL < \$5000	2,685	760	695	760
OTHER SERVICES	11,217	18,580	16,980	22,909
CONTRACTED SERVICES	8,551	24,815	22,678	23,531
<b>TOTAL</b>	<b>\$ 718,548</b>	<b>\$ 807,337</b>	<b>\$ 782,826</b>	<b>\$ 775,881</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT II	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF PLANNING	1.000	1.000	1.000	1.000
DEVELOPMENT COORDINATOR <sup>2</sup>	1.000	1.000	1.000	0.000
DIRECTOR OF PLANNING	1.000	1.000	1.000	1.000
PLANNER	1.000	1.000	1.000	1.000
PLANNING TECHNICIAN	1.000	1.000	1.000	1.000
PRINCIPAL PLANNER	1.000	1.000	1.000	1.000
SENIOR PLANNER <sup>1</sup>	1.000	1.750	1.750	1.750
<b>TOTAL</b>	<b>8.000</b>	<b>8.750</b>	<b>8.750</b>	<b>7.750</b>

1 - In FY 2020, a Senior Planner position that assists with Neighborhood Planning changed funding allocations. Funding for this position shifted from 100% with Community Development Block Grant (CDBG) within the Federal/State Grant Fund to 25% with CDBG within the Federal/State Grant Fund and 75% within Planning.

2 - In FY 2021, the Development Coordinator will be moved from Planning to Permits/Inspections.



## SUMMARY & PERSONNEL SCHEDULE

The Purchasing Department provides high quality, low cost support services to all City departments through central control of procurement activities so that the best value is received for the public dollar. Staff contributes to the overall efficient and cost-effective operation of the City of Temple by purchasing quality goods and services at the best possible prices and guarding against misappropriation of any assets procured. Staff also fosters a favorable climate for business opportunities within the guidelines of the law by administering the competitive bid and proposal processes for vendors through both statutory requirements and the City's own purchasing policies and procedures. Staff is also responsible for processing payment of all expenditures, managing the procurement card program, coordinating the disposition of the City's excess personal property, and assisting in the coordination of the facility construction projects.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATED 2020	ADOPTED 2021
SALARIES	\$ 394,631	\$ 445,217	\$ 433,330	\$ 415,368
PERSONNEL BENEFITS	115,746	143,326	139,499	127,609
SUPPLIES	2,702	3,485	3,185	3,485
CAPITAL < \$5000	602	2,980	2,723	1,200
REPAIR AND MAINTENANCE	45	250	228	250
OTHER SERVICES	3,862	27,185	24,844	25,155
CONTRACTED SERVICES	6,634	2,515	2,298	2,535
<b>TOTAL</b>	<b>\$ 524,221</b>	<b>\$ 624,958</b>	<b>\$ 606,109</b>	<b>\$ 575,602</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATED 2020	ADOPTED 2021
ACCOUNTS PAYABLE SPECIALIST	1.000	1.000	1.000	1.000
ADMINISTRATIVE ASSISTANT I <sup>1</sup>	1.000	1.000	0.000	0.000
ADMINISTRATIVE ASSISTANT II <sup>1</sup>	0.000	0.000	1.000	1.000
ASSISTANT DIRECTOR OF PURCHASING & FACILITY SERVICES <sup>1</sup>	1.000	1.000	0.000	0.000
DIRECTOR OF PURCHASING & FACILITY SERVICES	1.000	1.000	1.000	1.000
PROCUREMENT ANALYST <sup>1</sup>	1.000	1.000	0.000	0.000
PROCUREMENT SPECIALIST	1.000	1.000	1.000	1.000
PURCHASING MANAGER	1.000	1.000	1.000	1.000
SENIOR BUYER I <sup>1</sup>	1.000	1.000	2.000	2.000
<b>TOTAL</b>	<b>8.000</b>	<b>8.000</b>	<b>7.000</b>	<b>7.000</b>

<sup>1</sup> - During FY 2020, the following reclassifications occurred: Administrative Assistant I to Administrative Assistant II, Procurement Analyst to Senior Buyer I, and Assistant Director of Purchasing & Facility Services to Facility Services Manager (100% funded in Facility Services).

## SUMMARY & PERSONNEL SCHEDULE

Special Services is designed to account for costs that cannot be directly allocated to other departments, such as contributions to community service agencies and accounts for bad debt expenses. The contingency/contribution to fund balance will be budgeted in this department. Separation pay is also budgeted in Special Services. Specific activities budgeted in this department include:

- Contingency/Contribution to fund
- Contingency/Unprogrammed funds
- Contributions to community service
- Bad debt expenses

<b>SUMMARY</b>				
<b>CATEGORIES</b>	<b>ACTUAL 2019</b>	<b>BUDGET 2020</b>	<b>ESTIMATE 2020</b>	<b>ADOPTED 2021</b>
SALARIES	\$ 635,219	\$ 452,249	\$ 452,249	\$ 451,011
OTHER SERVICES	3,059	10,000	10,000	10,000
CONTRACTED SERVICES	456,245	581,494	581,494	475,414
CAPITAL- SPECIAL PROJECTS	-	506,197	506,197	-
<b>TOTAL</b>	<b>\$ 1,094,523</b>	<b>\$ 1,549,940</b>	<b>\$ 1,549,940</b>	<b>\$ 936,425</b>

This category/department does not have any associated personnel. The costs under the Special Services umbrella are for activities conducted on an as-needed basis for the categories listed in the summary.

## SUMMARY & PERSONNEL SCHEDULE

The Engineering department provides structure and infrastructure support for large scale commodities that serve and are used by the general public and affect the daily lives of those living, working, and visiting in Temple. These commodities include drainage, sewage, streets, rail, and water systems. Staff designs infrastructure improvement, administers professional services and construction contracts, reviews public and private engineering plans, and administers flood plain services. Staff also administers the Texas Commission on Environmental Quality (TCEQ) related programs complying with Texas Pollutant Discharge Elimination System (TPDES) Phase 2 Storm Water Management (MS4). Staff also verifies all work completed by Public Works adheres to the federal and state regulations as set forth by the U. S. Environmental Protection Agency (EPA) and the TCEQ.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 346,017	\$ 384,546	\$ 374,279	\$ 320,463
PERSONNEL BENEFITS	109,310	122,427	119,158	95,721
SUPPLIES	11,143	16,509	15,088	14,461
CAPITAL < \$5000	4,180	4,690	4,286	4,690
REPAIR AND MAINTENANCE	5,771	5,200	4,752	5,200
OTHER SERVICES	63,211	60,840	55,602	66,265
CONTRACTED SERVICES	7,096	17,897	16,356	17,758
<b>TOTAL</b>	<b>\$ 546,728</b>	<b>\$ 612,109</b>	<b>\$ 589,521</b>	<b>\$ 524,558</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
ASSET MANAGEMENT TECHNICIAN <sup>4</sup>	0.400	0.400	0.400	0.000
CITY ENGINEER <sup>4</sup>	0.300	0.300	0.300	0.340
DEPUTY CITY ENGINEER	0.400	0.400	0.400	0.400
DIRECTOR OF PUBLIC WORKS <sup>1,4</sup>	0.250	0.200	0.200	0.100
GIS ANALYST <sup>3,5</sup>	0.800	0.800	0.800	0.000
GIS SPECIALIST <sup>3</sup>	0.400	0.400	0.000	0.000
PROJECT ENGINEER <sup>3</sup>	0.400	0.400	0.000	0.000
PROJECT INSPECTOR	2.000	2.000	2.000	2.000
PROJECT MANAGER <sup>2,3,4</sup>	1.000	1.000	1.400	1.340
SENIOR PROJECT ENGINEER <sup>2,4</sup>	0.400	0.400	0.400	0.450
SENIOR PROJECT INSPECTOR	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>8.350</b>	<b>8.300</b>	<b>7.900</b>	<b>6.630</b>

1 - In FY 2020, the funding allocation for Director of Public Works changed to 20% Engineering, 10% Drainage, and 70% Public Works (PW) Administration.

2 - The following positions are bond funded positions: Project Manager - 50% TCIP CO Bonds and 50% Utility Revenue Bonds; Senior Project Engineer - 25% TCIP CO Bonds, 25% Utility Revenue Bonds, and 50% operating budget (40% Engineering, 20% Drainage, and 40% PW Administration).

3 - During FY 2020, the following reclassifications occurred: GIS Specialist to GIS Analyst (funded 100% in Information Technology Services) and Project Engineer to Project Manager.

4 - In FY 2021, the following funding distributions will be changed: Asset Management Technician - 40% IT, 30% Drainage, and 30% PW Admin; City Engineer - 34% Engineering, 33% Drainage, and 33% PW Administration; Director of Public Works - 10% Engineering, 20% Drainage, and 70% PW Administration; Project Manager - 34% Engineering, 33% Drainage, and 33% PW Administration; Senior Project Engineer - 45% Engineering, 10% Drainage, and 45% PW Administration.

5 - In FY 2021, the GIS Analyst positions will move to Information Technology Services.

## SUMMARY & PERSONNEL SCHEDULE

The Streets department is responsible for providing street maintenance of the City's roadway system to the highest standard funding allows for the public's safety and convenience. These services include the maintenance of street surfaces, curbs, gutters, alleys, City-owned parking areas, and signage. Staff is also responsible for tree trimming and street sweeping.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 818,239	\$ 1,026,028	\$ 998,633	\$ 1,087,206
PERSONNEL BENEFITS	295,443	382,875	372,652	410,490
SUPPLIES	75,042	119,561	109,267	106,930
CAPITAL < \$5000	7,905	9,120	8,335	9,120
REPAIR AND MAINTENANCE	176,918	549,758	502,424	473,600
OTHER SERVICES	7,044	5,135	4,693	6,228
CONTRACTED SERVICES	807,612	845,671	772,859	817,809
<b>TOTAL</b>	<b>\$ 2,188,203</b>	<b>\$ 2,938,148</b>	<b>\$ 2,768,862</b>	<b>\$ 2,911,383</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT I	0.500	0.500	0.500	0.500
ASSISTANT DIRECTOR OF PUBLIC WORKS <sup>2,3</sup>	0.000	0.110	0.110	0.000
CREW LEADER - CONSTRUCTION <sup>1</sup>	2.000	3.000	3.000	3.000
CREW LEADER - STREETS	5.000	5.000	5.000	5.000
DIRECTOR OF TRANSPORTATION <sup>3</sup>	0.500	0.500	0.500	0.340
EQUIPMENT OPERATOR I - STREETS <sup>1</sup>	4.000	6.000	6.000	6.000
EQUIPMENT OPERATOR II - STREET/DRAINAGE <sup>1</sup>	4.000	5.000	5.000	5.000
FOREMAN - STREET RECONSTRUCTION	1.000	1.000	1.000	1.000
FOREMAN - STREET SERVICES	1.000	1.000	1.000	1.000
MAINTENANCE WORKER - STREETS	6.000	6.000	6.000	6.000
STREET & DRAINAGE SERVICES MANAGER	0.500	0.500	0.500	0.500
<b>TOTAL</b>	<b>24.500</b>	<b>28.610</b>	<b>28.610</b>	<b>28.340</b>

1 - In FY 2020, a Street Reconstruction Crew was added. The new crew added one Crew Leader position, two Equipment Operator I positions, and one Equipment Operator II position.

2 - In FY 2020, a second Assistant Director of Public Works position was created to support operations for Fleet Services, Solid Waste, and Transportation (Drainage, Streets, and Traffic Control). This position was split funded - 33% Solid Waste, 11% Traffic Control, 11% Streets, 33% Fleet Services, and 12% Drainage.

3 - In FY 2021, the funding allocation for the following positions will change: Director of Transportation - 33% Traffic Control, 34% Streets, and 33% Drainage, and Assistant Director of Public Works - 50% Solid Waste and 50% Fleet Services.

## SUMMARY & PERSONNEL SCHEDULE

The Traffic Control department is responsible for installing, maintaining, and repairing all traffic signals and school zone flashers within the City, with the goal of providing public safety and convenience.

1 - In FY 2020, one Signal Maintenance Technician position was reclassified to Senior Maintenance Technician.

2 - In FY 2021, the funding allocation for the following positions will change: Director of Transportation - 33% Traffic Control, 34% Streets, and 33% Drainage; Assistant Director of Public Works - 50% Solid Waste and 50% Fleet Services; and Street & Drainage Services Manager - 50% Streets and 50% Drainage.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 278,502	\$ 294,664	\$ 286,796	\$ 278,459
PERSONNEL BENEFITS	83,587	89,344	86,959	85,363
SUPPLIES	14,376	17,732	16,205	17,541
CAPITAL < \$5000	3,081	5,930	5,419	2,730
REPAIR AND MAINTENANCE	52,026	57,200	52,275	57,615
OTHER SERVICES	13,349	13,815	12,626	13,815
CONTRACTED SERVICES	4,173	5,591	5,110	5,580
<b>TOTAL</b>	<b>\$ 449,095</b>	<b>\$ 484,276</b>	<b>\$ 465,390</b>	<b>\$ 461,103</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT I	0.250	0.250	0.250	0.250
ASSISTANT DIRECTOR OF PUBLIC WORKS <sup>2</sup>	0.000	0.110	0.110	0.000
DIRECTOR OF TRANSPORTATION <sup>2</sup>	0.250	0.250	0.250	0.330
FOREMAN - TRAFFIC SIGNALS	1.000	1.000	1.000	1.000
SENIOR MAINTENANCE TECHNICIAN <sup>1</sup>	0.000	1.000	1.000	1.000
SIGNAL MAINTENANCE TECHNICIAN <sup>1</sup>	3.000	2.000	2.000	2.000
STREET & DRAINAGE SERVICES MANAGER <sup>2</sup>	0.250	0.250	0.250	0.000
TRAFFIC SIGNAL MANAGER	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>5.750</b>	<b>5.860</b>	<b>5.860</b>	<b>5.580</b>

## SUMMARY & PERSONNEL SCHEDULE

Sammons Golf Course is responsible for operating and maintaining the 18-hole championship course with demanding par 5s and a collection of some of the best par 3s in Central Texas. This historic course was first opened in 1922 and was recently renovated with Emerald Bermuda grass greens and a re-routed course that returns both nines to the clubhouse. With four sets of tee boxes, golfers of all skill levels will find a challenging and fun golf course in a truly memorable setting. Staff maintains the grounds, manages the café, and provides golf lessons. Also available are leagues, tournaments, a driving range, and youth development programs.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 607,285	\$ 623,966	\$ 607,306	\$ 687,975
PERSONNEL BENEFITS	178,501	199,558	194,230	219,684
SUPPLIES	97,652	124,246	113,548	125,989
CAPITAL < \$5000	22,700	37,385	34,166	32,935
REPAIR AND MAINTENANCE	68,833	76,413	69,834	77,413
OTHER SERVICES	12,137	24,428	22,325	24,605
CONTRACTED SERVICES	86,741	109,683	100,239	116,170
COST OF GOODS SOLD	148,948	144,140	131,730	144,140
CAPITAL EQUIPMENT	48,470	-	-	-
CAPITAL BUILDINGS AND GROUNDS	6,720	-	-	-
<b>TOTAL</b>	<b>\$ 1,277,985</b>	<b>\$ 1,339,819</b>	<b>\$ 1,273,378</b>	<b>\$ 1,428,911</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ASSISTANT DIRECTOR OF GOLF	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF PARKS & RECREATION	0.250	0.250	0.250	0.250
ASSISTANT GOLF COURSE SUPERINTENDENT	1.000	1.000	1.000	1.000
ASSISTANT GOLF PROFESSIONAL	1.000	1.000	1.000	1.000
BUILDING MAINTENANCE WORKER	0.060	0.060	0.060	0.060
CREW LEADER - FACILITY SERVICES	0.110	0.110	0.110	0.110
DIRECTOR OF GOLF	1.000	1.000	1.000	1.000
EQUIPMENT OPERATOR I	2.000	2.000	2.000	2.000
FACILITY ATTENDANT/CUSTODIAN	0.110	0.110	0.110	0.110
GOLF COURSE SUPERINTENDENT	1.000	1.000	1.000	1.000
MAINTENANCE WORKER	4.000	4.000	4.000	4.000
MECHANIC	1.000	1.000	1.000	1.000
PART-TIME POSITIONS	6.880	6.880	6.880	6.880
<b>TOTAL</b>	<b>19.410</b>	<b>19.410</b>	<b>19.410</b>	<b>19.410</b>

## SUMMARY & PERSONNEL SCHEDULE

The Temple Public Library is responsible for providing resources and services in a variety of media to meet the needs of individuals and groups for education, information and self-directed personal development, including recreation and leisure. Library staff is able to strengthen and enrich Temple with access to over 190,000 sources, including books, videos/DVDs, books on cassette/CD, and music CDs. Available services include reference help, reader's advisory, children's and teen programming, outreach and public access to the Internet.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 935,370	\$ 980,902	\$ 954,712	\$ 1,080,334
PERSONNEL BENEFITS	285,538	303,297	295,199	325,934
SUPPLIES	47,564	52,341	47,834	52,764
CAPITAL < \$5000	156,670	150,340	137,396	150,340
REPAIR AND MAINTENANCE	41,632	58,795	53,733	40,415
OTHER SERVICES	63,387	81,548	74,527	103,341
CONTRACTED SERVICES	186,512	222,758	203,579	207,378
COST OF GOODS SOLD	329	200	183	500
<b>TOTAL</b>	<b>\$ 1,717,002</b>	<b>\$ 1,850,181</b>	<b>\$ 1,767,162</b>	<b>\$ 1,961,006</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
ADULT SERVICES LIBRARIAN	1.000	1.000	1.000	1.000
ASSISTANT YOUTH SERVICES LIBRARIAN	1.000	1.000	1.000	1.000
ASSISTANT YOUTH SERVICES LIBRARIAN - PT	1.000	1.000	1.000	1.000
CIRCULATION SUPERVISOR	1.000	1.000	1.000	1.000
CIRCULATION TECHNICIAN - PT	5.580	5.580	5.580	5.580
COLLECTION DEVELOPMENT LIBRARIAN	1.000	1.000	1.000	1.000
COLLECTION DEVELOPMENT LIBRARIAN - PT	0.500	0.500	0.500	0.500
DIRECTOR OF LIBRARY	1.000	1.000	1.000	1.000
FACILITY ATTENDANT/CUSTODIAN	2.000	2.000	2.000	2.000
LIBRARY ASSISTANT	3.000	3.000	3.000	3.000
LIBRARY ASSISTANT - PT	0.500	0.500	0.500	0.500
LIBRARY OUTREACH ASSISTANT - PT	0.760	0.760	0.760	0.760
LIBRARY OUTREACH COORDINATOR	1.000	1.000	1.000	1.000
LIBRARY SUPERVISOR - CATALOGUING <sup>1</sup>	0.000	1.000	1.000	1.000
LIBRARY TECHNICIAN/CATALOGER	2.000	2.000	2.000	2.000
REFERENCE LIBRARIAN	2.000	2.000	2.000	2.000
REFERENCE LIBRARIAN - PT	1.810	1.810	1.810	1.810
TECHNICAL SERVICES SUPERVISOR - LIBRARY <sup>1</sup>	1.000	0.000	0.000	0.000
YOUTH SERVICES LIBRARIAN	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>28.150</b>	<b>28.150</b>	<b>28.150</b>	<b>28.150</b>

<sup>1</sup> - In FY 2020, the Technical Services Supervisor was reclassified to a Library Supervisor - Cataloguing.

## SUMMARY & PERSONNEL SCHEDULE

The Parks department is responsible for the 40+ parks and 20+ trails in Temple, including the master planning of both systems. Staff maintains the grounds and equipment, prepares facilities for rental, and prepares sports fields for tournaments held by City sponsored leagues and local youth sports associates. Staff also produces the well-known events Bloomin’ Temple Festival, the Christmas Parade, and the 4th of July celebration.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 1,183,006	\$ 1,409,528	\$ 1,371,894	\$ 1,608,155
PERSONNEL BENEFITS	417,444	531,674	517,478	541,412
SUPPLIES	180,011	227,214	210,393	231,059
CAPITAL < \$5000	36,686	20,106	18,375	20,606
REPAIR AND MAINTENANCE	406,232	460,869	421,188	455,440
OTHER SERVICES	61,860	16,965	16,224	17,465
CONTRACTED SERVICES	1,095,112	2,185,566	1,997,389	2,156,105
CAPITAL EQUIPMENT	8,421	-	-	-
CAPITAL BUILDINGS AND GROUNDS	269,564	60,000	60,000	-
<b>TOTAL</b>	<b>\$ 3,658,336</b>	<b>\$ 4,911,922</b>	<b>\$ 4,612,940</b>	<b>\$ 5,030,242</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF PARKS & RECREATION	0.750	0.750	0.750	0.750
CHEMICAL TECHNICIAN	1.000	1.000	1.000	1.000
CREW LEADER - ATHLETICS	1.000	1.000	1.000	1.000
CREW LEADER - HORTICULTURE	1.000	1.000	1.000	1.000
CREW LEADER - PARKS	1.000	1.000	1.000	1.000
EQUIPMENT OPERATOR I - PARKS	7.500	7.500	7.500	7.500
FOREMAN - PARKS	2.000	2.000	2.000	2.000
FORESTRY TECHNICIAN <sup>1</sup>	1.000	0.000	0.000	0.000
IRRIGATION TECHNICIAN	1.000	1.000	1.000	1.000
MAINTENANCE TECHNICIAN - PARKS	2.000	2.000	2.000	2.000
MAINTENANCE WORKER <sup>1</sup>	13.950	15.950	15.950	15.950
MAINTENANCE WORKER - POOLS	1.000	1.000	1.000	1.000
OPERATIONS COORDINATOR	0.880	0.880	0.880	0.880
PARK PLANNER	1.000	1.000	1.000	1.000
PARK SUPERINTENDENT	1.000	1.000	1.000	1.000
PART TIME POSITIONS	0.460	0.460	0.460	0.460
TREE SERVICE TECHNICIAN <sup>1</sup>	0.000	1.000	1.000	1.000
UTILITY TECHNICIAN II	1.500	1.500	1.500	1.500
<b>TOTAL</b>	<b>39.040</b>	<b>41.040</b>	<b>41.040</b>	<b>41.040</b>

<sup>1</sup> - In FY 2020, two Maintenance Worker positions were added and the Forestry Technician position title changed to Tree Service Technician.



## SUMMARY & PERSONNEL SCHEDULE

The Parks & Recreation Administration is responsible for supporting the operating departments within the Parks system. Staff is responsible for key administrative functions and provides clerical support, facility rental services, and event registrations.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 250,460	\$ 190,873	\$ 185,777	\$ 206,068
PERSONNEL BENEFITS	74,498	57,230	55,702	60,040
SUPPLIES	41,304	47,120	28,879	42,420
CAPITAL < \$5000	4,067	4,775	4,364	5,275
OTHER SERVICES	70,616	41,472	37,182	42,801
CONTRACTED SERVICES	70,003	25,304	23,125	26,564
<b>TOTAL</b>	<b>\$ 510,948</b>	<b>\$ 366,774</b>	<b>\$ 335,029</b>	<b>\$ 383,168</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT I <sup>1</sup>	1.000	2.000	2.000	2.000
DIRECTOR OF PARKS AND RECREATION	0.900	0.900	0.900	0.900
OPERATIONS COORDINATOR	0.120	0.120	0.120	0.120
PART-TIME POSITIONS <sup>1</sup>	0.250	0.000	0.000	0.000
RECREATION SPECIALIST <sup>2</sup>	0.250	0.000	0.000	0.000
<b>TOTAL</b>	<b>2.520</b>	<b>3.020</b>	<b>3.020</b>	<b>3.020</b>

1 - In FY 2020, a part-time Administrative Assistant I position was reclassified to a full-time Administrative Assistant I position.

2 - In FY 2020, the Recreation Specialist position was reclassified to Program Coordinator. In addition to reclassifying the position, the funding allocation changed to 100% Recreation.

## SUMMARY & PERSONNEL SCHEDULE

The Recreation department provides relaxation, enjoyment, and fitness opportunities to Temple’s citizens and visitors of all ages. The Recreation department includes 3 recreation centers, adult and youth athletics, after school programs, summer camps, senior programming, adult programming, 2 swimming pools, an indoor pool, water park, special events and a fitness center.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 1,874,808	\$ 2,086,352	\$ 2,030,646	\$ 2,264,505
PERSONNEL BENEFITS	381,789	478,289	465,519	484,932
SUPPLIES	332,455	333,835	316,534	336,595
CAPITAL < \$5000	50,924	86,660	79,199	82,780
REPAIR AND MAINTENANCE	54,159	60,955	55,707	59,850
OTHER SERVICES	311,099	344,100	314,473	347,102
CONTRACTED SERVICES	570,361	616,297	563,234	612,463
COST OF GOODS SOLD	67,766	72,600	66,349	72,600
CAPITAL EQUIPMENT	38,009	-	-	-
CAPITAL BUILDINGS AND GROUNDS	5,170	-	-	-
<b>TOTAL</b>	<b>\$ 3,686,541</b>	<b>\$ 4,079,088</b>	<b>\$ 3,891,660</b>	<b>\$ 4,260,827</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ASSISTANT AQUATICS COORDINATOR	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF PARKS & RECREATION	0.650	0.650	0.650	0.650
BULDING MAINTENANCE WORKER <sup>5</sup>	0.270	0.270	0.270	0.180
MAINTENANCE WORKER	0.050	0.050	0.050	0.050
OFFICE ASSISTANT II	2.000	2.000	2.000	2.000
OPERATIONS COORDINATOR	1.000	1.000	1.000	1.000
PART-TIME POSITIONS <sup>1</sup>	49.670	49.920	49.920	49.920
PROGRAM COORDINATOR <sup>2,3</sup>	6.000	6.000	6.000	6.000
PROGRAM MANAGER <sup>4</sup>	0.000	0.000	1.000	1.000
RECREATION LEADER II	1.000	1.000	1.000	1.000
RECREATION SPECIALIST <sup>3,4</sup>	5.750	5.000	7.000	7.000
RECREATIONAL SERVICES SUPERINTENDENT	1.000	1.000	1.000	1.000
SENIOR PROGRAM COORDINATOR <sup>2</sup>	0.000	1.000	1.000	1.000
WELLNESS CENTER MANAGER <sup>4</sup>	1.000	1.000	0.000	0.000
WELLNESS CENTER SPECIALIST <sup>4</sup>	2.000	2.000	0.000	0.000
<b>TOTAL</b>	<b>71.390</b>	<b>71.890</b>	<b>71.890</b>	<b>71.800</b>

1 - In FY 2020, a part-time Administrative Assistant I position was added.

2 - In FY 2020, a Program Coordinator position was reclassified to Senior Program Coordinator.

3 - In FY 2020, a Recreation Specialist position was reclassified to Program Coordinator. In addition to reclassifying the position, the funding allocation changed from 25% PARD Administration & 75% Recreation to 100% Recreation.

4 - During FY 2020, the Wellness Center Manager was reclassified to a Program Manager and the two Wellness Center Specialist positions were reclassified to Recreation Specialists.

5 - In FY 2021, the funding allocation for the three Building Maintenance Workers will be changed to 92% Facility Services, 2% Golf Course, and 6% Recreation.

## SUMMARY & PERSONNEL SCHEDULE

The Animal Services department works to protect the public’s health, welfare, and life through the prompt and humane compliance with animal control ordinances and state statutes. Staff also operates the animal shelter providing pet adoption services as well as clean and sanitary confinement with fresh food and water for thousands of animals. Staff also responds to requests regarding cruelty to animals, animal bites, loose livestock or wildlife, stray animals, and animal disturbances and pick-ups.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 248,345	\$ 302,621	\$ 294,541	\$ 321,135
PERSONNEL BENEFITS	99,693	115,021	111,950	118,005
SUPPLIES	27,557	34,416	31,453	34,129
CAPITAL < \$5000	7,542	10,750	9,824	2,450
REPAIR AND MAINTENANCE	5,262	4,325	3,953	5,050
OTHER SERVICES	4,955	4,400	4,021	4,900
CONTRACTED SERVICES	36,744	45,426	41,515	44,923
<b>TOTAL</b>	<b>\$ 430,098</b>	<b>\$ 516,959</b>	<b>\$ 497,257</b>	<b>\$ 530,592</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ANIMAL CONTROL FIELD SUPERVISOR	1.000	1.000	1.000	1.000
ANIMAL CONTROL OFFICER	6.000	6.000	6.000	6.000
ANIMAL SHELTER SUPERVISOR	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>

## SUMMARY & PERSONNEL SCHEDULE

The Code Compliance department is responsible for promoting and maintaining a safe and attractive living and working environment for the City. In order to ensure healthy, vital neighborhoods, the staff works collaboratively with residents to comply with City codes regarding the elimination of tall grass and weeds, debris, and inoperable vehicles. Staff is also responsible for public education of City codes for better health, welfare, and harmony within the community.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 576,851	\$ 716,790	\$ 697,652	\$ 792,372
PERSONNEL BENEFITS	190,666	256,912	250,052	282,299
SUPPLIES	62,928	74,061	67,684	78,171
CAPITAL < \$5000	7,017	19,735	18,036	16,435
REPAIR AND MAINTENANCE	9,107	20,650	18,872	20,950
OTHER SERVICES	8,610	11,120	10,163	16,737
CONTRACTED SERVICES	159,850	152,614	139,474	162,377
CAPITAL EQUIPMENT	61,519	75,655	75,655	14,500
CAPITAL BUILDINGS AND GROUNDS	6,870	-	-	-
<b>TOTAL</b>	<b>\$ 1,083,418</b>	<b>\$ 1,327,537</b>	<b>\$ 1,277,588</b>	<b>\$ 1,383,841</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT I - PT	0.625	0.625	0.625	0.625
ASSISTANT DIRECTOR OF TRANSFORM TEMPLE <sup>1</sup>	0.660	0.660	0.660	0.900
CODE COMPLIANCE OFFICER <sup>1</sup>	1.660	1.250	1.250	1.500
CUSTOMER SERVICE COORDINATOR	1.000	1.000	1.000	1.000
DIRECTOR OF TRANSFORM TEMPLE	1.000	1.000	1.000	1.000
GRANT COORDINATOR <sup>1</sup>	0.700	0.400	0.000	0.000
GRANT MANAGER <sup>1</sup>	0.000	0.000	0.400	0.250
NEIGHBORHOOD REVITALIZATION MANAGER <sup>1</sup>	0.460	0.700	0.700	0.800
RESOURCES COORDINATOR <sup>1</sup>	1.000	1.250	1.250	1.250
SENIOR CODE COMPLIANCE OFFICER	1.000	1.000	1.000	1.000
TRANSFORM TEMPLE AGENT - ABATEMENT	1.000	1.000	1.000	1.000
TRANSFORM TEMPLE AGENT - PROJECTS <sup>2,3</sup>	1.000	5.000	4.000	4.000
TRANSFORM TEMPLE AGENT LEAD	1.000	1.000	1.000	1.000
TRANSFORM TEMPLE ASSISTANT	2.000	2.000	2.000	2.000
TRANSFORM TEMPLE COORDINATOR <sup>3</sup>	0.000	0.000	1.000	1.000
<b>TOTAL</b>	<b>13.105</b>	<b>16.885</b>	<b>16.885</b>	<b>17.325</b>

1 - During the budget process each position funded within the Federal/ State Grant Fund is evaluated based on program needs and available resources. Therefore, personnel distributions amongst the divisions within the Federal/State Grant Fund will be adjusted accordingly each fiscal year. Several positions within Code Compliance are partially funded with Federal/State Grant Funds.

2 - In FY 2020, four Transform Temple Agent - Projects positions were added.

3 - During FY 2020, one Transform Temple Agent- Projects position was reclassified to a Transform Temple Coordinator.

## SUMMARY & PERSONNEL SCHEDULE

To provide professional, responsive and effective Public Safety Communications for the citizens of the City of Temple, ensuring that necessary information is secured and relayed to EMS, Fire, and Police in a timely manner.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
CONTRACTED SERVICES	\$ 940,894	\$ 1,027,567	\$ 1,027,567	\$ 1,078,737
<b>TOTAL</b>	<b>\$ 940,894</b>	<b>\$ 1,027,567</b>	<b>\$ 1,027,567</b>	<b>\$ 1,078,737</b>

This category/department does not have any associated personnel. The City partners with Bell County Communications who provides response services for our citizens, including EMS, Fire, and Police 911 calls.

## SUMMARY & PERSONNEL SCHEDULE

The Fire & Rescue department provides fire, EMS, emergency management, vehicle extrication, hazmat, and other specialized rescue services for our coverage area of approximately eighty square miles. An average of 12,500 requests are responded to from eight fire stations strategically located throughout the City. Fire & Rescue provides comprehensive preventive and educational programs for businesses, citizens, and schools. Staff also works with commercial and manufacturing industries to reduce the hazard of fires through inspection and code compliance programs.

1 - During FY 2020, one Firefighter position was reclassified to a Fire Driver position.

2 - In FY 2021, one Battalion Chief position will be reclassified to an Assistant Fire Chief position.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 8,789,147	\$ 9,554,427	\$ 9,299,324	\$ 9,573,213
PERSONNEL BENEFITS	2,380,666	2,596,590	2,527,261	2,556,514
SUPPLIES	299,065	359,393	328,449	365,786
CAPITAL < \$5000	110,826	104,110	95,146	110,870
REPAIR AND MAINTENANCE	201,260	198,047	180,995	203,097
OTHER SERVICES	120,116	170,943	156,225	197,877
CONTRACTED SERVICES	227,544	308,081	281,555	285,358
CAPITAL EQUIPMENT	71,046	-	-	-
<b>TOTAL</b>	<b>\$ 12,199,671</b>	<b>\$ 13,291,591</b>	<b>\$ 12,868,955</b>	<b>\$ 13,292,715</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT II	2.000	2.000	2.000	2.000
ASSISTANT FIRE CHIEF <sup>2</sup>	1.000	1.000	1.000	2.000
BATTALION CHIEF <sup>2</sup>	5.000	5.000	5.000	4.000
COMMUNITY EDUCATION SPECIALIST	1.000	1.000	1.000	1.000
FIRE CAPTAIN	25.000	25.000	25.000	25.000
FIRE CHIEF	1.000	1.000	1.000	1.000
FIRE DRIVER <sup>1</sup>	33.000	33.000	34.000	34.000
FIREFIGHTER <sup>1</sup>	56.000	56.000	55.000	55.000
<b>TOTAL</b>	<b>124.000</b>	<b>124.000</b>	<b>124.000</b>	<b>124.000</b>

## SUMMARY & PERSONNEL SCHEDULE

Municipal Court is the judicial branch of City government and its mission is predetermined by the Texas Code of Criminal Procedure and the Code of Judicial Conduct. All class "C" misdemeanor violations occurring within the territorial City limits are under the jurisdiction of the Municipal Court, including Texas State Law and City Ordinances. The Court and all support personnel are responsible for providing equal and impartial justice under the law and expediting each case efficiently, without delay or undue expense. Court trials are held weekly and preliminary hearings are held three times weekly. Staff is also responsible for community service, teen court, defensive driving, payment bonds and deferred adjudication programs provided to assist defendants in bringing their cases to final disposition.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 512,403	\$ 565,782	\$ 550,676	\$ 583,953
PERSONNEL BENEFITS	154,823	180,700	175,875	197,130
SUPPLIES	15,313	24,975	22,825	25,113
CAPITAL < \$5000	1,561	7,946	7,262	6,050
REPAIR & MAINTENANCE	-	-	-	16,000
OTHER SERVICES	9,376	18,290	6,715	19,436
CONTRACTED SERVICES	19,385	25,432	23,242	24,377
CAPITAL EQUIPMENT	12,686	-	-	-
<b>TOTAL</b>	<b>\$ 725,547</b>	<b>\$ 823,125</b>	<b>\$ 786,595</b>	<b>\$ 872,059</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
COURT ADMINISTRATOR	1.000	1.000	1.000	1.000
COURT COORDINATOR	1.000	1.000	1.000	1.000
DEPUTY COURT ADMINISTRATOR	1.000	1.000	1.000	1.000
DEPUTY COURT CLERK	5.000	5.000	5.000	5.000
JUVENILE CASE MANAGER	2.000	2.000	2.000	2.000
MUNICIPAL COURT JUDGE	1.000	1.000	1.000	1.000
MUNICIPAL COURT JUDGE - PT	0.030	0.030	0.030	0.030
SENIOR DEPUTY COURT CLERK	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>12.030</b>	<b>12.030</b>	<b>12.030</b>	<b>12.030</b>

## SUMMARY & PERSONNEL SCHEDULE

The Police Department provides crime prevention and public order maintenance services by strengthening our partnership with the community. These services are provided 24 hours per day and 7 days per week to those who live, work, and visit within the City of Temple. Staff works to provide a safe and peaceful environment in the community through which the quality of life of all citizens may be improved.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 12,064,406	\$ 12,681,878	\$ 12,343,272	\$ 12,965,638
PERSONNEL BENEFITS	3,393,578	3,645,487	3,548,153	3,757,125
SUPPLIES	516,043	630,829	576,515	671,251
CAPITAL < \$5000	75,629	48,550	44,370	77,865
REPAIR AND MAINTENANCE	303,009	324,556	296,612	311,093
OTHER SERVICES	181,670	121,843	111,352	316,063
CONTRACTED SERVICES	403,894	484,386	442,680	478,949
CAPITAL EQUIPMENT	1,198,880	-	-	-
<b>TOTAL</b>	<b>\$ 18,137,110</b>	<b>\$ 17,937,529</b>	<b>\$ 17,362,953</b>	<b>\$ 18,577,984</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT I	2.000	2.000	2.000	2.000
ADMINISTRATIVE ASSISTANT II	3.000	3.000	3.000	3.000
COMMUNITY SERVICE TECHNICIAN SUPERVISOR	2.000	2.000	2.000	2.000
COMMUNITY SERVICE/RECORDS TECHNICIAN I	5.000	5.000	5.000	5.000
COMMUNITY SERVICE/RECORDS TECHNICIAN II	7.000	7.000	7.000	7.000
CORPORAL	18.000	18.000	18.000	18.000
CRIME ANALYST	1.000	1.000	1.000	1.000
CRIME SCENE TECHNICIAN I	2.000	2.000	2.000	2.000
CRIME VICTIM LIASON	1.000	1.000	1.000	1.000
CUSTODIAN/MAINTENANCE TECHNICIAN II	1.000	1.000	1.000	1.000
DEPUTY POLICE CHIEF	3.000	3.000	3.000	3.000
EVIDENCE/PROPERTY TECHNICIAN	3.000	3.000	3.000	3.000
FLEET SERVICE COORDINATOR	1.000	1.000	1.000	1.000
LIEUTENANT	7.000	7.000	7.000	7.000
MEDIA RELATIONS SPECIALIST <sup>3</sup>	2.000	2.000	2.000	0.000
OFFICE ASSISTANT I	0.625	0.625	0.625	0.625
PARKING ENFORCEMENT OFFICIAL	1.000	1.000	1.000	1.000
POLICE CHIEF	1.000	1.000	1.000	1.000
POLICE OFFICER <sup>1,2</sup>	105.000	105.000	105.000	109.000
SERGEANT	19.000	19.000	19.000	19.000
<b>TOTAL</b>	<b>184.625</b>	<b>184.625</b>	<b>184.625</b>	<b>186.625</b>

1 - In FY 2019, one Police Officer position was added as part of the Crime Prevention Program which is funded with CDBG funding within the Federal/State Grant Fund. The police officer count above does NOT take into consideration this position since it is reflected in the Federal/State Grant Fund - CDBG Crime Prevention Program. It should be noted that the total authorized Police Officer positions for Police funded in General Fund and Federal/State Grant Fund in FY 2019 and FY 2020 was 106 and then 110 in FY 2021.

2 - In FY 2021, one Police Officer position will be added as a School Resource Officer (SRO). In addition, three Police Officer positions will be added as part of the grant awarded through the COPS Hiring Program (CHP) through the Community Oriented Policing Services (COPS) of the United States Department of Justice.

3 - In FY 2021, two Media Relations Specialists positions will be moved from Police to Marketing & Communications. In addition, these positions will be reclassified to a Public Relations Coordinator position and a Public Relations Specialist position.



## SUMMARY & PERSONNEL SCHEDULE

The Solid Waste department provides garbage collection and recycling services for residential, commercial, and industrial customers. Curbside recycling service is also provided to residential customers. The residential division operates twelve daily routes four days per week, collecting garbage once per week, and curbside recycling once per week. The commercial division operates with one commercial side-load truck, eight roll-off trucks five days per week, and six commercial front-load trucks six days per week. Brush is diverted from the landfill to the Temple-Belton Wastewater Treatment Plant (WWTP) facility for use as compost. Also provided are two recycling drop-off sites to collect newspapers, cardboard, magazines, plastic, glass, and aluminum cans.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 1,992,373	\$ 2,151,558	\$ 2,094,111	\$ 2,305,863
PERSONNEL BENEFITS	686,580	784,833	763,878	817,727
SUPPLIES	363,636	506,548	462,934	497,507
CAPITAL < \$5000	263,891	305,438	279,140	269,545
REPAIR AND MAINTENANCE	683,268	468,510	428,171	495,505
OTHER SERVICES	253,612	362,272	331,080	362,265
CONTRACTED SERVICES	3,099,851	2,883,424	2,635,161	2,892,654
CAPITAL EQUIPMENT	13,752	-	-	-
<b>TOTAL</b>	<b>\$ 7,356,963</b>	<b>\$ 7,462,583</b>	<b>\$ 6,994,476</b>	<b>\$ 7,641,066</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ASSISTANT DIRECTOR OF PUBLIC WORKS <sup>3,4</sup>	0.000	0.330	0.330	0.500
AUTOMATED ROUTE OPERATOR <sup>1,5</sup>	35.000	37.000	37.000	39.000
BUSINESS MANAGER	1.000	1.000	1.000	1.000
CREW LEADER - SOLID WASTE <sup>2</sup>	0.000	1.000	1.000	1.000
CUSTOMER SERVICE REPRESENTATIVE I	3.000	3.000	3.000	3.000
DIRECTOR OF SOLID WASTE	1.000	1.000	1.000	1.000
EQUIPMENT OPERATOR II <sup>2</sup>	2.000	1.000	1.000	1.000
FOREMAN - SOLID WASTE	3.000	3.000	3.000	3.000
MAINTENANCE COORDINATOR	1.000	1.000	1.000	1.000
MAINTENANCE WORKER	4.000	4.000	4.000	4.000
MAINTENANCE WORKER - PT	0.500	0.500	0.500	0.500
OPERATIONS MANAGER	1.000	1.000	1.000	1.000
RECYCLING ASSISTANT	1.000	1.000	1.000	1.000
RECYCLING MANAGER	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>53.500</b>	<b>55.830</b>	<b>55.830</b>	<b>58.000</b>

1 - In FY 2020, two additional Automated Route Operator positions were added - one to support the additional frontload route and one to support the additional rolloff route.

2 - In FY 2020, one Equipment Operator II position was reclassified to a Crew Leader position.

3 - In FY 2020, a second Assistant Director of Public Works position was created to support operations for Fleet Services, Solid Waste, and Transportation (Drainage, Streets, and Traffic Control). This position was split funded - 33% Solid Waste, 11% Traffic Control, 11% Streets, 33% Fleet Services, and 12% Drainage.

4 - In FY 2021, the funding allocation for the second Assistant Director of Public Works will change to 50% Solid Waste and 50% Fleet Services.

5 - In FY 2021, two Automated Route Operator positions will be added - one to support an additional residential route and one to support an additional rolloff route.

## SUMMARY

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
OTHER SERVICES	\$ 68,056	\$ 134,889	\$ 134,889	\$ -
CONTRACTED SERVICES	32,875	-	-	-
CAPITAL EQUIPMENT	1,396,790	1,479,946	1,479,946	1,525,386
CAPITAL BUILDINGS AND GROUNDS	196,935	373,783	373,783	100,000
<b>TOTAL</b>	<b>\$ 1,694,656</b>	<b>\$ 1,988,618</b>	<b>\$ 1,988,618</b>	<b>\$ 1,625,386</b>

This department does not have any associated personnel.

## SUMMARY

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
PRINCIPAL RETIREMENT	\$ 401,569	\$ 325,214	\$ 325,214	\$ 338,999
INTEREST AND FISCAL CHARGES	40,232	36,324	36,324	27,734
<b>TOTAL</b>	<b>\$ 441,801</b>	<b>\$ 361,538</b>	<b>\$ 361,538</b>	<b>\$ 366,733</b>

Transactions related to debt service are performed by the Finance Department.

## SUMMARY

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
OPERATING TRANSFERS OUT - DEBT SERVICE	\$ 2,122,044	\$ 1,720,555	\$ 1,720,555	\$ 1,311,068
<b>TOTAL</b>	<b>\$ 2,122,044</b>	<b>\$ 1,720,555</b>	<b>\$ 1,720,555</b>	<b>\$ 1,311,068</b>

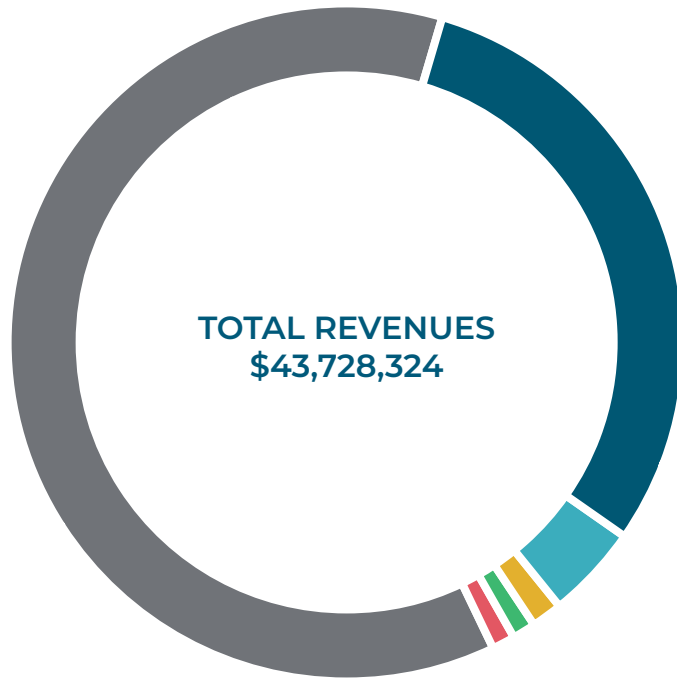
Transactions related to transfers out are performed by the Finance Department.

# **WATER & WASTEWATER FUND**



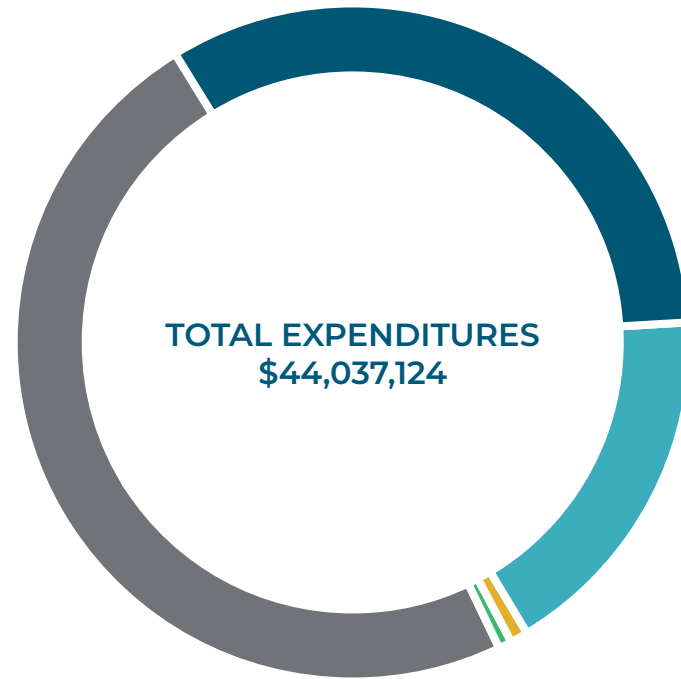
## REVENUES & EXPENDITURES

WATER & WASTEWATER FUND REVENUES BY SOURCES



- Water Services **54.99%**
- Wastewater Services **38.03%**
- Other **4.31%**
- Panda Reimbursements **1.90%**
- Intergovernmental **0.46%**
- Interest Income **0.31%**

WATER & WASTEWATER FUND EXPENDITURES BY TYPE



- Operations **43.69%**
- Debt Service **38.79%**
- Personnel **16.70%**
- Capital **0.71%**
- Contingency **0.11%**

REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2018-2019	Amended Budget 2019-2020	FORECAST 2019-2020	ADOPTED Budget 2020-2021
Federal Grants	\$ -	\$ -	\$ -	\$ 200,000
<b>TOTAL INTERGOVERNMENTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>
Water - Residential	\$ 8,684,460	\$ 11,077,910	\$ 11,077,910	\$ 11,456,156
Water - Commercial	6,949,336	9,758,870	9,758,870	9,591,241
Water - Industrial	-	2,344,320	2,344,320	1,125,120
Water - Reclaimed	991,431	850,000	850,000	867,000
Water - Wholesale	1,026,596	1,042,110	1,042,110	1,004,616
Wastewater - Residential	6,871,838	9,460,457	9,460,457	9,274,051
Wastewater - Commercial	5,156,778	7,576,802	7,576,802	7,356,006
New Connects	182,476	183,600	185,000	187,272
Penalties	435,647	459,000	390,000	468,180
Reconnect Fees	291,310	295,800	250,310	290,000
Tap Fees	308,730	265,200	332,000	270,504
Other Charges	64,391	66,300	77,900	67,626
Liquid Waste Transport	5,200	4,284	5,800	4,370
Liquid Waste Manifest Pad	720	1,928	1,928	1,967
Sale of Assets	-	5,100	5,100	5,202
W&WW Over/Under	(48)	-	(58)	-
Insufficient Check Fee	8,970	9,180	9,180	9,364
Insurance Claims	75,659	-	23	-
Other Charges / Panda Reimbursements	860,185	845,403	845,403	828,826
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 31,913,680</b>	<b>\$ 44,246,264</b>	<b>\$ 44,213,055</b>	<b>\$ 42,807,501</b>

REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2018-2019	Amended Budget 2019-2020	FORECAST 2019-2020	ADOPTED Budget 2020-2021
Interest Income	\$ 646,923	\$ 720,000	\$ 489,000	\$ 140,000
Premium on Bonds Payable	608,877	565,823	565,823	565,823
Sale of Assets	-	-	24,816	-
Other Revenues	-	15,000	15,000	15,000
Miscellaneous Reimbursements	19,653	19,085	19,085	-
Contributed Capital - Citizens	1,124,943	-	-	-
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 2,400,397</b>	<b>\$ 1,319,908</b>	<b>\$ 1,113,724</b>	<b>\$ 720,823</b>
<b>REVENUE TOTAL - WATER &amp; WASTEWATER FUND</b>	<b>\$ 34,314,077</b>	<b>\$ 45,566,172</b>	<b>\$ 45,326,779</b>	<b>\$ 43,728,324</b>



## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
PRINCIPAL RETIREMENT	\$ -	\$ 9,196,706	\$ 9,196,706	\$ 9,268,232
INTEREST AND FISCAL CHARGES	3,114,143	7,643,868	7,643,868	7,450,497
AMORTIZATION AND BOND ISSUE	594,271	361,672	361,672	361,672
<b>TOTAL</b>	<b>\$ 3,708,414</b>	<b>\$ 17,202,246</b>	<b>\$ 17,202,246</b>	<b>\$ 17,080,401</b>

Transactions related to debt service are performed by the Finance Department.

## SUMMARY & PERSONNEL SCHEDULE

The Environmental Programs department is responsible for supporting the Public Works Utility Services to provide quality water and wastewater services. Staff works to ensure the integrity of the public drinking water system by administering the City’s Cross-Connection Control Program (CCCP) in the case of a backflow event. There are approximately 7,000 known backflow assemblies installed in the system to prevent drinking water from contamination. Staff performs Customer Services Inspections (CSIs) to identify areas lacking protection. Staff also manages the disposal of liquid waste in the 400+ miles of wastewater lines by educating the community on the importance of disposing of fats, oils, and grease (FOG) properly. Improper disposal of FOG can cause blockages in private service lines as well as the City’s wastewater collection system, resulting in sanitary sewer overflows (SSOs). Programs administered by our Environmental Programs staff comply with Texas Commission on Environmental Quality (TCEQ) standards.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 234,423	\$ 263,418	\$ 261,284	\$ 189,196
PERSONNEL BENEFITS	71,520	82,725	82,055	61,960
SUPPLIES	7,965	13,976	13,157	15,455
CAPITAL < \$5000	1,089	2,310	2,175	9,710
REPAIR AND MAINTENANCE	377	5,450	5,131	5,300
OTHER SERVICES	4,965	10,535	9,918	11,555
CONTRACTED SERVICES	4,714	8,939	8,415	13,865
<b>TOTAL</b>	<b>\$ 325,053</b>	<b>\$ 387,353</b>	<b>\$ 382,134</b>	<b>\$ 307,041</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT I <sup>1</sup>	0.000	0.000	1.000	1.000
DEPUTY UTILITY DIRECTOR <sup>2</sup>	1.000	1.000	1.000	0.000
ENVIRONMENTAL PROGRAMS CLERK <sup>1</sup>	1.000	1.000	0.000	0.000
ENVIRONMENTAL PROGRAMS MANAGER	1.000	1.000	1.000	1.000
ENVIRONMENTAL PROGRAMS TECHNICIAN	2.000	2.000	2.000	2.000
<b>TOTAL</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>4.000</b>

1 - During FY 2020, the Environmental Programs Clerk was reclassified to an Administrative Assistant I.

2 - In FY 2021, the Deputy Utility Director funding will change from 100% Environmental Programs to 50% Water Distribution and 50% Wastewater Collection.

## SUMMARY & PERSONNEL SCHEDULE

The Metering department oversees the monthly reading of water meters to ensure accuracy for billing purposes. Staff also maintains meters according to American Water Works Association standards, repairs meter leaks and meter boxes, and performs accuracy tests. Staff also performs meter connections and disconnections, including delinquent accounts.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 303,493	\$ 306,568	\$ 304,085	\$ 331,910
PERSONNEL BENEFITS	112,567	122,250	121,260	123,231
SUPPLIES	26,207	35,848	33,747	35,021
CAPITAL < \$5000	146,585	177,000	166,628	177,000
REPAIR AND MAINTENANCE	33,440	42,600	41,104	42,600
OTHER SERVICES	3,950	6,028	4,675	6,028
CONTRACTED SERVICES	299,443	342,404	322,339	352,830
CAPITAL EQUIPMENT	-	98,100	98,100	66,800
<b>TOTAL</b>	<b>\$ 925,685</b>	<b>\$ 1,130,798</b>	<b>\$ 1,091,937</b>	<b>\$ 1,135,420</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
CONNECT & DISCONNECT TECHNICIAN	2.000	2.000	2.000	2.000
FOREMAN - METERS	1.000	1.000	1.000	1.000
METER MAINTENANCE SUPERVISOR	1.000	1.000	1.000	1.000
METER TECHNICIAN I	3.000	3.000	3.000	3.000
METER TECHNICIAN II	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>

## SUMMARY & PERSONNEL SCHEDULE

Public Works Administration is responsible for supporting the 10 operating departments within the Public Works system. Staff is responsible for long-range planning, personnel oversight, budget management, community relations, Capital Improvement Program (CIP) planning/reporting, project design and administration, systems & facilities operations, including Solid Waste, Traffic Signal, Drainage, Street Services, Fleet Services, Engineering, Mapping, Water Treatment Plant, Water Distribution, and Sewer Collection. The department also provides contract management of the Doshier Farm and Temple-Belton Wastewater Treatment Plant operations.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 530,730	\$ 607,069	\$ 602,152	\$ 552,826
PERSONNEL BENEFITS	587,375	168,659	167,293	152,712
SUPPLIES	16,588	31,772	29,910	25,875
CAPITAL < \$5000	15,602	24,730	23,281	17,390
REPAIR AND MAINTENANCE	3,702	1,700	1,600	2,200
OTHER SERVICES	94,589	131,572	123,862	122,266
CONTRACTED SERVICES	5,664,629	7,244,493	6,819,966	6,950,947
CAPITAL EQUIPMENT	-	8,520	8,520	2,939
CAPITAL BUILDINGS AND GROUNDS	-	500,000	500,000	-
CAPITAL- SPECIAL PROJECTS	-	193,500	193,500	50,000
<b>TOTAL</b>	<b>\$ 6,913,215</b>	<b>\$ 8,912,015</b>	<b>\$ 8,470,084</b>	<b>\$ 7,877,155</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT II	1.000	1.000	1.000	1.000
ASSET MANAGEMENT TECHNICIAN <sup>7</sup>	0.400	0.400	0.400	0.300
ASSISTANT DIRECTOR OF PUBLIC WORKS	1.000	1.000	1.000	1.000
CITY ENGINEER <sup>2,7</sup>	0.300	0.350	0.350	0.330
COMMUNICATIONS SPECIALIST <sup>3</sup>	0.000	0.750	0.750	0.750
DEPUTY CITY ENGINEER	0.400	0.400	0.400	0.400
DIRECTOR OF PUBLIC WORKS	0.700	0.700	0.700	0.700
EXECUTIVE SUPPORT COORDINATOR <sup>6</sup>	0.000	0.000	1.000	1.000
EXECUTIVE SUPPORT MANAGER <sup>5,6</sup>	0.000	1.000	0.000	0.000
GIS ANALYST <sup>6</sup>	0.800	0.800	0.800	0.800
GIS SPECIALIST <sup>6</sup>	0.400	0.400	0.000	0.000
MANAGEMENT SPECIALIST <sup>5</sup>	1.000	0.000	0.000	0.000
MULTI-MEDIA SPECIALIST <sup>1,8</sup>	0.000	0.250	0.250	0.000
PROJECT ENGINEER <sup>6</sup>	0.400	0.400	0.000	0.000
PROJECT MANAGER <sup>6,7</sup>	0.000	0.000	0.400	0.330
SENIOR PROJECT ENGINEER <sup>7</sup>	0.400	0.400	0.400	0.450
UTILITY COMPLIANCE COORDINATOR <sup>4,8</sup>	0.000	1.000	1.000	0.000
<b>TOTAL</b>	<b>6.800</b>	<b>8.850</b>	<b>8.450</b>	<b>7.060</b>

1 - During FY 2020, a Multi-Media Specialist position was created. This position was split funded - 55% General Fund (Marketing & Communications), 25% Water/Wastewater Fund (Public Works Admin), 15% Hotel/Motel Fund (Mayborn Center), and 5% Drainage Fund.

2 - During FY 2020, the funding allocation for City Engineer was changed to 30% Engineering, 35% Drainage, and 35% Public Works Administration.

3 - During FY 2020, a Communication Specialist position was added. This position was split funded - 75% Water/Wastewater Fund (Public Works Admin) and 25% General Fund (Marketing & Communications).

4 - During FY 2020, a Utility Compliance Coordinator position was added.

5 - During FY 2020, the Management Specialist position was reclassified to a Executive Support Manager position.

6 - During FY 2020, the following reclassifications occurred: GIS Specialist to GIS Analyst (funded 100% in IT), Project Engineer to Project Manager, and Executive Support Manager to Executive Support Coordinator.

7 - In FY 2021, the following funding distributions will be changed: Asset Management Technician - 40% IT, 30% Drainage, 30% PW Admin; City Engineer - 34% Engineering, 33% Drainage, 33% PW Admin; Director of Public Works - 10% Engineering, 20% Drainage, 70% PW Admin; Project Manager - 34% Engineering, 33% Drainage, 33% PW Admin; and Senior Project Engineer - 45% Engineering, 10% Drainage, 45% PW Admin.

8 - In FY 2021, a Multi-Media Specialist position will have a change in funding to 100% Marketing & Communications in the General Fund and the Utility Compliance Coordinator funding will change to 50% Water Distribution and 50% Wastewater Collection.

## SUMMARY & PERSONNEL SCHEDULE

The Purchasing Utility Warehouse procures and stores goods needed to maintain the utility infrastructure of the City. Annual contracts for the purchase of utility supplies, hardware and miscellaneous supplies are bid and a minimum amount of stock is kept on hand to facilitate repairs, as necessary. The Warehouse staff is on call 24-7 should parts be needed for an emergency repair.

<b>SUMMARY</b>				
<b>CATEGORIES</b>	<b>ACTUAL 2019</b>	<b>BUDGET 2020</b>	<b>ESTIMATE 2020</b>	<b>ADOPTED 2021</b>
SALARIES	\$ 53,493	\$ 58,146	\$ 57,675	\$ 63,822
PERSONNEL BENEFITS	16,250	17,414	17,273	18,647
SUPPLIES	738	1,290	1,214	1,263
CAPITAL < \$5000	13	1,310	1,233	1,310
REPAIR AND MAINTENANCE	576	1,630	1,534	1,530
OTHER SERVICES	-	500	471	500
CONTRACTED SERVICES	6,250	8,536	8,036	8,428
<b>TOTAL</b>	<b>\$ 77,320</b>	<b>\$ 88,826</b>	<b>\$ 87,437</b>	<b>\$ 95,500</b>
<b>PERSONNEL SCHEDULE</b>				
<b>POSITION TITLE</b>	<b>ACTUAL 2019</b>	<b>BUDGET 2020</b>	<b>ESTIMATE 2020</b>	<b>ADOPTED 2021</b>
INVENTORY SPECIALIST	1.000	1.000	1.000	1.000
INVENTORY SPECIALIST - PT	0.380	0.380	0.380	0.380
<b>TOTAL</b>	<b>1.380</b>	<b>1.380</b>	<b>1.380</b>	<b>1.380</b>

## SUMMARY & PERSONNEL SCHEDULE

The Utility Business Office (UBO) provides professional and reliable service to our customers for billing inquiries, payments, and connection or disconnection of utility services. Staff is responsible for billing and collecting utility receivables including water, wastewater, solid waste, and drainage. Staff is also responsible for the collection and deposit of all monies and other receivables from all other City of Temple departments.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 451,604	\$ 431,243	\$ 427,480	\$ 456,952
PERSONNEL BENEFITS	134,972	135,127	134,032	144,184
SUPPLIES	5,756	8,647	8,140	8,647
CAPITAL < \$5000	3,855	10,470	9,856	10,470
REPAIR AND MAINTENANCE	20,264	29,700	27,960	30,225
OTHER SERVICES	144,891	173,335	163,178	173,858
CONTRACTED SERVICES	885,576	936,084	881,229	964,265
CAPITAL BUILDINGS AND GROUNDS	-	50,000	50,000	-
<b>TOTAL</b>	<b>\$ 1,646,918</b>	<b>\$ 1,774,606</b>	<b>\$ 1,701,876</b>	<b>\$ 1,788,601</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ASSISTANT DIRECTOR OF UTILITY BILLING	1.000	1.000	1.000	1.000
COLLECTIONS COORDINATOR	1.000	1.000	1.000	1.000
CUSTOMER SERVICE REPRESENTATIVE I	4.000	4.000	4.000	4.000
CUSTOMER SERVICE REPRESENTATIVE I - PT	0.625	0.625	0.625	0.625
CUSTOMER SERVICE REPRESENTATIVE II	3.000	3.000	3.000	3.000
DIRECTOR OF UTILITY BILLING	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>10.625</b>	<b>10.625</b>	<b>10.625</b>	<b>10.625</b>

## SUMMARY & PERSONNEL SCHEDULE

The Wastewater Collection department is responsible for protecting the health of the citizens of Temple by maintaining the wastewater collection system and reducing sanitary sewer overflows. Staff is also responsible for continued strategic replacement and upgrade of sewer mains, inspection of manholes, potholing for contractors, engineers and capital improvement projects, and completion of street cuts and dress ups where work has been completed.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 810,309	\$ 999,149	\$ 991,056	\$ 1,250,876
PERSONNEL BENEFITS	292,194	372,953	369,932	432,539
SUPPLIES	154,010	187,662	176,665	189,614
CAPITAL < \$5000	6,696	34,216	32,211	19,916
REPAIR AND MAINTENANCE	230,991	281,650	265,145	321,480
OTHER SERVICES	34,297	44,560	41,949	53,105
CONTRACTED SERVICES	156,129	194,501	183,103	182,650
CAPITAL EQUIPMENT	-	287,065	287,065	-
<b>TOTAL</b>	<b>\$ 1,684,626</b>	<b>\$ 2,401,756</b>	<b>\$ 2,347,126</b>	<b>\$ 2,450,180</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
CREW LEADER - UTILITY SERVICES <sup>1,2</sup>	3.500	4.500	4.500	5.000
CUSTOMER SERVICE REPRESENTATIVE I	1.500	1.500	1.500	1.500
CUSTOMER SERVICE REPRESENTATIVE II	0.500	0.500	0.500	0.500
DEPUTY UTILITY DIRECTOR <sup>4</sup>	0.000	0.000	0.000	0.500
FOREMAN - UTILITY SERVICES <sup>2</sup>	1.500	1.500	1.500	2.000
UTILITY COMPLIANCE COORDINATOR <sup>3</sup>	0.000	0.000	0.000	0.500
UTILITY LOCATE TECHNICIAN	1.000	1.000	1.000	1.000
UTILITY SERVICES MANAGER	0.500	0.500	0.500	0.500
UTILITY TECHNICIAN I - UTILITY SERVICES <sup>1,2</sup>	10.000	11.000	11.000	10.000
UTILITY TECHNICIAN II - UTILITY SERVICES <sup>1,2</sup>	3.500	4.500	4.500	4.000
UTILITY TECHNICIAN III - UTILITY SERVICES <sup>2</sup>	2.500	2.500	2.500	3.000
<b>TOTAL</b>	<b>24.500</b>	<b>27.500</b>	<b>27.500</b>	<b>28.500</b>

1 - In FY 2020, an additional Maintenance Crew was added. The additional crew consisted of one Crew Leader position, one Utility Technician I position, and one Utility Technician II position.

2 - In FY 2021, the total number of positions for Foreman - Utility Services, Crew Leader, Utility Tech I, Utility Tech II, and Utility Tech III will not change, but the funding allocations will be adjusted between Wastewater Collection and Water Distribution.

3 - In FY 2021, the Utility Compliance Coordinator funding will change from 100% Public Works Administration to 50% Water Distribution and 50% Wastewater Collection.

4 - In FY 2021, the Deputy Utility Director funding will change from 100% Environmental Programs to 50% Water Distribution and 50% Wastewater Collection.

### SUMMARY & PERSONNEL SCHEDULE

Our Wastewater Treatment department is responsible for the treatment of wastewater collected through the 400+ miles of the collection system. Wastewater is comprised of used water and waste disposed of through plumbing fixtures from homes, industries, and commercial establishments. There are two wastewater treatment plants (WWTPs) serving the City of Temple: Temple-Belton WWTP and Doshier Farm WWTP, and these two facilities receive, treat, and either reuse the cleaned water or return it to the environment. The City currently contracts with the Brazos River Authority to operate and maintain both plants, including 28 lift stations, and the Industrial Pretreatment Program (IPP) with 12 permitted industrial users. All operations meet or exceed Texas Commission on Environmental Quality (TCEQ) and US Environmental Protection Agency (EPA) standards.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
CONTRACTED SERVICES	\$ 2,950,683	\$ 4,349,692	\$ 4,349,692	\$ 4,699,221
<b>TOTAL</b>	<b>\$ 2,950,683</b>	<b>\$ 4,349,692</b>	<b>\$ 4,349,692</b>	<b>\$ 4,699,221</b>

The City contracts with the Brazos River Authority (BRA) for the operation and maintenance of our two wastewater treatment plants. The BRA provides staff to perform the daily duties at both plants including the 28 lift stations throughout the City and the Industrial Pretreatment Program.



## SUMMARY & PERSONNEL SCHEDULE

The Water Distribution department is responsible for providing customers with a superior public drinking water system by operating and maintaining the 600+ miles of water transmission mains. Staff is responsible for locating lines, installing new service taps, inspecting air relief valves, and repairing water line breaks. Staff is also responsible for maintaining and repairing the 9,000+ valves and 3,500+ hydrants in the system along with potholing for contractors, engineers and capital improvement projects, and completion of street cuts and dress ups where work has been completed.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 856,323	\$ 1,250,911	\$ 1,240,779	\$ 1,494,917
PERSONNEL BENEFITS	305,160	468,432	464,638	537,089
SUPPLIES	84,007	131,352	123,655	119,202
CAPITAL < \$5000	149,181	192,698	181,406	179,875
REPAIR AND MAINTENANCE	487,804	482,262	454,001	524,162
OTHER SERVICES	31,754	48,435	45,597	43,540
CONTRACTED SERVICES	71,907	121,016	113,924	113,449
CAPITAL EQUIPMENT	-	338,620	338,620	-
CAPITAL BUILDINGS AND GROUNDS	-	533,449	533,449	-
<b>TOTAL</b>	<b>\$ 1,986,137</b>	<b>\$ 3,567,175</b>	<b>\$ 3,496,069</b>	<b>\$ 3,012,234</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
CREW LEADER - UTILITY SERVICES <sup>2,3,5,6</sup>	3.500	6.500	6.500	5.000
CUSTOMER SERVICE REPRESENTATIVE I	1.500	1.500	1.500	1.500
CUSTOMER SERVICE REPRESENTATIVE II	0.500	0.500	0.500	0.500
DEPUTY UTILITY DIRECTOR <sup>8</sup>	0.000	0.000	0.000	0.500
FOREMAN - UTILITY SERVICES <sup>1,5</sup>	1.500	2.500	2.500	2.000
GIS MODELER <sup>4</sup>	1.000	1.000	1.000	0.750
IRRIGATION TECHNICIAN <sup>1</sup>	0.000	1.000	1.000	1.000
UTILITY COMPLIANCE COORDINATOR <sup>7</sup>	0.000	0.000	0.000	0.500
UTILITY LOCATE TECHNICIAN	1.000	1.000	1.000	1.000
UTILITY SERVICES MANAGER	0.500	0.500	0.500	0.500
UTILITY TECHNICIAN I - UTILITY SERVICES <sup>3,5,6</sup>	10.000	12.000	12.000	12.000
UTILITY TECHNICIAN II - UTILITY SERVICES <sup>3,5,6</sup>	3.500	5.500	5.500	3.000
UTILITY TECHNICIAN III - UTILITY SERVICES <sup>5</sup>	2.500	2.500	2.500	4.000
<b>TOTAL</b>	<b>25.500</b>	<b>34.500</b>	<b>34.500</b>	<b>32.250</b>

1 - In FY 2020, a Utility Foreman for Specialty Distribution was added and one Irrigation Tech changed funding sources to Water Distribution.

2 - In FY 2020, a Crew Leader position for the Water Quality Control Crew was added.

3 - In FY 2020, two Water Maintenance Crews were added. Each crew consisted of one Crew Leader position, one Utility Technician I position, and one Utility Technician II position.

4 - In FY 2021, the funding allocation will change for the GIS Modeler to 75% Water Distribution and 25% Drainage.

5 - In FY 2021, the total number of positions for Foreman - Utility Services, Crew Leader, Utility Tech I, Utility Tech II, and Utility Tech III will not change, but the funding allocations will be adjusted between Wastewater Collection and Water Distribution.

6 - In FY 2021, one Water Maintenance Crew will be unfunded. This crew consists of one Crew Leader position, one Utility Technician I position, and one Utility Technician II position.

7 - In FY 2021, the Utility Compliance Coordinator funding will change from 100% Public Works Administration to 50% Water Distribution and 50% Wastewater Collection.

8 - In FY 2021, the Deputy Utility Director funding will change from 100% Environmental Programs to 50% Water Distribution and 50% Wastewater Collection.

## SUMMARY & PERSONNEL SCHEDULE

The Water Treatment department is responsible for providing superior drinking water to the citizens of Temple. Staff operates and maintains the treatment plant, storage tanks, and booster pump stations, a system capable of producing up to 41 million gallons of water per day. All operations meet or exceed Texas Commission on Environmental Quality (TCEQ) and US Environmental Protection Agency (EPA) standards.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 852,850	\$ 1,056,799	\$ 1,048,239	\$ 1,172,618
PERSONNEL BENEFITS	262,347	343,841	341,056	371,280
SUPPLIES	879,838	1,248,487	1,175,326	1,068,576
CAPITAL < \$5000	70,880	100,400	94,517	102,100
REPAIR AND MAINTENANCE	426,906	691,168	650,666	713,650
OTHER SERVICES	78,413	29,021	27,320	30,570
CONTRACTED SERVICES	1,770,501	2,027,904	1,909,069	1,890,577
CAPITAL EQUIPMENT	-	205,000	205,000	40,000
CAPITAL BUILDINGS AND GROUNDS	-	30,000	30,000	202,000
<b>TOTAL</b>	<b>\$ 4,341,735</b>	<b>\$ 5,732,620</b>	<b>\$ 5,481,192</b>	<b>\$ 5,591,371</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
LEAD WATER OPERATOR <sup>1,3</sup>	1.000	2.000	2.000	2.000
TREATMENT CHIEF OF OPERATIONS	1.000	1.000	1.000	1.000
WATER OPERATOR I <sup>2,3</sup>	3.000	5.000	5.000	5.000
WATER OPERATOR II <sup>3</sup>	10.000	10.000	10.000	6.000
WATER OPERATOR III <sup>3</sup>	4.000	4.000	4.000	8.000
<b>TOTAL</b>	<b>20.000</b>	<b>23.000</b>	<b>23.000</b>	<b>23.000</b>

1 - In FY 2020, a Lead Water Operator position to focus on plant maintenance activities was added.

2 - In FY 2020, two additional Water Operator I positions were added to support the Water Quality Control Crew.

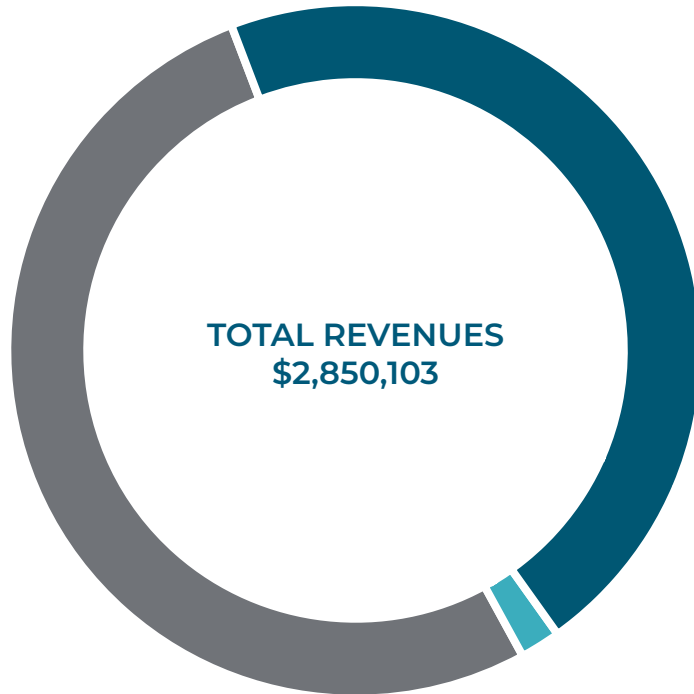
3 - In FY 2021, the total number of positions for Lead Water Operator, Water Operator I, Water Operator II, Water Operator III will not change but the number of each will be adjusted between them as certifications are received.

# SPECIAL REVENUE FUND



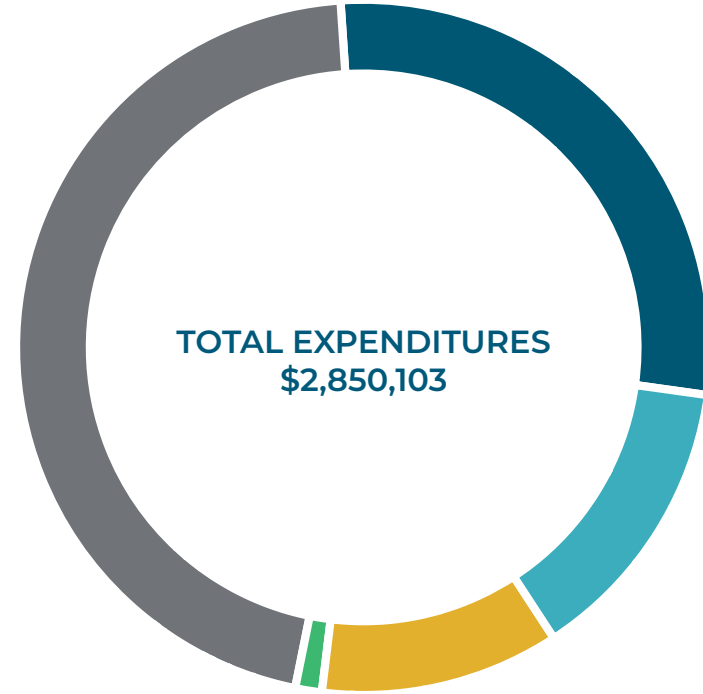
## REVENUES & EXPENDITURES

DRAINAGE FUND REVENUES BY SOURCES



- Drainage Fee: Residential **51.72%**
- Drainage Fee: Commercial **48.10%**
- Other **0.18%**

DRAINAGE FUND EXPENDITURES BY TYPE



- Personnel **42.04%**
- Transfers **31.88%**
- Operations **12.94%**
- Contingency **11.45%**
- Capital **1.69%**

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2018-19	AMENDED Budget 2019-2020	FORECAST 2019-2020	ADOPTED Budget 2020-2021
Drainage Fee - Commercial	\$ 1,315,042	\$ 1,328,743	\$ 1,347,345	\$ 1,371,000
Drainage Fee - Residential	1,383,004	1,419,482	1,459,508	1,474,103
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 2,698,046</b>	<b>\$ 2,748,225</b>	<b>\$ 2,806,853</b>	<b>\$ 2,845,103</b>
Interest Income	\$ 49,084	\$ 27,600	\$ 54,000	\$ 5,000
Sale of Assets	-	-	3,437	-
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 49,084</b>	<b>\$ 27,600</b>	<b>\$ 57,437</b>	<b>\$ 5,000</b>
<b>REVENUE TOTAL - DRAINAGE FUND</b>	<b>\$ 2,747,130</b>	<b>\$ 2,775,825</b>	<b>\$ 2,864,290</b>	<b>\$ 2,850,103</b>

## SUMMARY & PERSONNEL SCHEDULE

The Drainage Fund and associated drainage functions were established to protect the public health and safety within the City. Ordinance 98-2576 was passed to protect the public from the loss of life and property caused by surface water overflows, surface water stagnation, and pollution arising from non-point source runoff.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 594,865	\$ 789,562	\$ 698,210	\$ 879,425
PERSONNEL BENEFITS	201,140	282,524	249,836	318,679
SUPPLIES	71,591	117,770	97,572	107,899
CAPITAL < \$5000	2,423	6,250	5,178	6,250
REPAIR AND MAINTENANCE	245,888	154,670	128,144	185,768
OTHER SERVICES	17,533	22,708	18,814	31,950
CONTRACTED SERVICES	73,178	139,066	115,216	37,056
CAPITAL EQUIPMENT	449,361	32,448	32,448	48,234
CAPITAL BUILDINGS AND GROUNDS	169,069	-	-	-
CAPITAL- SPECIAL PROJECTS	276,501	498,946	498,946	326,301
<b>TOTAL</b>	<b>\$ 2,101,548</b>	<b>\$ 2,043,944</b>	<b>\$ 1,844,364</b>	<b>\$ 1,941,562</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
ADMINISTRATIVE ASSISTANT I - STREETS	0.250	0.250	0.250	0.250
ASSET MANAGEMENT TECHNICIAN <sup>6</sup>	0.200	0.200	0.200	0.300
ASSISTANT DIRECTOR OF PUBLIC WORKS <sup>1</sup>	0.000	0.120	0.120	0.000
CITY ENGINEER <sup>2,6</sup>	0.400	0.350	0.350	0.330
CREW LEADER - DRAINAGE	3.000	3.000	3.000	3.000
DEPUTY CITY ENGINEER	0.200	0.200	0.200	0.200
DIRECTOR OF PUBLIC WORKS <sup>2,6</sup>	0.050	0.100	0.100	0.200
DIRECTOR OF TRANSPORTATION <sup>6</sup>	0.250	0.250	0.250	0.330
EQUIPMENT OPERATOR I - DRAINAGE	5.500	5.500	5.500	5.500
EQUIPMENT OPERATOR II - CLEANER	2.000	2.000	2.000	2.000
EQUIPMENT OPERATOR II - STREETS/DRAINAGE	3.000	3.000	3.000	3.000
FOREMAN - DRAINAGE	1.000	1.000	1.000	1.000
GIS ANALYST <sup>4</sup>	0.400	0.400	0.400	0.400
GIS MODELER <sup>6</sup>	0.000	0.000	0.000	0.200
GIS SPECIALIST <sup>4</sup>	0.200	0.200	0.000	0.000
MULTI-MEDIA SPECIALIST <sup>3,5</sup>	0.000	0.050	0.050	0.000
PROJECT ENGINEER <sup>4</sup>	0.200	0.200	0.000	0.000
PROJECT MANAGER - PUBLIC WORKS <sup>4,6</sup>	0.000	0.000	0.200	0.330
SENIOR PROJECT ENGINEER <sup>6</sup>	0.200	0.200	0.200	0.100
STORMWATER PROGRAM SPECIALIST	1.000	1.000	1.000	1.000
STREETS & DRAINAGE SERVICES MANAGER <sup>6</sup>	0.250	0.250	0.250	0.500
UTILITY TECHNICIAN II	0.500	0.500	0.500	0.500
<b>TOTAL</b>	<b>19.600</b>	<b>19.770</b>	<b>19.570</b>	<b>20.140</b>

1 - In FY 2020, a second Assistant Director of Public Works position was created to support operations for Fleet Services, Solid Waste and Transportation (Drainage, Streets and Traffic Control). This position was split funded - 33% Solid Waste, 11% Traffic Control, 11% Streets, 33% Fleet Services and 12% Drainage.

2 - In FY 2020, the funding allocation for City Engineer was changed to 30% Engineering, 35% Drainage and 35% Public Works Administration. In addition, the funding allocation for Director of Public Works was changed to 20% Engineering, 10% Drainage, 70% Public Works Administration.

3 - In FY 2020, a Multi-Media Specialist position was created. This position was split funded - 55% General Fund, 25% Water/Wastewater Fund (Public Works Admin), 15% Hotel/Motel Fund (Mayborn Center) and 5% Drainage Fund.

4 - During FY 2020, the following reclassifications occurred: GIS Specialist to GIS Analyst (Funded 100% in IT) and Project Engineer to Project Manager.

5 - In FY 2021, a Multi-Media Specialist position will have a change in funding to 100% Marketing & Communications in the General Fund.

6 - In FY 2021, the following funding distributions will be changed: Asset Management Technician - 40% IT, 30% Drainage, 30% PW Admin, Assistant Director of Public Works - 50% Solid Waste, 50% Fleet Services, City Engineer - 34% Engineering, 33% Drainage, 33% PW Admin, Director of Public Works - 10% Engineering, 20% Drainage, 70% PW Admin, Director of Transportation - 33% Traffic Control, 34% Streets, 33% Drainage, GIS Modeler - 25% Drainage, 75% PW Admin, Project Manager - 34% Engineering, 33% Drainage, 33% PW Admin, Senior Project Engineer - 45% Engineering, 10% Drainage, 45% PW Admin, and Streets & Drainage Services Manager - 50% Streets, 50% Drainage.

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
OPERATING TRANSFERS OUT - DEBT SERVICE	\$ 264,169	\$ 440,419	\$ 440,419	\$ 609,280
OPERATING TRANSFERS OUT - GENERAL FUND	-	291,462	291,462	299,261
<b>TOTAL</b>	<b>\$ 264,169</b>	<b>\$ 731,881</b>	<b>\$ 731,881</b>	<b>\$ 908,541</b>

Transactions related to transfers out are performed by the Finance Department.

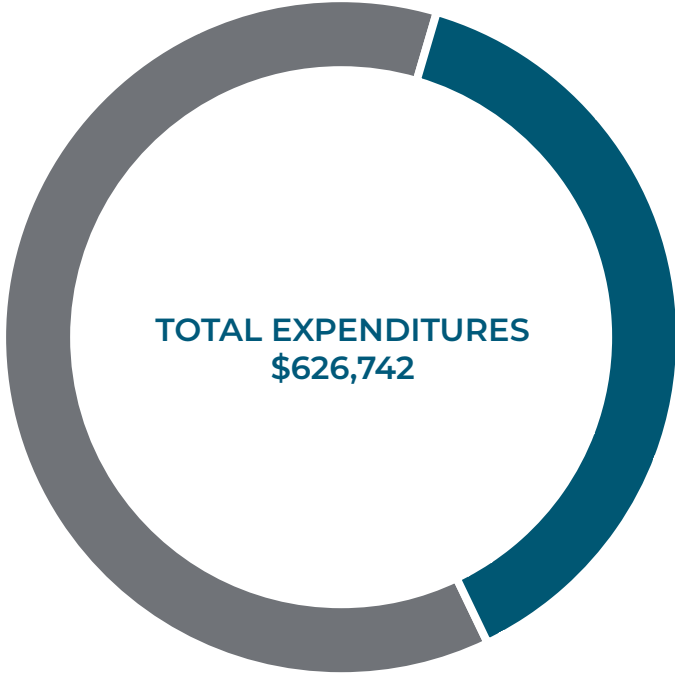
# REVENUES & EXPENDITURES

FEDERAL/STATE GRANT FUND REVENUES BY SOURCES



■ CDBG Federal Grant 100%

FEDERAL/STATE GRANT FUND EXPENDITURES BY TYPE



■ Operations 65.59%  
■ Personnel 34.41%



## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2018-2019	AMENDED Budget 2019-2020	FORECAST 2019-2020	ADOPTED Budget 2020-2021
<b>CDBG Federal Grant</b>	\$ 725,226	\$ 1,060,747	\$ 1,060,747	\$ 626,742
<b>Federal Grants</b>	1,513,208	2,286,835	2,286,835	-
<b>State Grants</b>	70,208	147,847	147,847	-
<b>TOTAL INTERGOVERNMENTAL REVENUES</b>	<b>\$ 2,308,642</b>	<b>\$ 3,495,429</b>	<b>\$ 3,495,429</b>	<b>\$ 626,742</b>
<b>Transfer In</b>	\$ 983,044	\$ 1,436,283	\$ 1,436,283	\$ -
<b>Transfer In - Law Enforce Block Grant</b>	13,039	11,461	11,461	-
<b>TOTAL OTHER FINANCING SOURCES (TRANSFERS)</b>	<b>\$ 996,083</b>	<b>\$ 1,447,744</b>	<b>\$ 1,447,744</b>	<b>\$ -</b>
<b>REVENUE TOTAL - FEDERAL/STATE GRANT FUND</b>	<b>\$ 3,304,725</b>	<b>\$ 4,943,173</b>	<b>\$ 4,943,173</b>	<b>\$ 626,742</b>

## SUMMARY & PERSONNEL SCHEDULE

Community Development is responsible for investing in neighborhood revitalization throughout the community by:

- Coordinating the U.S. Department of Housing and Urban Development block grants and related programs,
- Providing integrated services that link inputs with long term positive outcomes for Temple residents,
- Fostering collaborative relationships with public service agencies and residents, and
- Working through caring and motivated professionals who contribute towards shaping Temple as a community of choice in Central Texas.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 19,337	\$ 58,841	\$ 58,841	\$ 71,907
PERSONNEL BENEFITS	3,687	11,339	11,339	13,920
SUPPLIES	518	1,000	1,000	1,000
CAPITAL <\$5000	352	-	-	-
OTHER SERVICES	4,891	4,951	4,951	17,545
CONTRACTED SERVICES	26,023	41,500	41,500	16,500
<b>TOTAL</b>	<b>\$ 54,809</b>	<b>\$ 117,631</b>	<b>\$ 117,631</b>	<b>\$ 120,872</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
GRANT COORDINATOR <sup>1</sup>	0.250	0.500	0.000	0.000
GRANT MANAGER <sup>1</sup>	0.000	0.000	0.500	0.650
NEIGHBORHOOD REVITALIZATION MANAGER	0.000	0.200	0.200	0.200
SENIOR PLANNER	1.000	0.250	0.250	0.250
<b>TOTAL</b>	<b>1.250</b>	<b>0.950</b>	<b>0.950</b>	<b>1.100</b>

During the budget process each position funded within the Federal/State Grant Fund is evaluated based on program needs and available resources. Therefore, personnel distributions amongst the divisions within the Federal/State Grant Fund will be adjusted accordingly each fiscal year.

<sup>1</sup> - During FY 2020, the Grant Coordinator position was reclassified to a Grant Manager position.

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATED 2020	ADOPTED 2021
CONTRACTED SERVICES	\$ 35,012	\$ 10,000	\$ 10,000	\$ 289,190
CAPITAL BUILDINGS AND GROUNDS	562,586	-	-	-
<b>TOTAL</b>	<b>\$ 597,598</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 289,190</b>

This department/division does not have any associated personnel.

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATED 2020	ADOPTED 2021
SALARIES	\$ -	\$ 46,676	\$ 46,676	\$ 14,733
PERSONNEL BENEFITS	-	9,098	9,098	2,865
CAPITAL < \$5000	-	-	-	-
OTHER SERVICES	-	8,400	8,400	8,400
CONTRACTED SERVICES	-	154,626	154,626	76,472
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 218,800</b>	<b>\$ 218,800</b>	<b>\$ 102,470</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATED 2020	ADOPTED 2021
ASSISTANT DIRECTOR OF TRANSFORM TEMPLE	0.340	0.340	0.340	0.100
CODE COMPLIANCE OFFICER	0.340	0.250	0.250	0.000
GRANT COORDINATOR	0.050	0.100	0.000	0.000
GRANT MANAGER <sup>1</sup>	0.000	0.000	0.100	0.100
NEIGHBORHOOD REVITALIZATION MANAGER	0.200	0.100	0.100	0.000
<b>TOTAL</b>	<b>0.930</b>	<b>0.790</b>	<b>0.790</b>	<b>0.200</b>

During the budget process each position funded within the Federal/State Grant Fund is evaluated based on program needs and available resources. Therefore, personnel distributions amongst the divisions within the Federal/State Grant Fund will be adjusted accordingly each fiscal year.

<sup>1</sup> - During FY 2020, the Grant Coordinator position was reclassified to a Grant Manager position.

## SUMMARY & PERSONNEL SCHEDULE

<b>SUMMARY</b>				
<b>CATEGORIES</b>	<b>ACTUAL 2019</b>	<b>BUDGET 2020</b>	<b>ESTIMATED 2020</b>	<b>ADOPTED 2021</b>
SALARIES	\$ 56,552	\$ 82,229	\$ 82,229	\$ 33,144
PERSONNEL BENEFITS	10,847	22,817	22,817	3,977
SUPPLIES	-	40,000	40,000	-
CONTRACTED SERVICES	5,421	8,460	8,460	2,000
<b>TOTAL</b>	<b>\$ 72,820</b>	<b>\$ 153,506</b>	<b>\$ 153,506</b>	<b>\$ 39,121</b>
<b>PERSONNEL SCHEDULE</b>				
<b>POSITION TITLE</b>	<b>ACTUAL 2019</b>	<b>BUDGET 2020</b>	<b>ESTIMATED 2020</b>	<b>ADOPTED 2021</b>
CODE COMPLIANCE OFFICER <sup>1</sup>	0.000	1.500	1.500	1.500
NEIGHBORHOOD REVITALIZATION MANAGER	0.340	0.000	0.000	0.000
RESOURCES COORDINATOR	1.000	0.750	0.750	0.750
<b>TOTAL</b>	<b>1.340</b>	<b>2.250</b>	<b>2.250</b>	<b>2.250</b>

During the budget process each position funded within the Federal/State Grant Fund is evaluated based on program needs and available resources. Therefore, personnel distributions amongst the divisions within the Federal/State Grant Fund will be adjusted accordingly each fiscal year.

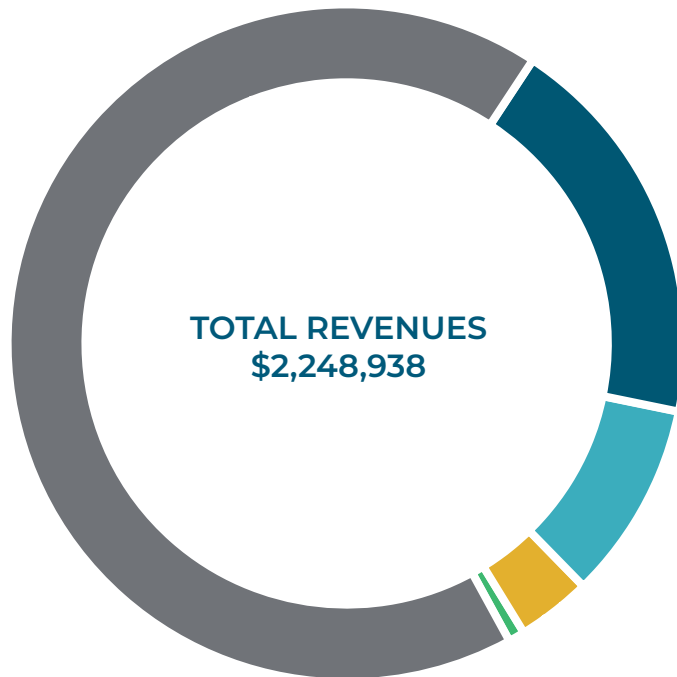
1 - In FY 2020, an additional Code Compliance Officer was added.

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATED 2020	ADOPTED 2021
SALARIES	\$ -	\$ 62,624	\$ 62,624	\$ 61,904
PERSONNEL BENEFITS	-	19,083	19,083	13,185
OTHER SERVICES	-	6,515	6,515	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 88,222</b>	<b>\$ 88,222</b>	<b>\$ 75,089</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATED 2020	ADOPTED 2021
POLICE OFFICER	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>

## REVENUES & EXPENDITURES

HOTEL/MOTEL TAX FUND REVENUES BY SOURCES



- Non Property Taxes **77.22%**
- Charges for Services: Mayborn Center **19.22%**
- Charges for Services: Railroad Museum **3.33%**
- Other **0.21%**
- Charges for Services: Tourism Marketing **0.02%**

HOTEL/MOTEL TAX FUND EXPENDITURES BY TYPE



- Personnel **63.01%**
- Operations **33.78%**
- Transfers Out **3.00%**
- Debt Services **0.16%**
- Capital **0.05%**

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2018-2019	AMENDED Budget 2019-2020	FORECAST 2019-2020	ADOPTED Budget 2020-2021
Penalty and Interest	\$ 4,173	\$ 1,500	\$ 6,321	\$ 1,575
Hotel/Motel Occupancy Tax	1,704,575	1,712,073	1,055,985	1,664,346
Bell County HOT	74,438	82,019	82,019	70,716
<b>TOTAL NON PROPERTY TAXES</b>	<b>\$ 1,783,186</b>	<b>\$ 1,795,592</b>	<b>\$ 1,144,325</b>	<b>\$ 1,736,637</b>
Facility Rental/Civic Center	\$ 118,677	\$ 115,000	\$ 82,500	\$ 117,300
Equipment Rental/Civic Center	40,162	43,000	30,700	43,860
Catering Fees/Civic Center	21,030	16,000	9,100	16,320
Temporary Service Charges	16,764	16,000	12,300	16,320
Tips/Gratuity Charges	14,325	8,000	4,500	8,160
Catering Food Service Sales/Civic Center	86,726	95,000	61,000	96,900
Catering Equipment Rentals	23,049	18,000	15,300	18,360
Food Sales	22,760	21,000	14,100	21,420
Beverage Sales	7,140	6,750	3,350	6,885
Alcoholic Beverage-Cash Sales	127,368	85,000	45,000	86,700
<b>TOTAL CHARGES FOR SERVICES - MAYBORN CENTER</b>	<b>\$ 478,002</b>	<b>\$ 423,750</b>	<b>\$ 277,850</b>	<b>\$ 432,225</b>



## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2018-2019	AMENDED Budget 2019-2020	FORECAST 2019-2020	ADOPTED Budget 2020-2021
Museum/Fundraising	\$ 11,714	\$ 14,000	\$ 8,500	\$ 14,280
Museum/Facility Rental	22,018	20,000	15,000	20,400
Museum/Equipment Rental	1,735	1,500	1,227	1,530
Museum/Restricted Donations	1,059	-	3,306	-
Donations	3,109	1,500	1,500	1,020
Museum/Store Sales	19,375	20,000	10,000	20,400
Museum/Memberships	3,660	5,000	3,145	5,100
Museum/Admissions	13,572	12,000	8,209	12,240
<b>TOTAL CHARGES FOR SERVICES - MUSEUM</b>	<b>\$ 76,242</b>	<b>\$ 74,000</b>	<b>\$ 50,887</b>	<b>\$ 74,970</b>
Other Downtown	\$ 1,150	\$ -	\$ 932	\$ -
Visitor Center/Historic Markers	225	-	250	-
Visitor Center/Store Sales	511	300	300	306
<b>TOTAL CHARGES FOR SERVICES - VISITOR CENTER</b>	<b>\$ 1,886</b>	<b>\$ 300</b>	<b>\$ 1,482</b>	<b>\$ 306</b>
Interest Income	\$ 29,260	\$ 27,600	\$ 27,363	\$ 4,800
Insurance Claims	5,000	-	-	-
Other Revenues	691	-	576	-
Donations/Gifts	4,200	-	-	-
Over/Under Account	17	-	-	-
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 39,168</b>	<b>\$ 27,600</b>	<b>\$ 27,939</b>	<b>\$ 4,800</b>
<b>REVENUE TOTAL - HOTEL/MOTEL TAX FUND</b>	<b>\$ 2,378,483</b>	<b>\$ 2,321,242</b>	<b>\$ 1,502,483</b>	<b>\$ 2,248,938</b>

## SUMMARY & PERSONNEL SCHEDULE

The Mayborn Convention Center host international, national, and state conventions, as well as trade shows, banquets, and events. Staff is responsible for generating event-driven revenue by providing clients with outstanding service and consistently exceeding their expectations. Staff is responsible for securing future business and economic benefits to make Temple a destination of choice.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 559,082	\$ 554,234	\$ 552,571	\$ 581,480
PERSONNEL BENEFITS	163,494	168,266	167,761	186,727
SUPPLIES	33,415	38,337	35,864	26,160
CAPITAL < \$5000	7,360	22,620	21,161	-
REPAIR AND MAINTENANCE	22,878	30,529	28,560	28,754
OTHER SERVICES	26,189	28,805	26,947	22,590
CONTRACTED SERVICES	122,973	157,187	147,048	130,224
COST OF GOODS SOLD	106,375	98,563	92,206	94,500
CAPITAL EQUIPMENT	229	2,073	2,073	1,215
CAPITAL BUILDINGS AND GROUNDS	22,260	25,000	25,000	-
CAPITAL- SPECIAL PROJECTS	-	19,500	19,500	-
<b>TOTAL</b>	<b>\$ 1,064,255</b>	<b>\$ 1,145,114</b>	<b>\$ 1,118,692</b>	<b>\$ 1,071,650</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF PARKS AND RECREATION	0.050	0.050	0.050	0.050
CONVENTION & VISITOR BUREAU DIRECTOR <sup>2,4</sup>	0.000	0.000	0.500	0.000
CONVENTION & VISITOR BUREAU MANAGER <sup>2</sup>	0.500	0.500	0.000	0.000
CREW LEADER - EVENTS	1.000	1.000	1.000	1.000
CUSTODIAN & MAINTENANCE TECHNICIAN I	2.000	2.000	2.000	2.000
DIRECTOR OF PARKS AND RECREATION	0.100	0.100	0.100	0.100
EVENTS COORDINATOR	1.000	1.000	1.000	1.000
FOOD & BEVERAGE COORDINATOR	1.000	1.000	1.000	1.000
FOOD & BEVERAGE SPECIALIST	1.000	1.000	1.000	1.000
MULTI-MEDIA SPECIALIST <sup>1,3</sup>	0.000	0.150	0.150	0.000
OPERATION MANAGER - CONVENTION CENTER	1.000	1.000	1.000	1.000
PART-TIME POSITIONS	5.750	5.750	5.750	5.750
SALES & MARKETING SPECIALIST	2.000	2.000	2.000	2.000
<b>TOTAL</b>	<b>16.400</b>	<b>16.550</b>	<b>16.550</b>	<b>15.900</b>

1 - In FY 2020, a Multi-Media Specialist position was created. This position was split funded - 55% General Fund, 25% Water/Wastewater Fund (Public Works Admin), 15% Hotel/Motel Fund (Mayborn Center), and 5% Drainage Fund.

2 - During FY 2020, the Convention & Visitor Bureau Manager was reclassified to a Convention & Visitor Bureau Director.

3 - In FY 2021, the Multi-Media Specialist funding allocation will change to 100% Marketing & Communications in the General Fund.

4 - In FY 2021, the Convention & Visitor Bureau Director position will be unfunded.

## SUMMARY & PERSONNEL SCHEDULE

The Railroad and Heritage Museum is responsible for inspiring visitors to discover the rich railroad heritage and technological history that shaped our community. Staff is responsible for operating and maintaining the Museum as the educational destination for our community to explore its past and present. Staff also provides the tools to serve as a national research resource for the history of the Santa Fe Railroad and the railroads of Texas.

1 - In FY 2020, the part-time Custodian & Maintenance Technician position became full-time.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 220,341	\$ 244,169	\$ 243,436	\$ 253,673
PERSONNEL BENEFITS	61,780	78,795	78,559	77,802
SUPPLIES	43,141	43,350	40,554	32,800
CAPITAL < \$5000	1,211	10,920	10,216	-
REPAIR AND MAINTENANCE	13,039	22,910	21,432	25,910
OTHER SERVICES	26,586	38,370	35,895	40,370
CONTRACTED SERVICES	49,292	82,902	77,555	56,024
COST OF GOODS SOLD	8,840	10,100	9,449	7,600
CAPITAL BUILDINGS AND GROUNDS	89,484	15,000	15,000	-
<b>TOTAL</b>	<b>\$ 513,714</b>	<b>\$ 546,516</b>	<b>\$ 532,096</b>	<b>\$ 494,179</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ASSISTANT DIRECTOR OF PARKS AND RECREATION	0.050	0.050	0.050	0.050
CUSTODIAN & MAINTENANCE TECHNICIAN I <sup>1</sup>	0.750	1.000	1.000	1.000
MUSEUM ARCHIVIST	1.000	1.000	1.000	1.000
MUSEUM COORDINATOR	1.000	1.000	1.000	1.000
MUSEUM CURATOR	1.000	1.000	1.000	1.000
MUSEUM DEVELOPMENT ASSISTANT - PT	0.500	0.500	0.500	0.500
MUSEUM MANAGER	1.000	1.000	1.000	1.000
OFFICE ASSISTANT II - PT	0.500	0.500	0.500	0.500
<b>TOTAL</b>	<b>5.800</b>	<b>6.050</b>	<b>6.050</b>	<b>6.050</b>

## SUMMARY & PERSONNEL SCHEDULE

The Tourism department is responsible for increasing the number of leisure visitors to Temple, along with the hotel occupancy tax revenue and sales tax revenue. Staff is responsible for developing events and attractions as well as community partnerships and initiatives that will enhance Temple’s unique destination experience.

1 - In FY 2020, a Destination Marketing Manager position was added. The Office Assistant II position was reclassified to a Visitor Services Specialist.

2 - During FY 2020, the Convention & Visitor Bureau Manager was reclassified to a Convention & Visitor Bureau Director.

3 - In FY 2021, the Downtown Development Coordinator will be funded 100% out of Main Street Program and the Destination Marketing Manager will be funded 100% out of Destination Marketing.

4 - In FY 2021, the Convention & Visitor Bureau Director position will be unfunded.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ 172,255	\$ 265,110	\$ 264,315	\$ 96,448
PERSONNEL BENEFITS	53,878	78,322	78,087	32,227
SUPPLIES	79,387	73,750	68,993	45,074
CAPITAL < \$5000	3,903	4,881	4,566	-
REPAIR AND MAINTENANCE	6,000	3,250	3,040	3,250
OTHER SERVICES	58,793	57,735	54,011	42,232
CONTRACTED SERVICES	241,334	265,410	248,291	125,608
COST OF GOODS SOLD	308	300	281	300
CAPITAL EQUIPMENT	5,920	95,000	95,000	-
<b>TOTAL</b>	<b>\$ 621,778</b>	<b>\$ 843,758</b>	<b>\$ 816,583</b>	<b>\$ 345,139</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
ASSISTANT DIRECTOR OF PARKS AND RECREATION	0.250	0.250	0.250	0.250
CONVENTION & VISITOR BUREAU DIRECTOR <sup>2,4</sup>	0.000	0.000	0.500	0.000
CONVENTION & VISITOR BUREAU MANAGER <sup>2</sup>	0.500	0.500	0.000	0.000
DESTINATION MARKETING MANAGER <sup>1,3</sup>	0.000	1.000	1.000	0.000
DIRECTOR OF PARKS AND RECREATION	0.000	0.000	0.000	0.000
DOWNTOWN DEVELOPMENT COORDINATOR <sup>3</sup>	1.000	1.000	1.000	0.000
OFFICE ASSISTANT II <sup>1</sup>	1.000	0.000	0.000	0.000
PROGRAM COORDINATOR	1.000	1.000	1.000	1.000
VISITOR SERVICES SPECIALIST <sup>1</sup>	0.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>3.750</b>	<b>4.750</b>	<b>4.750</b>	<b>2.250</b>

## SUMMARY & PERSONNEL SCHEDULE

The Destination Marketing department is responsible for developing promotions and initiatives to position Temple as a unique destination experience. Tourism is an important economic driver for the City of Temple and surrounding areas. The Destination Marketing department is responsible for promoting the destination with the intent of increasing the hotel occupancy tax revenue and sales tax revenue by increasing travel to the area, both business and leisure.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ -	\$ -	\$ -	\$ 79,997
PERSONNEL BENEFITS	-	-	-	17,689
SUPPLIES	-	-	-	43,342
OTHER SERVICES	-	-	-	14,550
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 155,578</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
DESTINATION MARKETING MANAGER <sup>1</sup>	0.000	0.000	0.000	1.000
<b>TOTAL</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>1.000</b>

<sup>1</sup> - In FY 2021, the Destination Marketing Manager will be 100% funded out of Destination Marketing.

## SUMMARY & PERSONNEL SCHEDULE

The Temple Main Street Program is a public private collaboration between the City of Temple and downtown Temple merchants, property owners, and other downtown stakeholders through which the City and these stakeholders work together on downtown improvement activities. The Main Street Program is a City of Temple program, but it also works under the rules and guidelines of the statewide and national Main Street networks. Temple’s program was accepted as a Texas state Main Street Program in 2017, and in 2020 it was recognized, based on program performance, with formal accreditation as a National Main Street Program.

1 - In FY 2021, the Downtown Development Coordinator will be funded 100% out of Main Street Program.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
SALARIES	\$ -	\$ -	\$ -	\$ 69,017
PERSONNEL BENEFITS	-	-	-	22,004
SUPPLIES	2,314	8,850	8,279	2,350
CAPITAL < \$5000	166	300	281	-
OTHER SERVICES	6,210	11,070	10,356	11,945
CONTRACTED SERVICES	10,199	14,589	13,649	6,000
CAPITAL EQUIPMENT	-	25,000	25,000	-
<b>TOTAL</b>	<b>\$ 18,889</b>	<b>\$ 59,809</b>	<b>\$ 57,565</b>	<b>\$ 111,316</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
DOWNTOWN DEVELOPMENT COORDINATOR <sup>1</sup>	0.000	0.000	0.000	1.000
<b>TOTAL</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>1.000</b>

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
PRINCIPAL RETIREMENT	\$ 3,261	\$ 3,360	\$ 3,360	\$ 3,460
INTEREST AND FISCAL CHARGES	263	166	166	64
<b>TOTAL</b>	<b>\$ 3,524</b>	<b>\$ 3,526</b>	<b>\$ 3,526</b>	<b>\$ 3,524</b>

Transactions related to debt service are performed by the Finance Department.

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
OPERATING TRANSFERS OUT - DEBT SERVICE	\$ -	\$ -	\$ -	\$ 67,552
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 67,552</b>

Transactions related to transfers out are performed by the Finance Department.



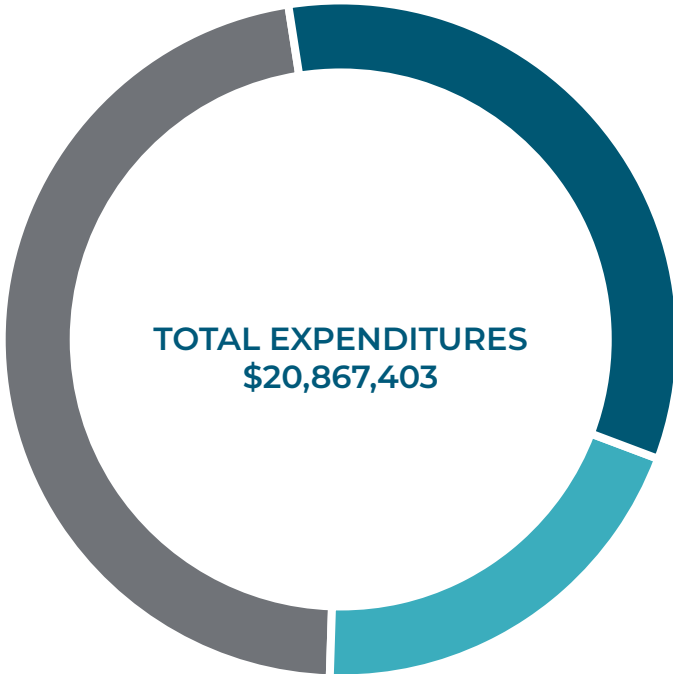
# REVENUES & EXPENDITURES

REINVESTMENT ZONE NO. 1 FUND REVENUES BY SOURCES



- Ad Valorem Taxes **97.11%**
- Sale of Land **2.56%**
- License & Permits **0.18%**
- Interest **0.15%**

REINVESTMENT ZONE NO. 1 FUND EXPENDITURES BY TYPE



- Capital **46.17%**
- Debt Service **37.04%**
- Operations **16.79%**

REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2018-19	AMENDED <sup>1</sup> Budget 2019-2020	FORECAST 2019-2020	ADOPTED <sup>1</sup> Budget 2020-2021
Current AD Valorem	\$ 17,593,678	\$ 18,407,184	\$ 18,407,184	\$ 19,416,744
Delinquent AD Valorem	70,533	106,560	106,560	-
<b>TOTAL TAXES</b>	<b>\$ 17,664,212</b>	<b>\$ 18,513,744</b>	<b>\$ 18,513,744</b>	<b>\$ 19,416,744</b>
Temple & Cen Tex Railway Inc.	\$ 72,958	\$ 76,954	\$ 76,954	\$ 36,000
<b>TOTAL LICENSE &amp; PERMITS</b>	<b>\$ 72,958</b>	<b>\$ 76,954</b>	<b>\$ 76,954</b>	<b>\$ 36,000</b>
Federal Grants	\$ 274,395	\$ 571	\$ 571	\$ -
State Grants	50,000	50,000	50,000	-
<b>TOTAL INTERGOVERNMENTAL REVENUE</b>	<b>\$ 324,395</b>	<b>\$ 50,571</b>	<b>\$ 50,571</b>	<b>\$ -</b>
Interest Income	\$ 949,415	\$ 485,709	\$ 485,709	\$ 30,000
City Leases	9,165	9,165	9,165	-
Sale of Land	197,846	-	-	512,000
Miscellaneous Reimbursements	625,000	625,000	625,000	-
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 1,781,426</b>	<b>\$ 1,119,874</b>	<b>\$ 1,119,874</b>	<b>\$ 542,000</b>
Bond Proceeds	\$ -	\$ 14,868,450	\$ 14,868,450	\$ -
Refunding Bonds	-	16,750,000	16,750,000	-
<b>TOTAL OTHER FINANCING SOURCES (TRANSFERS)</b>	<b>\$ -</b>	<b>\$ 31,618,450</b>	<b>\$ 31,618,450</b>	<b>\$ -</b>
<b>REVENUE TOTAL - REINVESTMENT ZONE NO. 1 FUND</b>	<b>\$ 19,842,991</b>	<b>\$ 51,379,593</b>	<b>\$ 51,379,593</b>	<b>\$ 19,994,744</b>

1 - As amended in the Financing Plan approved by the Reinvestment Zone No. 1 Board on 08/26/20 and Council on 09/17/20.

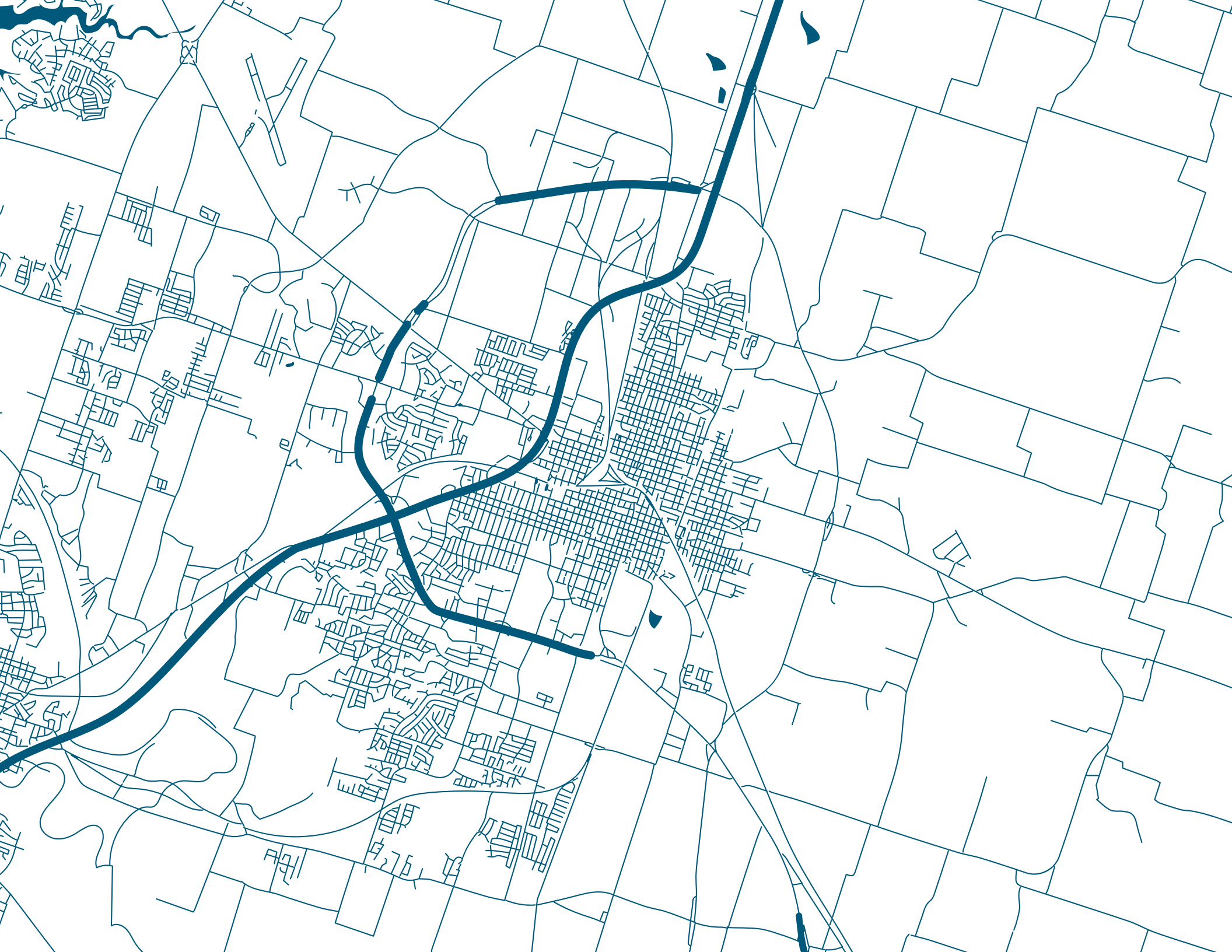
## SUMMARY & PERSONNEL SCHEDULE

The Reinvestment Zone No. 1 was created in 1982 as a Tax Increment Fund to aid in industrial and commercial expansion. The Zone maintains and makes improvements within the zone with the incremental taxes received from tax levies on an annual basis. These improvements may be made with operating capital or by issuing tax-supported debt.

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED <sup>1</sup> 2021
SUPPLIES	\$ 466	\$ -	\$ -	\$ -
OTHER SERVICES	478,722	715,439	715,439	639,784
CONTRACTED SERVICES	1,294,506	2,589,976	2,589,976	2,863,775
LAND ACQUISITION	758	-	-	6,000,000
CAPITAL BUILDINGS AND GROUNDS	1,339,507	100,000	100,000	100,000
CAPITAL- SPECIAL PROJECTS	6,738,668	29,953,550	29,953,550	3,535,000
CAPITAL- BONDS	5,146,238	-	-	-
PRINCIPAL RETIREMENT	4,745,000	4,730,000	4,730,000	5,530,000
INTEREST AND FISCAL CHARGES	2,465,399	2,472,738	2,472,738	2,198,844
<b>TOTAL</b>	<b>\$ 22,209,264</b>	<b>\$ 40,561,703</b>	<b>\$ 40,561,703</b>	<b>\$ 20,867,403</b>

1 - As amended in the Financing Plan approved by the Reinvestment Zone No. 1 Board on 08/26/20 and Council on 09/17/20.

This category/department does not have any associated personnel.

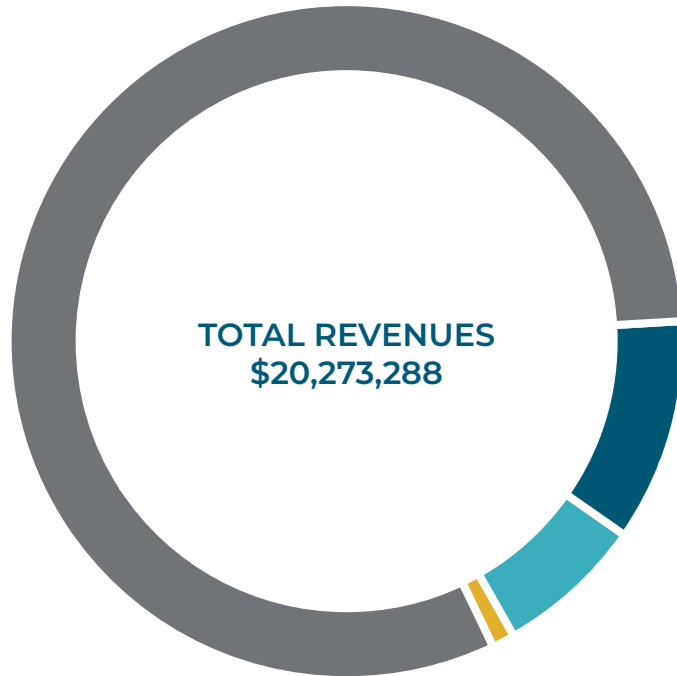


# DEBT SERVICE FUND



## REVENUES & EXPENDITURES

DEBT SERVICE FUND REVENUES BY SOURCES



- Ad Valorem Taxes **82.98%**
- Transfers **9.62%**
- Intergovernmental Revenues **7.28%**
- Interest and Other **0.12%**

DEBT SERVICE FUND EXPENDITURES BY TYPE



- Debt Service **100%**

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2018-19	Amended Budget 2019-2020	FORECAST 2019-20	ADOPTED Budget 2020-2021
Current AD Valorem	\$ 13,954,890	\$ 15,649,169	\$ 15,649,169	\$ 16,870,974
Discount Current Tax	(330,385)	(328,800)	(378,433)	(380,000)
Delinquent AD Valorem	57,979	158,072	158,072	170,414
Penalty and Interest	96,943	90,000	90,000	95,000
<b>TOTAL TAXES</b>	<b>\$ 13,779,427</b>	<b>\$ 15,568,441</b>	<b>\$ 15,518,808</b>	<b>\$ 16,756,388</b>
Interest Income	\$ 156,631	\$ 120,000	\$ 120,000	\$ 24,000
TX Pass Through Financing	1,505,000	1,505,000	1,505,000	1,505,000
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 1,661,631</b>	<b>\$ 1,625,000</b>	<b>\$ 1,625,000</b>	<b>\$ 1,529,000</b>
Original Issues Premium	\$ 415,355	\$ -	\$ -	\$ -
Refunding Bonds	4,880,000	-	-	-
Transfer In	1,770,969	2,257,365	2,257,365	1,987,900
<b>TOTAL OTHER FINANCING SOURCES (TRANSFERS)</b>	<b>\$ 7,066,324</b>	<b>\$ 2,257,365</b>	<b>\$ 2,257,365</b>	<b>\$ 1,987,900</b>
<b>REVENUE TOTAL - DEBT SERVICE FUND</b>	<b>\$ 22,507,381</b>	<b>\$ 19,450,806</b>	<b>\$ 19,401,173</b>	<b>\$ 20,273,288</b>

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2019	BUDGET 2020	ESTIMATE 2020	ADOPTED 2021
PRINCIPAL RETIREMENT	\$ 9,560,000	\$ 12,235,000	\$ 12,235,000	\$ 13,375,952
INTEREST AND FISCAL CHARGES	6,433,238	7,119,415	7,119,415	6,897,336
AMORTIZATION AND BOND ISSUE	55,171	-	-	-
OPERATING TRANSFERS OUT	5,285,213	-	-	-
<b>TOTAL</b>	<b>\$ 21,333,621</b>	<b>\$ 19,354,415</b>	<b>\$ 19,354,415</b>	<b>\$ 20,273,288</b>

Debt service fund is managed by the Finance Department.



# CAPITAL IMPROVEMENT PROGRAM



## CAPITAL IMPROVEMENTS DESCRIPTION

The **Capital Improvement Program** (CIP) is a long-range plan which identifies large scale projects that will further support the City of Temple and the strategic commitments to its citizens. The FY 2021-2028 CIP is based upon the needs of the community and focuses on projects that will repair, maintain, and grow the following project categories:

- Equipment
- Facilities
- Drainage
- Mobility
- Parks
- Public Safety
- Utilities
- Reinvestment Zone No. 1

The Capital Improvement Program develops projects in these areas, provides a planning schedule for implementation and identifies options for financing each plan. The planning schedule is representative of project prioritizations, timing considerations, and financing options. The projects and schedules are scoped to accommodate potential growth and development while remaining flexible to address unexpected critical capital needs that may arise.

The CIP Team consists of department heads and is led by the City Manager. The team meets monthly to continually:

- assess the City’s changing needs;
- develop projects to meet those needs;
- implement projects based on readiness; and
- evaluate the impact of projects underway and completed.

In conjunction with community input, one tool that the CIP Team uses to guide its planning efforts is the development of Master Plans specific to the various project categories. These Master Plan documents help identify the city’s uniquely diversified capital needs and offer input into the roadmap of the CIP Team’s objectives. For example:

- a) The Water & Wastewater Master Plan was completed in May 2019 to identify and address utility service needs within the City. Many of the projects identified in the Utilities CIP section are the result of that study.
- b) FY 2020 began the 8th year of the ten-year Mobility Capital Improvement Program. As such, the CIP Team is pursuing development of its next Mobility Master Plan.
- c) A Solid Waste Master Plan began in July 2019. While the deliverables of that plan are nearing completion, a significant result of that plan will be a New Solid Waste and Recycling Facility within the Facilities Capital Improvement Program.

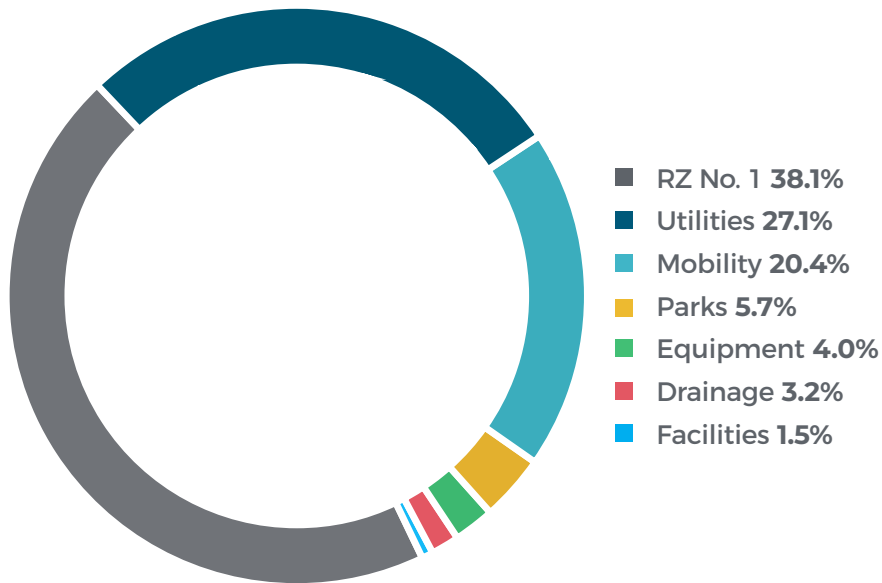
**Routine capital expenditures** are those that are included in almost every budget and will have no significant additional impact on the operating budget. Routine capital items include vehicle replacements, computer hardware and/or software, furniture and fixtures, water and wastewater line improvements, and treatment plant equipment. The Annual Operating Budget, Federal/State Grant Funds, Assigned Fund Balance and Retained Earnings are the primary non-debt sources of funding that typically cover these routinely recurring items. These routine capital expenditures are listed as capital outlay under each fund summary in the Financial Plan.

The Capital Improvement Program is focused on **non-routine capital expenditures** that are large scale, generally exceeding \$100,000, and would otherwise cause a significant impact on the operating budget. Because these projects are long lasting physical improvements, debt financing allows these non-routine capital expenditures to be incurred over a fixed period of several future years and helps distribute the burden of the cost of these items over more generations of users. Debt financing options available include:

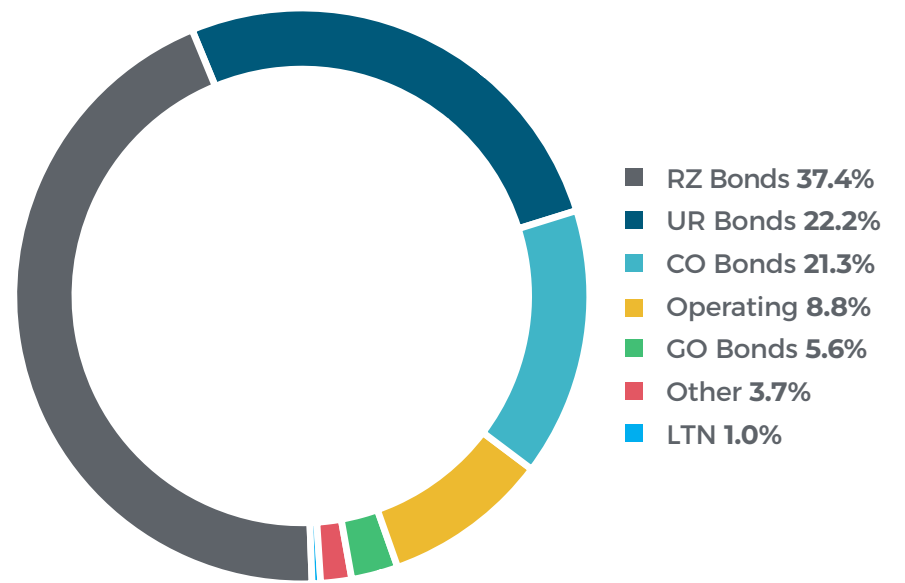
- Certificates of Obligation Bonds (CO)
- General Obligation Bonds (GO)
- Limited Tax Notes (LTN)
- Utility Revenue Bonds (UR)
- Reinvestment Zone #1 Revenue Bonds (RZ)

The FY 2020 Capital Improvement Team is currently managing \$266,059,921 in routine and non-routine capital across the various project categories and available funding sources.

CAPITAL IMPROVEMENTS BY CATEGORY



CAPITAL IMPROVEMENTS BY FUNDING SOURCE



## CAPITAL IMPROVEMENT PROGRAM SUMMARY

While more than \$25,000,000 in current projects near completion, the FY 2021 Adopted Budget includes an additional \$164,570,400 in non-routine capital expenditures. The following sections provide additional detail about the proposed list of projects that make up the FY 2021-2028 Capital Improvement Program.

	2021	2022	2023	2024	2025	2026	2027	2028	Total
<b>Equipment [LTN]</b>	\$ 1,965,400	\$ 1,666,300	\$ 1,992,300	\$ 1,030,800	\$ 1,697,300	\$ 1,292,100	\$ 1,500,000	\$ 2,000,000	\$ 13,144,200
<b>Equipment - Public Safety [CO]</b>	-	1,300,000	810,000	1,070,000	-	700,000	687,000	700,000	5,267,000
<b>Facilities [CO]</b>	10,700,000	-	1,350,000	-	-	-	-	-	12,050,000
<b>Drainage [CO]</b>	2,000,000	2,885,000	3,358,500	3,365,000	3,238,000	3,339,000	3,043,000	3,000,000	24,228,500
<b>Mobility [CO]</b>	38,775,000	20,565,000	5,400,000	25,000,000	25,000,000	5,000,000	5,000,000	5,000,000	129,740,000
<b>Parks [GO]</b>	-	-	12,335,000	12,335,000	8,330,000	-	-	-	33,000,000
<b>Public Safety [CO]</b>	175,000	12,225,000	10,000,000	-	-	-	-	-	22,400,000
<b>Utilities [UR]</b>	110,955,000	30,700,000	31,750,000	41,800,000	27,450,000	19,650,000	-	17,000,000	279,305,000
<b>Reinvestment Zone [RZ]</b>	-	40,000,000	-	-	-	-	-	-	40,000,000
<b>TOTAL</b>	<b>\$ 164,570,400</b>	<b>\$ 109,341,300</b>	<b>\$ 66,995,800</b>	<b>\$ 84,600,800</b>	<b>\$ 65,715,300</b>	<b>\$ 29,981,100</b>	<b>\$ 10,230,000</b>	<b>\$ 27,700,000</b>	<b>\$ 559,134,700</b>

## EQUIPMENT DESCRIPTION

The City of Temple Fleet department prepares an annual replacement schedule for approximately 680 assets. Replacement recommendations are made based on age, hours/mileage, maintenance, and expected useful life of the equipment. Replacements, such as police vehicles and utility trucks, are typically considered routine capital. Assets in the heavy equipment category, such as fire engines and solid waste trucks, can place a significant impact on the operating budget, so it can become necessary to include these replacements as part of the Equipment Capital Improvement Program.



## EQUIPMENT DESCRIPTION

### PUBLIC SAFETY – FIRE

Engine 5 is a 2004 Crimson Spartan Gladiator that underwent refurbishment in 2018. This refurbishment was intended to extend the life of the truck as a frontline engine, as well as ensure its useful life as a reserve unit once replacement was scheduled. This unit is scheduled for replacement in 2022. Given the continued growth, number of three-or-more story apartment complexes and their locations across the City, staff has recommended this engine be upgraded to a 100' ladder truck.

#### Line 1 – Fire Truck at \$1,300,000

Engine 3 is one of three 2008 Crimson Spartan Gladiator engines in Fire's fleet. Staff is recommending replacement in 2023 in order improve the useful life status of engines in reserve status, thereby improving the overall reliability of fire equipment and service. The remaining 2008 Crimson Spartan Gladiator engines, Engine 4 and Engine 2, are scheduled for replacement in 2027 and 2028.

#### Line 2 – Fire Engines at \$2,197,000

The Fire department has two 2012 Ford F550 squad vehicles, as well as a 2004 Spartan Rescue Vehicle scheduled for replacement in 2024. These replacements are based on forecasted mileage and maintenance needs.

#### Line 3 – Rescue Vehicle (1) at \$750,000

#### Line 4 – Squad Vehicles (2) at \$320,000

Aircraft Rescue and Firefighting (ARFF) is a special category of firefighting that involves the response, hazard mitigation, evacuation and possible rescue of passengers and crew of an aircraft involved in an airport ground emergency. This equipment has a life cycle of 20-25 years. The current 1998 E-One ARFF is scheduled for replacement in 2026.

#### Line 5 – Aircraft Rescue and Firefighting Truck at \$700,000

### PUBLIC SAFETY

Mobile Data Laptops are installed in Police and Fire vehicles throughout the City. The rate of technology change is increasing at a rapid pace, resulting in shorter life cycles and faster system development. To create an effective and sustainable technology plan, it is recommended that the City replace

the Police and Fire Mobile Data Laptops every four years. This will result in a systematic technology replacement that meets industry standards, facilitates standardization efforts, improves operating efficiency, and provides for an effective disposal strategy for used equipment. The associated equipment includes docking stations for the new laptops, Cradle Point routers for data communications, and tablets for staff to use in the field.

#### Line 7 – Mobile Data Laptop Systems at \$860,000

### AIRPORT & PARKS

The Parks department maintains roadsides, medians, open spaces, city facilities and all park spaces for a total of approximately 2,500 acres. There are currently six heavy equipment mowers (\$90,000 to \$120,000 each) in Parks' fleet and one dedicated to Airport. The Fleet department is forecasting the replacement of four of these mowers within the eight year planning window.

#### Line 6 - Heavy Equipment Mowers at \$415,000



## EQUIPMENT DESCRIPTION

### SOLID WASTE

The solid waste department currently has five different route types:

- residential refuse and recycling,
- residential brush and bulk refuse,
- commercial frontload refuse,
- commercial sideload refuse, and
- commercial roll-off refuse.

A total of 35 frontline trucks and 9 spares run these routes. The typical life of these trucks should be 7-8 years, which is reflected in the replacement funding schedule.

**Line 8 – Residential Refuse Vehicles at \$4,699,400**

**Line 9 – Frontload Refuse Vehicles at \$1,446,900**

**Line 10 – Roll-off Refuse Vehicles at \$1,087,800**

**Line 11 – Brush/Bulk Refuse Vehicles at \$1,795,300**

**Line 12 – Sideload Refuse Vehicles at \$623,000**

However, the Fleet department analysis of the current equipment related to hours and maintenance is forecasting many of the newer vehicles to have a reduced life cycle closer to six years. To help alleviate the stress on current equipment while providing exceptional service, City staff added an additional residential route, frontload route, and roll-off route in FY 2020. Staff is recommending an additional residential route in 2023 (personnel to staff route is in 2024).

**Line 13 – Residential Refuse Vehicle – Proposed New Route at \$324,700**

### STREETS & TRAFFIC CONTROL

The Streets and Traffic Control departments regularly utilize heavy equipment in their day to day operations maintaining 1,174 lane miles and 71 signals. The Fleet department is forecasting the replacement of a tire loader, four dump trucks, a patch truck, a bucket truck and an aerial lift within the six-year planning window. An additional dump truck is being added to equip the new reconstruction crew in FY 2020. An additional

patch truck has also been slated for funding to support the additional patch crew in FY 2023.

**Line 14 – Heavy Equipment Replacements at \$1,682,100**

**Line 15 – Heavy Equipment Additions at \$210,000**



# EQUIPMENT FUNDING SCHEDULE

+ Addition  
 ↑ Upgrade  
 ↻ Replace

EQUIPMENT - PUBLIC SAFETY		QTY	FY 2021	QTY	FY 2022	QTY	FY 2023	QTY	FY 2024	QTY	FY 2025	QTY	FY 2026	QTY	FY 2027	QTY	FY 2028	Total		
1	Fire Engine (Upgrade to Truck) (Station 5)	-	\$ -	1	\$ 1,300,000	↑	-	\$ -	-	\$ -	-	-	\$ -	-	\$ -	-	\$ -	1,300,000		
2	Fire Engines (Station 3)	-	-	-	-	1	810,000	↻	-	-	-	-	-	1	687,000	↻	1	700,000	↻	2,197,000
3	Rescue Vehicle (Station 3)	-	-	-	-	-	-	-	1	750,000	↻	-	-	-	-	-	-	750,000		
4	Squad Vehicles (Stations 1 and 6)	-	-	-	-	-	-	-	2	320,000	↻	-	-	-	-	-	-	320,000		
5	Aircraft Rescue & Firefighting Truck (Airport)	-	-	-	-	-	-	-	-	-	-	1	700,000	↻	-	-	-	700,000		
<b>TOTAL FUNDED BY COs FOR PUBLIC SAFETY</b>			\$ -		\$ 1,300,000		\$ 810,000		\$ 1,070,000		\$ -		\$ 700,000		\$ 687,000		\$ 700,000	\$ 5,267,000		

EQUIPMENT	QTY	FY 2021	QTY	FY 2022	QTY	FY 2023	QTY	FY 2024	QTY	FY 2025	QTY	FY 2026	QTY	FY 2027	QTY	FY 2028	Total								
<b>AIRPORT &amp; PARKS</b>																									
6	Heavy Equipment Mowers	1	\$ 92,000	↻	-	\$ -	-	\$ -	2	\$ 231,800	↻	-	\$ -	1	\$ 91,200	↻	-	\$ -	\$ 415,000						
<b>PUBLIC SAFETY</b>																									
7	Mobile Data Laptop Systems	120	\$ 430,000	↻	-	\$ -	-	\$ -	-	\$ -	135	\$ 430,000	↻	-	\$ -	-	\$ -	\$ 860,000							
<b>SOLID WASTE</b>																									
8	Residential Refuse Vehicles (12 Routes)	1	\$ 356,000	↻	2	\$ 732,000	↻	2	\$ 748,000	↻	-	\$ -	2	\$ 662,400	↻	2	\$ 786,000	↻	3	\$ 1,020,000	↻	1	\$ 395,000	↻	\$ 4,699,400
9	Frontload Refuse Vehicles (7 Routes)	2	710,800	↻	1	366,100	↻	-	-	-	-	-	-	-	-	1	370,000	↻	1,446,900						
10	Rolloff Refuse Vehicles (7 Routes)	1	143,200	↻	1	146,100	↻	1	150,600	↻	1	155,000	↻	1	162,900	↻	1	165,000	↻	1,087,800					
11	Brush/Bulk Refuse Vehicles (7 Routes)	1	138,400	↻	1	202,500	↻	-	-	-	1	216,800	↻	1	252,000	↻	1	229,600	↻	3	756,000	↻	1,795,300		
12	Sideload Refuse Vehicles (2 Routes)	-	-	-	-	-	1	309,000	↻	-	-	-	-	-	-	1	314,000	↻	623,000						
13	Residential Refuse Vehicles - Proposed New Route	-	-	-	-	1	324,700	+	-	-	-	-	-	-	-	-	-	324,700							
<b>STREETS &amp; TRAFFIC CONTROL</b>																									
14	Heavy Equipment Replacements	1	\$ 95,000	↻	2	\$ 219,600	↻	1	\$ 250,000	↻	3	\$ 644,000	↻	3	\$ 388,100	↻	-	\$ -	1	\$ 85,400	↻	-	\$ -	\$ 1,682,100	
15	Heavy Equipment Additions	-	-	-	-	1	210,000	+	-	-	-	-	-	-	-	-	-	210,000							
<b>TOTAL FUNDED BY LTNs FOR EQUIPMENT</b>			\$ 1,965,400		\$ 1,666,300		\$ 1,992,300		\$ 1,030,800		\$ 1,697,300		\$ 1,292,100		\$ 1,500,000		\$ 2,000,000	\$ 13,144,200							



## FACILITIES DESCRIPTION

The City owns and maintains more than 40 buildings throughout the City. The buildings provide the office spaces necessary to administer City services for our community. In addition, many of the facilities provide recreational, cultural, and social experiences for citizens.

The FY 2021 – 2028 business plan includes significant investments to current facilities. Facilities such as the Library and City Hall will see upgrades to improve citizen experience while ensuring these facilities are maintained to high standards of quality, functionality, and safety.

The most significant proposed facility addition is the construction of a Solid Waste and Recycling Facility. The City initiated the curbside recycling program in 2014. To maintain a high-quality Solid Waste and Recycling Program, a new facility is needed that will provide for an efficient, effective, and fiscally responsible operation.

As other building conditions are identified, the prioritization of the proposed facilities improvement projects may be shifted.



## FACILITIES DESCRIPTION

Building A of the Service Center was built in 2002 to house several city services: transportation, water & wastewater, parks & recreation, and solid waste. Over the years, the services based out of Building A have changed and the number of city personnel reporting to the service center has grown. Today Building A houses: transportation, water & wastewater, engineering, public works administration, and environmental programs. In 2010, 88 employees reported to the service center. By the end of FY2020, 130 employees will report to Building A. Based on projected staffing levels, 210 employees will report to the service center by 2025 and more than 265 employees by 2040. The original building site was designed to accommodate growth and expansion.

### Line 2 – Public Works Service Center Expansion at 2,870,000



The City took over the transfer operations of recyclables from Balcones Recycling in April 2017, including the lease of the transfer facility and equipment (in-place shredder, conveyor and bailer). During that transition, a MRF (Material Recovery Facility) processing options analysis was completed which suggested that if the City did take over the transfer operations, it should find or build a more suitable building for operations and administration. Since then, the Solid Waste department has grown its customer support and administration staff to keep up with residential and commercial growth within the City. To address these needs, a comprehensive Solid Waste Master Plan began in July 2019. In addition to route and rate studies, two key initiatives of this plan are:

- A conceptual design for a possible new recycling transfer facility (Task 4 of the plan)
- A facility needs assessment to address existing and future solid waste management requirements for collection, recycling, processing, disposal, maintenance and administration (Task 5 of the plan)

Ideally, existing City owned property could be utilized to build a high-quality transfer station with new in-place equipment and an attached administration building to accommodate the Solid Waste departmental staff.

### Line 1 – New Solid Waste and Recycling Facility at \$6,530,000

Renovations are needed to improve the space utilization of approximately 5,100 square feet on the 1st floor of City Hall. The renovation will consolidate the Planning & Development Department and City Secretary Office into one unified space with one public service lobby. The improvements will also create additional office spaces, while providing for several meeting spaces that will also accommodate public election polling.

### Line 3 – City Hall First Floor Improvements at \$1,300,000

SERVICE CENTER COMPLEX	FY 2021
1 New Solid Waste and Recycling Facility	\$ 6,530,000
2 Public Works Service Center Expansion	2,870,000
3 City Hall First Floor Improvements	1,300,000
<b>TOTAL FUNDED BY COs FOR FACILITIES</b>	<b>\$ 10,700,000</b>

## FACILITIES DESCRIPTION

Due to the number and size of key buildings in the City’s facility system, historic building preservation and replacement of standard equipment can place a significant impact on the operating budget. Therefore, it can become necessary to finance renovations and improvements such as roof replacements, elevator refurbishments and HVAC systems.

**Line 1 – Heating, Ventilation, and Air Conditioning at \$685,000**

**Line 2 - Interior and Exterior Renovations at \$230,000**

**Line 3 – Elevator Refurbishments at \$125,000**

**Line 4 – Access and Surveillance Upgrades at \$240,000**

**Line 5 – Roof Replacements at \$70,000**

FACILITIES IMPROVEMENTS	FY 2023
<b>1 Heating, Ventilation, and Air Conditioning</b>	\$ 685,000
Historic Post Office	
Parks Centralized Administration Building	
City Hall	
<b>2 Interior and Exterior Renovations</b>	230,000
Library Lighting	
Sammons Golf Course Maintenance Building	
Gober House (Community Center)	
Jeff Hamilton Building	
<b>3 Elevator Refurbishments</b>	125,000
Elevator Refurbishment - Historic Post Office	
<b>4 Access and Surveillance Upgrades</b>	240,000
Multi Location	
<b>5 Roof Replacements</b>	70,000
Fire Stations #2, #3 & #7	
<b>TOTAL FUNDED BY COs FOR FACILITIES</b>	<b>\$ 1,350,000</b>



## DRAINAGE DESCRIPTION

The Drainage Division of the Streets Department was developed in 1998 to address the City of Temple drainage concerns. The Drainage Division is responsible for the maintenance of stormwater drainage infrastructure, including creeks, concrete drainage flumes, and grassed detention ponds. Drainage engineering design criteria related to future development are detailed out in the cities Stormwater Management Policy.

At the beginning of FY 2018, the City sought a proposal for a two-phase drainage modeling assessment.

The project scope included:

- providing regional stream and regional pond models;
- recommending regional detention pond locations and sizing;
- identifying projects to mitigate structural and property flooding along creeks;
- identifying projects to mitigate roadway crossings flooding at creeks;
- updating National Flood Insurance Program (NFIP) Maps and Flood Insurance Rate Maps (FIRM), and
- proposing solutions to address inaccessible streams and creeks for city maintenance.

In addition, city staff is selecting focus areas of concern related to properties flooding outside of creek flood plains.

Preliminary Projects have been identified from Phase I of the assessment with the highest priority projects slated for funding in FY 2020. Phase II of the assessment began in Spring of FY 2019. Additional future projects will be identified as the assessment process continues with an anticipated completion in early Fall of 2020.



## DRAINAGE DESCRIPTION

Phase I of the assessment focused on the three largest drainage basins: Pepper Creek, Bird Creek, and Friars Creek. These watersheds extend to the Leon River comprising of approximately 35 square miles of study area.

### PEPPER CREEK DRAINAGE PROJECTS

The Thompson Addition is an older low-lying neighborhood with repeated drainage issues during storm events. Drainage improvements consist of grading new channels to provide positive drainage out to the Thompson Channel.

**Line 6 – Thompson Addition Drainage Improvements at \$550,000**

### BIRD CREEK DRAINAGE PROJECTS

Bird Creek Detention Pond is a proposed on-line regional detention pond designed to provide a 4.2% reduction in flow at the confluence of Bird Creek with the Leon River. The proposed detention volume is 265-acre feet.

**Line 8 – Bird Creek Detention Pond at \$4,025,000**

Briar Cliff Road Drainage Improvements consist of removing existing undersized culverts and replacing with a 10x9 foot box culvert, raising the road one foot and lowering the creek invert while widening the channel. The project includes 1,700 lineal feet of channel improvements. The improvements will eliminate flooding in 11 homes and eliminate road overtopping.

**Line 7 – Briar Cliff Road Drainage Improvements at \$3,870,000**

### MOBILITY RELATED DRAINAGE PROJECTS

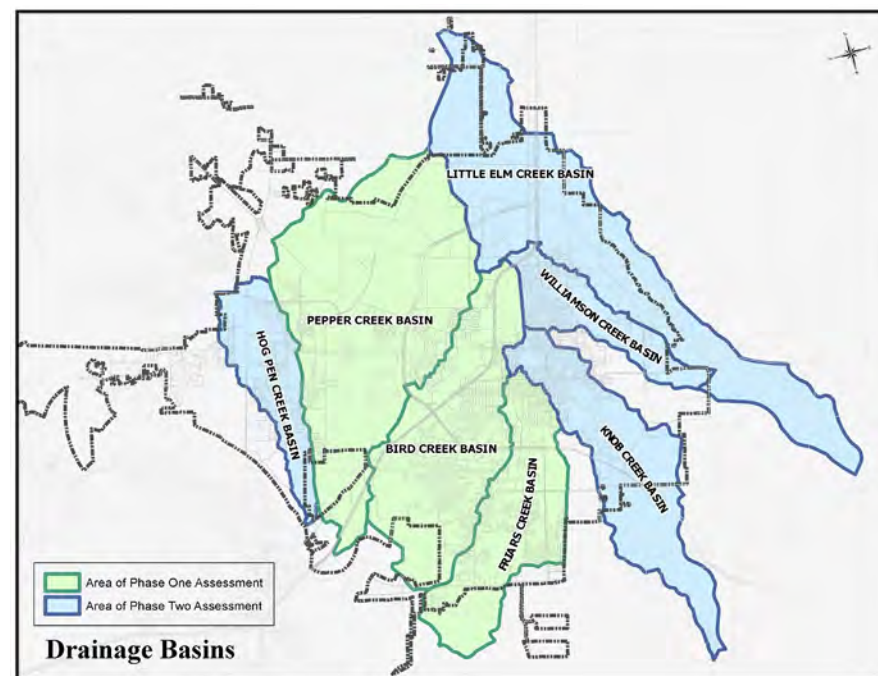
During the construction of roadway upgrades and extensions, it is prudent to include water, wastewater, and drainage improvements. The details on the projects below are discussed within the mobility section, but funding for the drainage portion of the improvements is identified here.

**Line 1 – South Pea Ridge Road at \$1,200,000**

**Line 2 – Canyon Creek Road / Blackland Road Extension at \$800,000**

**Line 3 – Hartrick Bluff Road Reconstruction at \$1,255,000**

**Line 4 – North Pea Ridge Road, Phase II at \$1,130,000**



### STAFF RECOMMENDED DRAINAGE PROJECTS

Inverness Road Drainage improvements is a staff recommended project within the Hog Pen Creek Basin for the purpose of reducing channel overflow into residential properties. The project includes removal and replacement of undersized culverts and re-grading the existing channel to include a concrete bottom.













**Line 5 - Inverness Road Drainage Improvements at \$500,000**

There are four significant basins that remain to be addressed in Phase II: Williamson Creek, Little Elm Creek, Hog Pen Creek, and Knob Creek. These watersheds extend to the City of Temple Extra Territorial Jurisdiction (ETJ) comprising of approximately 31 square miles of study area. Additional future projects will be identified as the assessment process continues with an anticipated completion in early Fall of 2020.

**Line 9 - Modeling Assessment Phase II - Future Projects at \$10,898,500**

# DRAINAGE FUNDING SCHEDULE

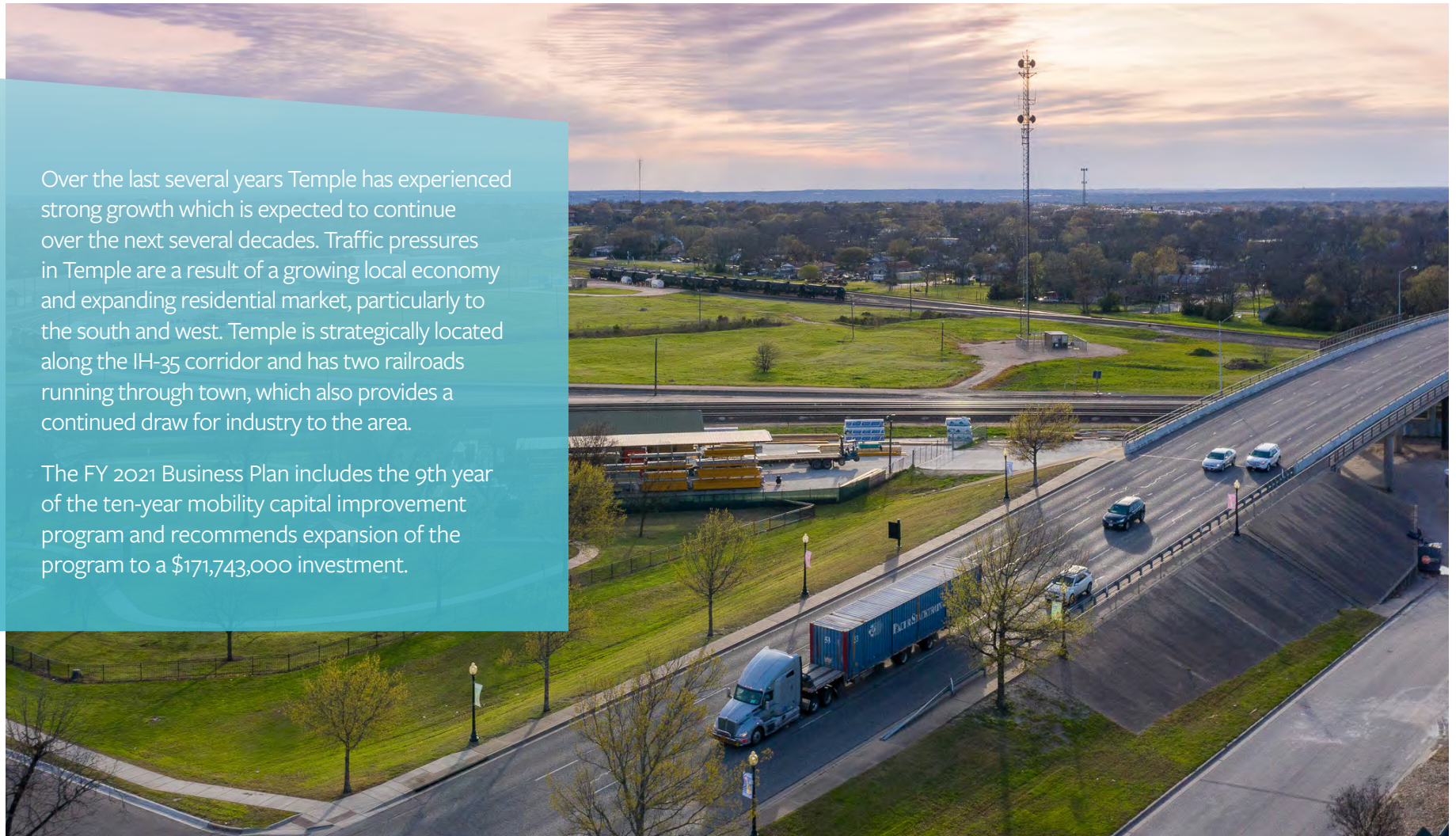
 Design 
  Right-of-Way 
  Construction

DRAINAGE PROJECTS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
1 South Pea Ridge Road [Mobility]	\$ 1,200,000 	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000
2 Canyon Creek/Blackland Extension [Mobility]	800,000 	-	-	-	-	-	-	-	800,000
3 Hartrick Bluff Road Reconstruction [Mobility]	- 	1,255,000 	-	-	-	-	-	-	1,255,000
4 North Pea Ridge Road, Phase II [Mobility]	- 	1,130,000 	-	-	-	-	-	-	1,130,000
5 Inverness Road Drainage Improvements	-	500,000 	-	-	-	-	-	-	500,000
6 Thompson Addition Drainage Improvements	-	-	550,000  	-	-	-	-	-	550,000
7 Briar Cliff Road Drainage Improvements	-	-	-	-	531,000  	3,339,000 	-	-	3,870,000
8 Bird Creek Detention Pond	-	-	-	-	982,000  	-	3,043,000 	-	4,025,000
9 Modeling Assessment, Phase II - Future Projects	-	-	2,808,500   	3,365,000   	1,725,000   	-	-	3,000,000   	10,898,500
<b>TOTAL FUNDED BY COs FOR DRAINAGE</b>	<b>\$ 2,000,000</b>	<b>\$ 2,885,000</b>	<b>\$ 3,358,500</b>	<b>\$ 3,365,000</b>	<b>\$ 3,238,000</b>	<b>\$ 3,339,000</b>	<b>\$ 3,043,000</b>	<b>\$ 3,000,000</b>	<b>\$ 24,228,500</b>

## MOBILITY DESCRIPTION

Over the last several years Temple has experienced strong growth which is expected to continue over the next several decades. Traffic pressures in Temple are a result of a growing local economy and expanding residential market, particularly to the south and west. Temple is strategically located along the IH-35 corridor and has two railroads running through town, which also provides a continued draw for industry to the area.

The FY 2021 Business Plan includes the 9th year of the ten-year mobility capital improvement program and recommends expansion of the program to a \$171,743,000 investment.



## MOBILITY DESCRIPTION

The North Pea Ridge Road, Phase I project consists of roadway improvements to North Pea Ridge Road from West Adams Avenue to Prairie View Road. Improvements include an expanded pavement section with continuous left-turn lane, pedestrian facilities, drainage conveyance, and water utilities.

### Line 3 – North Pea Ridge Road, Phase I at \$4,920,000

The Hartrick Bluff Road Reconstruction project consists of roadway improvements from FM 93 to Waters Dairy Road. Improvements include an expanded pavement section with continuous left-turn lane, pedestrian facilities, drainage conveyance, and water utilities. Improvement will take this rural road and turn it into a collector providing service to residential subdivisions along this corridor including recently annexed areas south of FM 93.

### Line 8 – Hartrick Bluff Road Reconstruction at \$6,445,000

In FY 2019 the Temple Independent School District (TISD) requested that the City begin the design process for the future extension of Canyon Creek / Blackland Road eastward to provide needed connectivity and utilities to a new school site. As a direct result, FY 2020 saw increased planning and development activity along with voluntary annexations in this area resulting in needed improvements to Little River Road which serves as a connector between Blackland Road and I-14 / Loop 363.

### Line 5 - Little River Road Improvements at \$3,200,000

### Line 6 - Canyon Creek/Blackland Road Extension at \$3,500,000

Beyond the current ten-year mobility capital improvement program, the next step to developing a safe, connected and well-maintained mobility system that incorporates all modes of travel will be the development of a Mobility Master Plan (funded in FY 2020). This long-range planning tool will provide the city with multimodal master plans and priority projects to best support its growth.

### Line 11 - Mobility Master Plan, Future Projects at \$28,100,000

Phases III & IV of the Kegley Roadway improvements will extend from the end of Phase II to the intersection of Charter Oak Drive. Improvements include expanded pavement sections with a continuous left turn lane, pedestrian facilities, drainage conveyance, utilities, and an elevated bridge structure over Pepper Creek. Improvements will take this rural road and turn it into a minor arterial providing an alternate route for traffic from IH-35 to the west side of town.

### Line 1 - Kegley Roadway Improvements, Phase III & IV at \$9,750,000

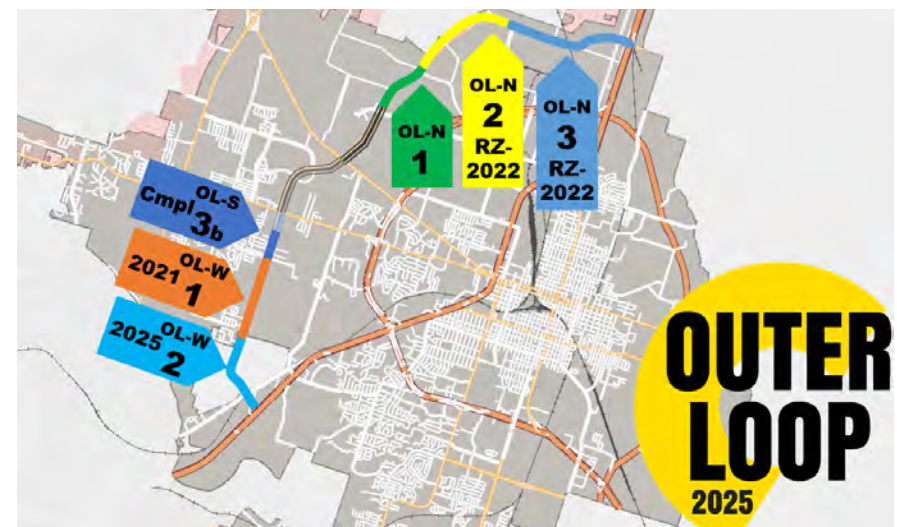
The Outer Loop will ultimately create a new major arterial loop around Temple, connecting regional employment centers to neighborhoods and interstate commerce. This loop strategically combines several existing roadways and thoroughfares, including Moores Mill Road, Old Howard Road, Hilliard Road, Research Parkway, and Old Waco Road. Several segments in west Temple have already been completed. The segment from IH-35 along Research Parkway will provide direct connectivity along the new thoroughfare between freight companies and IH-35. From the Outer Loop, drivers benefit from a short trip to the Draughon-Miller Airport and direct connectivity to the proposed 750-lot Westfield mixed-use development while the 300+ acre Crossroads Athletic Park. The nearest section of IH-35 carries 78,656 vehicle per day, while 15,020 vehicles travel daily on northwest Loop 363. Allowing this traffic to disperse onto the Outer Loop will significantly reduce congestion delays.

Outer Loop West, Phase I was submitted for funding through the Killeen-Temple Metropolitan Planning Organization (KTMPPO) Calls for Projects in 2018 and was awarded \$8,300,000 in funding.

### Line 2 - Outer Loop West, Phase I at \$5,400,000

Outer Loop West, Phase II will be submitted for funding through the next Killeen-Temple Metropolitan Planning Organization (KTMPPO) Calls for Projects.

### Line 13 - Outer Loop West, Phase II at \$9,900,000





## MOBILITY DESCRIPTION

The South Pea Ridge Road Phase I project consists of roadway improvements from Poison Oak Road to Hogan Road. Improvements include an expanded pavement section with continuous left-turn lane, pedestrian facilities, drainage conveyance, and water utilities. Improvement will take this rural road and turn it into a collector providing service to residential subdivisions along this corridor.

**Line 7 – South Pea Ridge from Westwood Hills to Poison Oak at \$3,400,000**

The North 42nd Street reconstruction project consists of roadway improvements to North 42nd Street from Lavendusky Drive to Hillcrest Road and Loop 363. Improvements include an expanded pavement section with continuous left-turn lane, pedestrian facilities, drainage conveyance, and water utilities. The project has been added to the plan in response to both citizen requests for street improvements and planned development activity in the area.

**Line 9 – 42nd Street Reconstruction at \$400,000**

The TxDOT projected designation of Loop 363/SH 36 as I-14 may require City of Temple participation. City participation is estimated to consist of one percent of the project cost. The one percent estimate is based on ten percent of right of way acquisition and utility relocation costs.

**Line 12 – Designation of I-14, City Participation at \$1,500,000**

The technology associated with signal management continues to improve at a rapid pace. Monitoring of signal timing, malfunctioning and troubleshooting can be done remotely improving reliability and reducing manhours required to make repairs. It is important to continually update this equipment to current technology standards through regular signal replacement, upgrades, and additions as needed.

**Line 14 – Upgrade Signals to Add Communication Module at \$105,000**

**Line 15 – Signal Replacements, Upgrades, and Additions at \$750,000**

East Central is a well-travelled thoroughfare connecting IH-35 to downtown with a high school, a grocery store, and several neighborhoods all along the way. The sidewalk contains several gaps that need to be addressed to provide a safe route next to this busy roadway.

**Line 16 – East Central Sidewalks at \$300,000**

Temple prioritizes connecting people with the places and spaces they most utilize. Though no specific use is identified, the CIP team recognizes the need to allocate funding for additional sidewalks, trails and grant matches as the need arises.

**Line 17 – Sidewalk/Trail Connections – Grant Match at \$250,000**

A pavement condition survey with associated asset collections for all City streets is currently underway with anticipated completion in July 2020. Ultimately the work plan developed with this project will serve as the road map for pavement preservation and street maintenance projects over the course of the next eight years.

**Line 18 – Pavement Preservation and Reconstruction at \$20,000,000**

The creation of a neighborhood planning program identifies 18 Neighborhood Planning Districts (NPD) that form the core of the community. Within the next eight-year planning window, each district will receive a conceptual design which will include mobility and pedestrian improvements. To date, two concept plans have been completed and three more are underway. Future projects resulting from these conceptual designs are being planned for annually so that projects identified in each district can ultimately be prioritized and funded.

**Line 21 – NPD, Quarterly Concept Plans at \$1,300,000**

**Line 20 – NPD, Area at Ave E and Ave H (Ferguson Park District) at \$1,850,000**

**Line 19 – Neighborhood Planning Districts, Future Projects at \$17,500,000**

The city took over ownership, management and operations of Hillcrest Cemetery in FY 2019. Hillcrest Cemetery is on approximately 68 acres of historic grounds with the first marked burials tracing back to the late 1870s. Key gravesites listed on the Hillcrest Cemetery historical walking tour include the founders of Scott & White Hospital and Temple's historic Hawn Hotel.

**Line 22 – Repairs to Roads and Drainage Pipes, Hillcrest Cemetery at \$400,000**

# MOBILITY FUNDING SCHEDULE

 Design 
  Right-of-way 
  Construction

MOBILITY PROJECTS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
<b>CAPACITY &amp; CONNECTIVITY</b>									
1 Kegley Roadway Improvements, Phase III & IV	\$ 9,750,000 🚧	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,750,000
2 ^Outer Loop West, Phase I	5,400,000 🚧	-	-	-	-	-	-	-	5,400,000
3 North Pea Ridge Road, Phase I	4,920,000 🚧	-	-	-	-	-	-	-	4,920,000
4 Poison Oak, Phase I & II	3,750,000 🚧	-	-	-	-	-	-	-	3,750,000
5 Little River Road Improvements	3,200,000 🚧	-	-	-	-	-	-	-	3,200,000
6 Canyon Creek Drive/Blackland Road Extension	3,500,000 🚧	-	-	-	-	-	-	-	3,500,000
7 South Pea Ridge - Westwood Hills to Poison Oak	3,400,000 🚧	-	-	-	-	-	-	-	3,400,000
8 Hartrick Bluff Road Reconstruction	-	6,445,000 🚧	-	-	-	-	-	-	6,445,000
9 42nd Street Reconstruction	-	4,000,000 🚧	-	-	-	-	-	-	4,000,000
10 North Pea Ridge Road, Phase II	-	3,420,000 🚧	-	-	-	-	-	-	3,420,000
11 Mobility Master Plan, Future Projects	-	-	-	18,000,000	10,100,000	-	-	-	28,100,000
12 Designation of I-14, City Participation	-	-	-	1,500,000 ↔	-	-	-	-	1,500,000
13 Outer Loop West, Phase II	-	-	-	-	9,900,000 🚧	-	-	-	9,900,000
<b>PUBLIC SAFETY</b>									
14 Upgrade Signals to Add Communication Module	\$ 105,000 🚧	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105,000
15 Signal Replacements, Upgrades, and Additions	-	750,000	-	-	-	-	-	-	750,000
<b>SIDEWALK &amp; TRAIL CONNECTIONS</b>									
16 East Central Sidewalks	\$ -	\$ 300,000 🚧	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
17 Sidewalks/Trail Connections - Grant Match	-	250,000	-	-	-	-	-	-	250,000
<b>PRESERVATION PROGRAM</b>									
18 Pavement Preservation and Reconstruction	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 20,000,000
19 Neighborhood Planning Districts (NPD), Future Projects	-	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	17,500,000
20 NPD, Area at Ave E and Ave H (Ferguson Park District)	1,850,000 🚧↔	-	-	-	-	-	-	-	1,850,000
21 NPD, Quarterly Concept Plans	400,000	400,000	400,000	100,000	-	-	-	-	1,300,000
22 Repairs to Roads and Drainage Pipes - Hillcrest Cemetery	-	-	-	400,000 🚧	-	-	-	-	400,000
<b>TOTAL FUNDED BY COs FOR MOBILITY</b>	<b>\$ 38,775,000</b>	<b>\$ 20,565,000</b>	<b>\$ 5,400,000</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ 129,740,000</b>

^KTMPo Grant Funding Approved (\$8.3M)

## PARKS DESCRIPTION



The 2019 Parks, Recreation, Open Space and Trails Master Plan was adopted in December 2019. An allocation of \$33,000,000 in FY 2021 had been planned for a potential Parks Capital Improvement Program as a general obligation bond program to be voted on in May 2020. Due to recent events, and in the interest of public health and safety, the election was canceled.

The Financial Plan has been amended and now includes an allocation of \$33,000,000 spread across FY 2023 - FY 2025 for a potential Parks Capital Improvement Program as a general obligation bond program to be voted on in November 2022. The proposed projects included as part of the Parks Bond include improvements to approximately 24 existing parks and facilities, approximately 5 new parks, and approximately 10 miles of new trails.

## PUBLIC SAFETY DESCRIPTION

The Financial Plan includes an allocation of \$22,400,000 across FY 2022 – FY 2023 for a Public Safety Capital Improvement Program utilizing Certificates of Obligation. This project package will include an expansion of the Public Safety Training Center, a new shooting range, an expansion and update of the Animal Shelter and Pet Adoption Center, improvements to fire stations, and investments in equipment.

Planning for these Public Safety improvements began with a Training Facility Space Needs Assessment in February 2019. This two-part feasibility study (assessment phase and conceptual phase) allowed for a comprehensive examination of current facilities, their existing functions and limitations, as well as current and future projected needs.



## PUBLIC SAFETY DESCRIPTION

The Temple Police Department headquarters has a lecture-style training space with a maximum seating capacity of approximately 40 persons. The tiered classroom setting is conducive for lecture and computer aided presentations, as well as news briefings, but is not functional for tactical or defensive tactics training. The space needs analysis recommends additional training space with room for 100 persons that can be divided into two 50 person rooms to accommodate the current 150+ sworn offices and 40+ non-sworn staff. Utilizing the current Fire Training Site for these and other improvements will allow shared use of this training space by the additional 121 sworn firefighters.

### **Line 4 – Police Training Campus at \$2,075,000**

The existing 37-year-old firing range presents limited training options. The firing range itself is outdoors and uncovered allowing weather conditions to impact training sessions. It utilizes the original dirt berm and has no permanent targeting system. The shoot house is non-functioning and lacks both storage space for the range and classroom capacity. With other projects in this package poised to address these issues, demolition of the existing range will allow for better future use of the property.

Evidence storage in the existing police department is at maximum capacity. Additionally, the off-site location for seized vehicles and other large items of evidence is undersized and not convenient for city staff to access. This bond package would allow for the design and construction of a combination facility to resolve both of these space needs.

### **Line 1 - Indoor Range and Evidence Storage at \$8,750,000**

### **Line 10 – Demolition Existing Gun Range at \$230,000**

The Training Ammunition Combat (TAC) House is a non-ballistic training tool for adaptive urban assault, building search/clearing, and force-on-force training. Designed for use with simulation ammunition rounds, marking cartridges, or blanks, teams can train with their own converted duty weapons. The TAC House provides a true-to-life training environment, while the modular walls give trainers the ability to rapidly convert any outdoor or indoor space into a realistic training facility for force-on-force training, real-world active shooter encounters, and basic and advanced building clearing skills.

### **Line 5 – Simulation Shoot House at \$2,025,000**

The Police, Fire and other departments currently utilize City-owned and maintained parking lots for driver training. However, scheduling presents an issue as the parking lots must not be in use during training. The size and weight of Fire's fleet can also cause considerable damage to these lots. A newly constructed skills pad would be properly designed to account for maximum equipment weight, needed maneuverability, and could be shared by multiple departments.

### **Line 2 – Fire Training Skills Pad at \$2,681,250**

Gas fired props provide a challenging, live fire training burn room to create the realism needed for training. Props are built to be realistic, with real flames and burning producing the most BTUs from within a highly controlled fire environment and are integrated with water-based smoke machines that discharge 60,000cfm to enhance the live fire training experience.

### **Line 6 – Fire Training Burn Props at \$1,000,000**



## PUBLIC SAFETY DESCRIPTION

The Fire Department is recommending the purchase of a Station Alerting System for all 8 Stations. This system is designed to help reduce dispatch call-processing times by instantaneously alerting the right units in the right districts. In addition, the system provides situational information allowing firefighters to arrive on the scene more prepared to respond. The system also has the ability to control building systems, such as garage doors, to allow crews to be more efficient in their response times.

### Line 8 – Station Alerting Systems at \$360,000

A contract for preliminary design of renovations to the Animal Shelter facility is currently underway. The layout of the existing floor plan will be re-organized to create a public lobby for kitten and puppy viewing and adoptions, separating it from day to day work areas used for food prep, intake, and other shelter functions. The expansion of the building will include 20 additional kennels, as well as two meet-and-greet pocket parks.

### Line 3 - Animal Shelter Expansion at \$2,400,000



Animal Shelter Expansion  
(Line 3)

Mobile command centers serve as communication hubs during emergency situations such as bomb threats, fires or natural disasters. They can also be used to conduct strategy meetings and other tactical operations, as well as provide a post for policing large scale community events. The new mobile command center will be replacing the existing 1999 mobile command center.

### Line 7 - Mobile Command Center Vehicle at \$370,000

An additional fire squad vehicle is recommended to be purchased and fully staffed in future years to provide enhanced response capacity in the growth areas of our community.

### Line 11 - New Squad Vehicles (2) at \$320,000

Staff is recommending interior renovations at various fire stations to include removing carpet and replacing flooring, updating restrooms and adding dedicated gender specific facilities, updating workout spaces and replacing key kitchen equipment.

### Line 9 – Station Renovations at \$295,000

These projects and plans are still in the concept phase. Designs that will result in opinions of probable cost for construction are a part the project package. At this time, these contingency funds are a part of an effective funding module to adjust to the changing construction costs and project needs.

### Line 12 – Contingency at \$1,893,750

## PUBLIC SAFETY DESCRIPTION

PUBLIC SAFETY IMPROVEMENTS		FY 2021	FY 2022	FY 2023	Total
1	Indoor Range and Evidence Storage	\$ -	\$ 625,000	\$ 8,125,000	\$ 8,750,000
2	Fire Training Skills Pad	-	2,681,250	-	2,681,250
3	Animal Shelter Expansion	175,000	2,225,000	-	2,400,000
4	Police Training Campus	-	2,075,000	-	2,075,000
5	Simulation Shoot House	-	2,025,000	-	2,025,000
6	Fire Training Burn Props	-	1,000,000	-	1,000,000
7	Mobile Command Post Vehicle	-	-	370,000	370,000
8	Station Alerting Systems	-	360,000	-	360,000
9	Station Renovations	-	295,000	-	295,000
10	Demolition Existing Firing Range	-	-	230,000	230,000
11	New Squad Vehicles (2)	-	-	320,000	320,000
12	Contingency	-	938,750	955,000	1,893,750
<b>TOTAL FUNDED BY COs FOR PUBLIC SAFETY</b>		<b>\$ 175,000</b>	<b>\$ 12,225,000</b>	<b>\$ 10,000,000</b>	<b>\$ 22,400,000</b>

## UTILITIES DESCRIPTION



The Water and Wastewater Master Plan completed in 2019 provided a comprehensive evaluation and analysis of the City's current utilities and infrastructure improvements required to serve the Year 2070 population. Further, this Plan documented the City's existing utility related contracts, current extension policies, summary of governing agencies as they relate to municipal utilities and projects, planning components and a synopsis of project delivery components.

The future water and wastewater projects presented have been identified and are prioritized based on needed upgrades to the system, increased capacity, and completion to coincide with other mobility projects and development obligations.

As growth occurs, improvements may be accelerated or delayed and priorities may be shifted based on actual growth trends and development conditions. The interrelated nature of the connections for water and wastewater projects often dictates the priority scheduling of these improvements.



## UTILITIES DESCRIPTION

### WATER SYSTEM

Based on the current Texas Water Development Board population projections, historical water use and future land use, water demand projections were established and water distribution network analyses were performed using the computer model WaterGEMS. Based on these analyses, pipe sizes, pump station capacities, treatment capacities and storage needs were determined and sequenced to meet the projected water demands for expected populations in Year 2040 and Year 2070.

Since the previous update to the Master Plan in 2009, meter data has been collected and included in the City’s GIS. This information allowed evaluations of infrastructure by pressure plane as related to the number of connections and compliance with certain TCEQ regulations. Recommended improvements are included in the funding schedule along with the opinions of probable cost.

### WATER SYSTEM DEMANDS

2018	34.0 MGD
2030	43.6 MGD
2040	49.8 MGD
2070	68.8 MGD

### WATER TREATMENT

The City’s Water Treatment Plant has a rated capacity of 41.0 MGD. Additional capacity is required prior to Year 2030; thus, final design of an 11.6 MGD expansion of the Membrane Facility is underway. The project will also include chemical feed and storage, construction of additional clearwells and a high service pump station. Upon completion of this project, the City of Temple will have two (2) interconnected, stand-alone treatment plants capable of producing more than 52 MGD. Enhancements at the Conventional Facility include the rehabilitation of Clarifier #4, an evaluation of sludge handling, as well as a disinfection byproduct reduction initiative.

**Line 1 - Membrane Water Treatment Plant Expansion at \$44,900,000**

**Line 2 - Conventional Water Treatment Plant Enhancements at \$4,650,000**

**Line 17 - Contingency at \$1,915,000**



## UTILITIES DESCRIPTION

### WATER STORAGE - ELEVATED STORAGE TANKS (EST)

It is recommended that an elevated storage tank undergo rehabilitation approximately every 10 years. The City plans to accomplish this at a rate of 1 per year.

#### **Line 3 - Elevated Storage Tank Rehabilitation at \$9,200,000**

Additional elevated storage is planned within each pressure plane to meet peak demands within the system. The upgrade of a 220,000 gallon EST to a 1.0 MG EST in the 835 pressure plane is currently underway. A 1.0 MG EST will be required in the 920 pressure plane by Year 2040; however, because of the significant industry component of this pressure plane and a single high demand user, it is critical to provide reliable supply and pressure. The first of two (2) proposed tanks in this area is currently under design with construction planned in FY 2021. The second, a proposed 1.5 MG EST located on Eberhardt Road, will begin preliminary design soon after construction of the first is complete.

#### **Line 4 - 920 Elevated Storage Tanks (2 NEW) at \$9,000,000**

The 785 pressure plane will require an additional 1.0 MG EST by Year 2040 and the 720 pressure plane will require a 1.5 MG EST by Year 2070.

### WATER STORAGE - GROUND STORAGE AND PUMP STATIONS

Ground storage and clearwell storage are currently sufficient per TCEQ requirements. However, additional clearwell storage is to be added as part of the membrane plant expansion.

Additional ground storage is planned to be constructed as part of the SH 317 Pump Station to provide for additional storage within the 835 pressure plane distribution system.

#### **Line 9 - SH 317 Ground Storage Tanks and Pump Station at \$4,000,000**

The existing Ave G Ground Storage Tanks hold 7.0 MG of water. These tanks, along with the Ave G Pump Station, are a critical component of the City's water system. Therefore City staff is recommending the rehabilitation of this facility within the next 5 years, with the pump station being evaluated first.

#### **Line 7 - Ave G Ground Storage and Pump Station Rehabilitation at \$11,300,000**

Although heavily dependent on growth and future demand, the 8-year plan also includes the evaluation and construction of a possible new pump station in the 920 pressure plane to support the two proposed elevated storage tanks in the Industrial Park.

#### **Line 5 - 920 Pump Station (NEW) at \$5,000,000**

### 920 PRESSURE PLANE

In addition to the two new elevated storage tanks proposed in the Industrial Park, there are planned projects to construct 18" and 12" water lines in conjunction with the phased construction of Outer Loop. A continuous 12" water line along Northwest Loop 363 is also recommended. A future 12" water line providing an interconnection between Loop 363 and Outer Loop will also be necessary.

#### **Line 6 - 920 Pressure Plane Water Line Projects at \$3,600,000**

### 876 PRESSURE PLANE

In addition to the rehabilitation of the Avenue G Ground Storage and Pump Station facility, a 12" water line from the Avenue G Pump Station connecting to a 12" line on FM 2305 is recommended to resolve low pressure issues in the area. The 876 Pressure Plane also includes the future construction of a 12" water line along Northeast Loop 363.

#### **Line 8 - 876 Pressure Plane Water Line Projects at \$3,800,000**

### 835 PRESSURE PLANE

Construction of the 1.0 MG Pepper Creek Tank upgrade is scheduled to be operational in late 2020. The SH 317 Pump Station will provide additional and redundant supply to the 835 pressure plane. The pump station discharge will connect to the existing 18" water line on SH 317. An additional 12" water line along the FM 2305 corridor and 10" water line from FM 2305 to FM 2483 will be required in the future to support future development.

#### **Line 10 - 835 Pressure Plane Water Line Projects at \$2,700,000**

## UTILITIES DESCRIPTION

### 785 PRESSURE PLANE

The SH 317 Ground Storage will provide additional supply to the 785 pressure planes, which is necessary to support the current number of connections within the western most area of the pressure plane. While the Master Plan includes additional 12” lines in the 785 pressure plane stretching toward the 920 area, staff has also identified a large section of line replacements needed in the central area of the 785 pressure plane. Beyond the current planning window, an additional South Temple Storage Tank will be required by Year 2040. This facility will be supplied by a future South Temple Transmission Main, Phase I of which is scheduled in FY 2025.

**Line 11 - 785 Pressure Plane Water Line Projects at \$6,020,000**

### 720 PRESSURE PLANE

In conjunction with mobility projects, there are 12” water lines planned along both Poison Oak Road and Kegley Road. The SH 317 Pump Station will include 2.0 MG of ground storage that is designed to also support the 720 EST through a future 18” water line along Hogan Rd. Aside from construction of distribution lines, an additional 1.5 MG elevated storage tank will be required by Year 2070. This EST will be supplied by a future 36” transmission main from the Membrane Plant.

**Line 12 - SH 317 Transmission Main at \$7,100,000**

Staff has identified additional valve placements and upsizing of existing distribution lines along Forrester Road, Dubose Road and Boutwell Drive.

**Line 13 - 720 Pressure Plane Water Line Projects as \$2,110,000**

### OTHER WATER SYSTEM IMPROVEMENTS

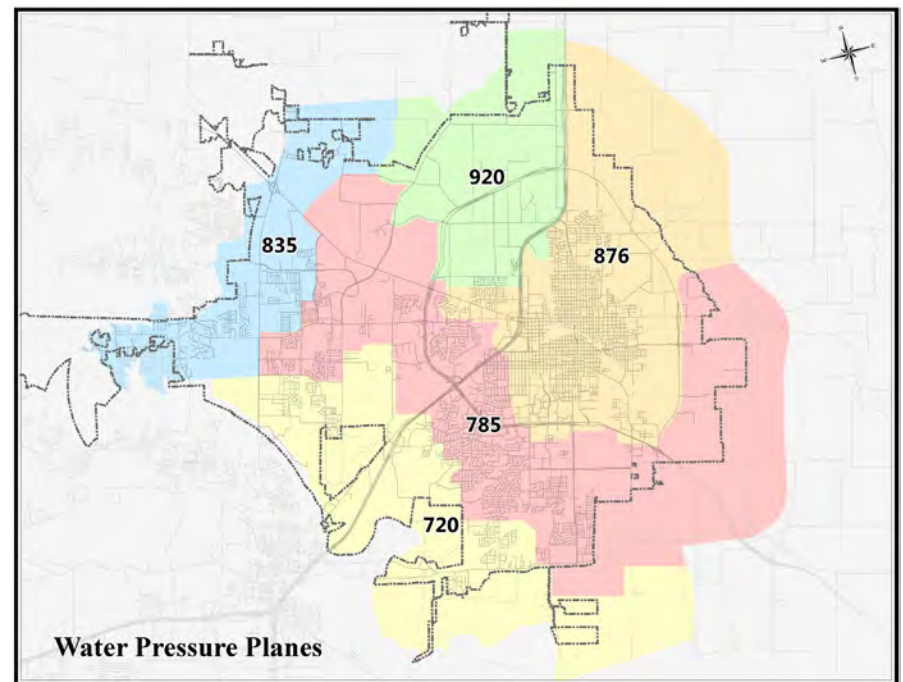
The Mobility Section discusses new roadways, along with roadway extensions and upgrades. It is only prudent to add, replace or upgrade utilities during the road construction process. Funding for the utility portion of these mobility improvements is identified here along with additional funding for various localized distribution system repairs and upgrades that tend to present themselves throughout the year.

**Line 14 - Distribution System Upgrades at \$3,648,000**

**Line 15 - Mobility Related Utility Improvements at \$12,002,000**

The creation of a neighborhood planning program identifies 18 Neighborhood Planning Districts (NPD) that form the core of the community. Within the next eight-year planning window, each district will receive a conceptual design which will include mobility and pedestrian improvements. To date, two concept plans have been completed and three more are underway. Future projects resulting from these conceptual designs are being planned for annually so that projects identified in each district can ultimately be prioritized and funded.

**Line 16 - Neighborhood Planning Districts, Future Projects at \$11,550,000**



## WATER PROJECT FUNDING SCHEDULE

WATER PROJECTS	^FY 2021-A	^FY 2021-B	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
1 Membrane Water Treatment Plant Facility Expansion	\$ 44,900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,900,000
2 Conventional Water Treatment Plant Enhancements	3,800,000	850,000	-	-	-	-	-	-	-	4,650,000
3 Elevated Storage Tank Rehabilitation	1,000,000	1,500,000	850,000	1,000,000	1,000,000	1,000,000	850,000	-	2,000,000	9,200,000
4 920 Elevated Storage Tanks (2 NEW)	5,000,000	900,000	-	-	-	3,100,000	-	-	-	9,000,000
5 920 Pump Station (NEW)	-	-	-	-	-	-	5,000,000	-	-	5,000,000
6 920 Pressure Plane Water Line Projects	-	2,400,000	1,200,000	-	-	-	-	-	-	3,600,000
7 876 Ave G Ground Storage and Pump Station Rehabilitation	500,000	-	4,500,000	-	-	-	6,300,000	-	-	11,300,000
8 876 Pressure Plane Water Line Projects	-	400,000	-	-	400,000	3,000,000	-	-	-	3,800,000
9 835 SH 317 Ground Storage Tanks and Pump Station	-	1,000,000	-	3,000,000	-	-	-	-	-	4,000,000
10 835 Pressure Plane Water Line Projects	500,000	200,000	550,000	-	1,450,000	-	-	-	-	2,700,000
11 785 Pressure Plane Water Line Projects	2,500,000	1,520,000	1,300,000	-	-	700,000	-	-	-	6,020,000
12 720 SH 317 Transmission Main	-	1,300,000	-	5,800,000	-	-	-	-	-	7,100,000
13 720 Pressure Plane Water Line Projects	-	610,000	1,500,000	-	-	-	-	-	-	2,110,000
14 Distribution System Upgrades (as needed)	-	648,000	750,000	-	750,000	750,000	-	-	750,000	3,648,000
15 Mobility Related Utility Improvements	2,355,000	4,697,000	1,950,000	-	1,500,000	1,500,000	-	-	-	12,002,000
16 Neighborhood Planning Districts, Future Projects	500,000	2,050,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	-	1,500,000	11,550,000
17 Contingency	1,915,000	-	-	-	-	-	-	-	-	1,915,000
<b>TOTAL WATER PROJECTS FUNDED BY UR BONDS</b>	<b>\$ 62,970,000</b>	<b>\$ 18,075,000</b>	<b>\$ 14,100,000</b>	<b>\$ 11,300,000</b>	<b>\$ 6,600,000</b>	<b>\$ 11,550,000</b>	<b>\$ 13,650,000</b>	<b>\$ -</b>	<b>\$ 4,250,000</b>	<b>\$ 142,495,000</b>

^ 2021-A planned for Fall 2020; 2021-B planned for Summer 2021

## UTILITIES DESCRIPTION

### WASTEWATER SYSTEM

The master plan summarized the analysis and planning of improvements for the City’s wastewater collection system and wastewater treatment facilities. Wastewater flow projections were based on future land use and a model utilizing SewerGEMS. The continued growth and development of Temple necessitates that the existing wastewater system be analyzed for adequacy of service and that facilities be planned ahead of development. The report identifies and determines the wastewater collection system improvements including gravity lines, force mains and lift stations which will be required to provide service within the planning area. Projects along with opinions of probable cost are included in the funding schedule.

The City of Temple is served by two sewerage systems, the Temple-Belton Wastewater Treatment Plant (TBWWTP) and the Doshier Farm Wastewater Treatment Plant (DFWWTP). Within each of these sewerage systems is a network of gravity lines, pressurized force mains and lift stations. Gravity flow is the most economic means of conveyance in a wastewater collection system so these waterwater lines typically follow the natural topography of the local area creek basins. The components within these basin networks function as a system to connect customers of the wastewater collection systems with their respective treatment facilities.

#### TBWWTP

- Leon River Basin
- Cedar Creek Basin
- Pepper Creek Basin
- Bird Creek Basin
- Friars Creek Basin
- Little River Basin
- Boggy Creek Basin

#### DFWWTP

- Knob Creek Basin
- Williamson Creek Basin
- Little Elm Creek Basin

### CEDAR CREEK BASIN

At the direction of City Staff, the Wastewater Master Plan includes the Cedar Creek Basin which previously had been considered outside of the planning area. Should growth and development occur in this area, the improvements required in the Leon River and Pepper Creek Basins for the existing and planned infrastructure to be able to handle the flows generated from the Cedar Creek Basin were determined and are detailed in their respective basin discussions.

### LEON RIVER BASIN

This basin is currently comprised of two independent gravity systems. Proposed improvements focus on establishing a continuous trunk sewer through the basin and increasing serviceable areas. Uniting the currently independent gravity networks will allow for the abandonment of the Pea Ridge Lift Station while providing additional collection service to the area South of Poison Oak Road. An extension in the northern part of the basin is also planned to increase the serviceable areas along SH 317, as well as accommodate potential Cedar Creek Basin flows.

**Line 1 - Leon River Basin Wastewater Projects at \$5,650,000**

### PEPPER CREEK BASIN

Proposed improvements within the Pepper Creek Basin focus on extending service to the Riverside Trail-Outer Loop areas, areas near Cearley Road, and final extensions of Pepper Creek Trunk lines to the top of the basin as well as the appropriate upgrades of existing infrastructure required to facilitate potential Cedar Creek Basin flows.

**Line 2 - Pepper Creek Basin Wastewater Projects at \$2,700,000**

## UTILITIES DESCRIPTION

### BIRD CREEK BASIN

The Bird Creek Interceptor began design in 2007 in an effort to reduce overflows within the basin. The final phase of the 5-phase project has been broken down into Parts A, B, C, and D due to constructability and timing. Part A was funded in FY 2019, while Part B moved forward in FY 2020. Both are scheduled for completion in late 2022. Parts C & D are now planned for construction in FY 2022. All other proposed future improvements within the Bird Creek Basin focus to eliminate the intra-basin transfer of flows, the abandonment of four different lift stations, and expansion of serviceable area in the far south of the basin. However, with recently completed improvements in this area, these projects are not currently prioritized within the 8- year planning window.

#### Line 3 – Bird Creek Basin Wastewater Projects at \$5,400,000

### FRIARS CREEK BASIN

The proposed improvements within the Friars Creek Basin will provide for an extension of wastewater collection service beyond FM 93, the elimination of the Valley Ranch Lift Station and the relocation of the Friars Creek Lift Station to the lowest and subsequently most advantageous location within the basin near the Leon River. This additional service area is currently prioritized beyond the 5 year planning window.

### LITTLE RIVER BASIN

One of the anticipated cost sharing agreements is in this basin and includes a trunk sewer, lift station and force main which will establish the wastewater framework within the Little River Basin.

Beyond this 8-year plan, the addition of future interceptors to bring wastewater flows to the trunk sewer will provide the necessary infrastructure for future development. These interceptors will also function as an outfall for inter-basin transfer from the Boggy Creek Basin.

### BOGGY CREEK BASIN

A complete framework of a trunk main, gravity lines and lift station that will provide an intra-basin transfer into the Little River Basin will

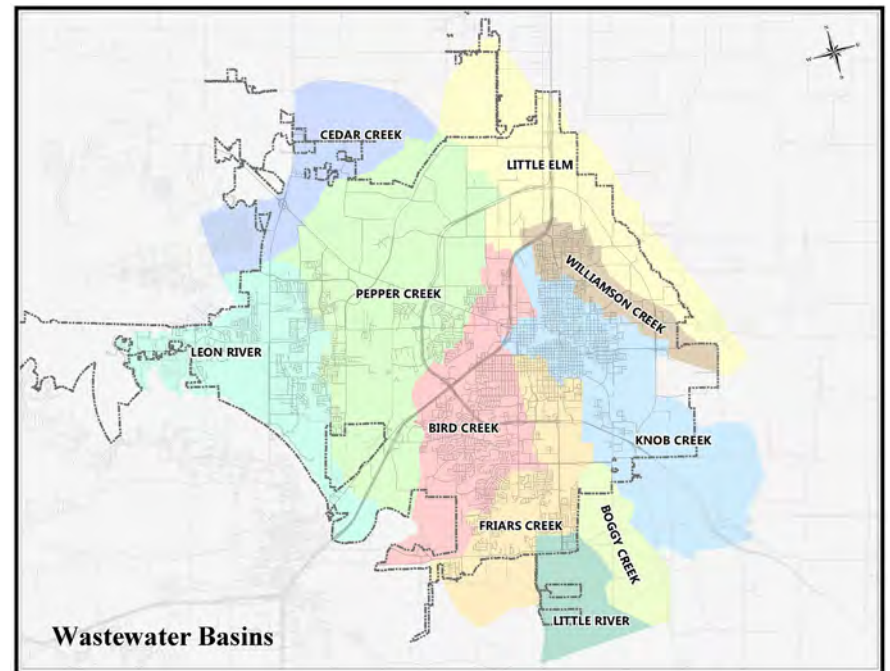
provide a service structure for future development as needed. The need for this infrastructure is a part of the Master Plan, but currently falls outside of the eight year planning window.

### KNOB CREEK BASIN

The rehabilitation and upsizing of the primary gravity wastewater lines within the upper portion of the Knob Creek Basin will increase capacity and are considered high priority. The design of these improvements is nearing completion with construction planned in phases over the next 8 years.

#### Line 4 - Knob Creek Basin Wastewater Projects at \$28,930,000

Future improvements within the Knob Creek Basin are intended to extend the serviceable area of the basin southward to the wastewater Certificate of Convenience and Necessity (CCN) boundary with a trunk sewer and force main which will allow for the abandonment of an existing lift station.



## UTILITIES DESCRIPTION

### WILLIAMSON CREEK BASIN

These improvements include the rehabilitation and line size increases for the Williamson Trunk Sewer.

#### **Line 5 - Williamson Creek Basin Projects at \$5,280,000**

A future trunk extension to the southeast will extend the serviceable area and allow for the elimination of a lift station force main and siphons.

### LITTLE ELM CREEK BASIN

The proposed improvements recommended in the near future in the Little Elm Creek Basin primarily focus on expansion beyond the City of Temple Wastewater CCN boundary so that its upper limits may reach the top of the Little Elm Creek Basin.

#### **Line 6 - Little Elm Creek Basin Projects at \$5,000,000**

Future plans propose to extend the Little Elm Trunk Sewer through the undeveloped portion of the basin which currently has no Sanitary Sewer Evaluation Surveys and Projects existing wastewater infrastructure.

### SANITARY SEWER EVALUATION SURVEYS AND PROJECTS

Separate from the Master Plan, and as part of an aggressive sanitary sewer overflow reduction initiative, the City of Temple contracted in November 2018 with RJN Group of Dallas for a City-wide System Evaluation and Capacity Assurance Plan to thoroughly assess the entire wastewater collection system and improve operational efficiencies. Expected deliverables include a prioritized analyzed rehabilitation and improvement plan for identified infiltration/inflow defect repairs and improvements for both City and privately owned infrastructure. This evaluation work is still on-going so specific projects and their associated costs have yet to be identified. However, to support the anticipated projects, funding is programmed within the Utility Capital Improvement Program.

#### **Line 7 - Sanitary Sewer Evaluation Surveys and Projects at \$31,930,000**

### TEMPLE-BELTON WASTEWATER TREATMENT PLANT

Texas Commission on Environmental Quality (TCEQ) requires wastewater plants to complete steps toward expansion at specific inflow thresholds. In 2010, influent flows triggered the requirement to perform preliminary engineering for expansion. Construction of Phase I of the designed expansion recently completed in 2020. Phase II is at 95% design. It is currently estimated that inflow thresholds will not meet the requirements for construction of Phase II expansion until 2024.

#### **Line 9 - TBWWTP Expansion, Phase II at \$28,820,000**

### DOSHIER FARMS WASTEWATER TREATMENT PLANT

Wastewater flows into Doshier Farms have only recently begun to occasionally exceed its two-hour peak capacity. The City expects only continued increases in volume of high concentration wastewater from the Industrial Park. Staff is recommending an evaluation of capacity concerns and is adding an anticipated design and construction timeline to the 8-year plan for expansion.

#### **Line 8 - Doshier Wastewater Treatment Plant Expansion at \$18,000,000**

### COST SHARING AGREEMENTS

Texas Local Government Code Section 212.072 allows for City participation with a developer in the cost of construction:

- at a level not to exceed 30% of the cost of the public improvements in the development;
- at 100% of the total costs for any oversizing of improvements required by a municipality, including but not limited to increased capacity of improvements to anticipate other future development in the area.

Funding in this line item is planned based on future anticipated requests for cost sharing agreements by developers.

#### **Line 10 - Utility Cost Sharing Agreements at \$5,100,000**

## WASTEWATER PROJECT FUNDING SCHEDULE

WASTEWATER PROJECTS	^FY 2021-A	^FY 2021-B	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
1 Leon River Basin Wastewater Projects	\$ 500,000	\$ 150,000	\$ 3,600,000	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,650,000
2 Pepper Creek Basin Wastewater Projects	-	-	600,000	1,200,000	-	900,000	-	-	-	2,700,000
3 Bird Creek Basin Wastewater Projects	-	-	5,400,000	-	-	-	-	-	-	5,400,000
4 Knob Creek Basin Wastewater Projects	7,930,000	-	3,900,000	-	5,700,000	5,400,000	-	-	6,000,000	28,930,000
5 Williamson Creek Basin Wastewater Projects	-	5,280,000	-	-	-	-	-	-	-	5,280,000
6 Little Elm Creek Basin Wastewater Projects	-	-	-	300,000	-	1,100,000	-	-	3,600,000	5,000,000
7 Sanitary Sewer Evaluation Surveys and Projects	4,300,000	2,330,000	3,100,000	2,550,000	2,000,000	8,500,000	6,000,000	-	3,150,000	31,930,000
8 Doshier Wastewater Treatment Plant Expansion	-	3,000,000	-	15,000,000	-	-	-	-	-	18,000,000
9 Temple-Belton Wastewater Treatment Plant Expansion, Phase II	1,000,000	320,000	-	-	27,500,000	-	-	-	-	28,820,000
10 Utility Cost Sharing Agreements	-	5,100,000	-	-	-	-	-	-	-	5,100,000
<b>TOTAL WASTEWATER PROJECTS FUNDED BY UR BONDS</b>	<b>\$ 13,730,000</b>	<b>\$ 16,180,000</b>	<b>\$ 16,600,000</b>	<b>\$ 20,450,000</b>	<b>\$ 35,200,000</b>	<b>\$ 15,900,000</b>	<b>\$ 6,000,000</b>	<b>\$ -</b>	<b>\$ 12,750,000</b>	<b>\$ 136,810,000</b>

^ 2021-A planned for Fall 2020; 2021-B planned for Summer 2021



## REINVESTMENT ZONE NO. 1 DESCRIPTION



On January 1, 1983 the City of Temple established the Tax Increment Reinvestment Zone (TIRZ) on approximately 1,940 acres for a 40-year period. Today the life of the TIRZ has been extended to 2062 and consists of approximately 23.46 square miles (31.2% of the Temple city limits), including areas like Downtown and the Temple Medical and Education District (TMED). The inclusion of these areas has allowed the TIRZ to envision and complete significant improvements in these areas that have positively impacted connectivity of residents to businesses and services.

In FY 2019 the Temple Reinvestment Zone decided to focus on new goals and priorities through the creation of the Quality of Life 2030 Master Plan. This updated Master Plan focuses on the core principles of economic prosperity, place making, connectivity, and public well-being. All projects within the master plan are prioritized and funded based on these core principles.

# REINVESTMENT ZONE NO. 1 DESCRIPTION

As discussed in the Mobility Section, the Outer Loop will ultimately create a new Major Arterial Loop around Temple, connecting regional employment centers to neighborhoods and interstate commerce. The center sections in West Temple have been recently completed while the southern sections are planned for in the mobility funding schedule. The northern sections connect the Industrial Park to IH-35 and fall within the TIRZ making them a priority of the Master Plan.

- Line 1 – Outer Loop North, Phase III - IH-35 to Wendland at \$15,825,000**
- Line 2 – Outer Loop North, Phase II - Wendland to McLane Parkway at \$12,800,000**

The perception of travelers along IH-35 through Temple had been one of concrete barriers, industrial yards and fast food. However, TxDOT has recently completed an expansion of the highway through town. The 2030 Master Plan has identified ways to take advantage of the new highway configuration with a concept design to green-scape the remaining right-of-way at the Adams Avenue and Central Avenue overpass intersections. This will improve the image of the City from this corridor.

- Line 4 – East/West Gateway at \$3,340,000**



Place making prioritizes people and human experiences to ensure that our communities are more inclusive, resilient, and economically sustainable over time. The redesign of both Avenue C and 24th Street to include enhanced pedestrian facilities will bring a strong connection from the downtown core into the Ferguson Park District. This area will see a revitalization in community and affordable, quality housing sparked from this new infrastructure.

- Line 3 – Avenue C from MLK to 24th Street at \$6,500,000**
- Line 5 – 24th Street Reconstruction at \$2,448,900**

The concept plan from the Crestview Neighborhood Planning District identified the extension of Henderson Street to 24th Street as a positive neighborhood revitalization opportunity. The project adds needed connectivity within the community and creates beautification opportunities with a park and trail buffering the road with the adjacent railroad tracks.

- Line 6 - Henderson to 24th Street Design at \$196,100**

REINVESTMENT ZONE NO.1 PROJECTS		FY 2022
1	Outer Loop North, Phase III - IH-35 to Wendland	\$ 15,825,000
2	Outer Loop North, Phase II - Wendland to McLane Parkway	12,800,000
3	Avenue C from Main to MLK to 24th Street	6,500,000
4	East/West Gateway	3,430,000
5	24th Street Reconstruction	2,448,900
6	Henderson to 24th Street Design {partial funding}	196,100
<b>TOTAL PROJECTS FUNDED BY RZ BONDS</b>		<b>\$ 41,200,000</b>

## OPERATING IMPACT

The City of Temple's operating budget is directly affected by the projects identified in the Capital Improvement Program. Most new capital improvements will impact annual operating expenses either positively or negatively. For example, a new fire station would require additional staff, as well as an increase for everyday operational expenditures. Whereas, installation of new equipment or technology may result in a decrease in operating expenditures such as repair, maintenance, and labor. Financing of new capital through pay-as-you-go, grant funding, debt service, or other methods will also impact the operating budget depending upon the selected method and available financing capacity.

Operating and maintenance costs associated with capital projects are carefully considered in deciding which projects move forward in the CIP budget. Departments typically absorb the operating and maintenance costs within their own budgets. When a department is not able to absorb the costs, a supplemental request for operating funds may be approved in their annual operating budget. It is imperative that CIP projects are strategically planned to alleviate unexpected costs to departmental operating budgets. Although it may be possible to pay for the capital costs of projects that will increase reliance upon labor, it is typically impossible to absorb many large increases in operating costs at once. Projects are programmed to prevent excessive burden to operating budgets. Supplemental requests for operating funds are reviewed and balanced against all other requests for additional funding and funding needs.

Each department maintains estimates of future costs associated with the operation and maintenance of capital assets. These estimates are updated periodically and used to assess the impact of CIP projects on the operating budget. These impacts are reviewed and integrated into the selection and timing of each CIP project. Examples of cost estimates taken into consideration based on project type are described below.

**Equipment** - fuel, insurance, and repair and maintenance costs are calculated based on the type of equipment being added to the fleet. It is assumed that replacements do not add to the operating costs.

**Facilities** – each additional square foot of facilities cost \$5.12 per year to maintain.

- While HVAC, lighting and elevator improvements should add efficiency savings, the Finance department continues its best practice of budgeting these expenditures based on current utility rates and forecasted usage.
- Scheduled new major public facilities in the planning period of FY 2021-2028 include the Public Safety Training Facility Expansion and new Solid Waste and Recycling Facility
  - \* The Public Safety Training Facility Expansion will provide a shared space for both Fire and Police. Should voters approve the General Obligation Public Safety bonds, the increase in operating cost of this facility will be shared between the departments.
  - \* The new Solid Waste and Recycling Facility is scheduled to improve service and better locate strategic solid waste resources. Operating costs will increase as this will replace the smaller solid waste facility that no longer meets modern service requirements. However, this increase can be offset by the termination of the current leased recycling building.

**Drainage Systems** - each additional lane mile cost \$982 per year to maintain.

**Streets & Traffic Control** – each additional lane mile cost \$2,173 per year to maintain.

## OPERATING IMPACT

**Parks & Recreation** – each additional acre of park land cost \$4,285 per acre per year to maintain.

- A significant operating impact from capital improvements, should the voters approve it, will stem from the proposed General Obligation (GO) Parks bonds. These parks projects will include constructing, acquiring, improving, renovating, expanding, developing and equipping land and buildings for park and recreational purposes. Staff will be better equipped to analyze project timing and associated operating costs once projects have been identified.

**Water Distribution/Treatment** – average annual cost of water treated per 1,000 gallons is \$1.18.

- Scheduled improvements related to water treatment in the planning period of FY 2021-2028 include the Expansion of the Membrane Water Treatment Plant which should be complete in the Spring of 2023. The expansion doubles the membrane plants capacity increasing basic operational costs such as electricity and chemicals. Though the expansion is being spawned by new industry which will offer additional revenue, these revenues were not a part of the additional operational cost calculations.

**Wastewater Collection/Treatment** – average annual cost of wastewater treated per 1,000 gallons is \$2.15.

- A significant wastewater project on the horizon will be Phase II of the Temple-Belton Wastewater Treatment Plant Expansion in FY 2024. The expansion will create an initial increase in electric and chemical costs, with future year increases impacted by increased flows through the plant.

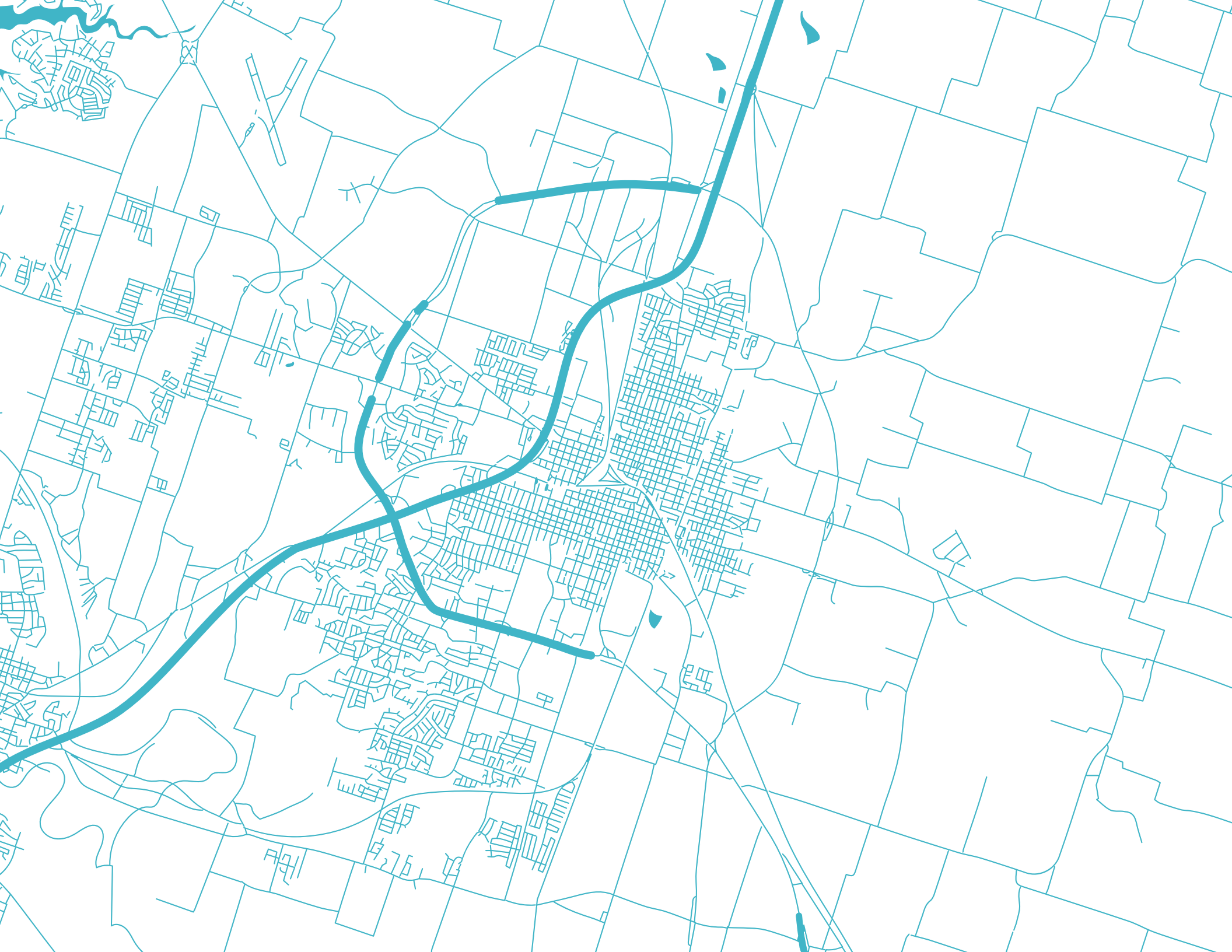
- Typically, new gravity lines (either additions or size upgrades) do not have a significant impact on operating cost. Only increases in flow through the system tend to significantly impact operations.

Many improvements make a positive contribution to the fiscal well-being of the City. Capital projects, such as redevelopment of under-performing or under-utilized areas of the City and infrastructure expansions needed to support new development, help promote the economic development and growth that generates additional operating revenues. These new revenue sources provide the funding needed to maintain, improve, and expand the City's infrastructure.

The table below summarizes by category the projected annual impact of the CIP budget on the City's departmental operating budget for a eight-year period. Detailed operating cost estimates are roughly calculated during the project submittal portion of the CIP process. In most cases, the operational impact begins the year following construction of the project. An inflation rate is applied to the various components of cost to establish estimates for the incremental increases in operating and maintenance expenditures for future years.

## OPERATING IMPACT FUNDING SCHEDULE

Category - Department	2021	2022	2023	2024	2025	2026	2027	2028	Total
<b>Equipment</b>									
Solid Waste	\$ 23,437	\$ 25,060	\$ 34,074	\$ 37,572	\$ 41,685	\$ 46,533	\$ 52,258	\$ 59,033	\$ 319,652
Streets and Traffic Control	-	-	6,246	6,482	6,733	7,002	7,289	7,597	41,349
<b>Facility</b>									
Solid Waste	-	-	58,880	60,058	61,259	62,484	63,734	65,008	371,422
Public Works	-	-	34,220	34,904	35,602	36,315	37,041	37,782	215,864
<b>Drainage</b>									
Drainage	-	3,928	11,274	11,499	11,729	11,964	12,203	24,624	87,221
<b>Mobility</b>									
Streets & Traffic Control	-	53,018	72,764	74,220	75,704	91,124	92,947	94,806	554,583
<b>Public Safety</b>									
Fire	-	-	46,534	47,464	48,413	49,382	50,369	51,377	142,411
Police	-	-	53,822	132,630	135,283	137,988	140,748	143,563	321,734
Animal Shelter	-	-	27,392	27,940	28,499	29,069	29,650	30,243	83,830
<b>Utility</b>									
Water	-	1,200	542,258	1,164,958	1,188,257	1,213,321	1,297,587	1,323,539	6,731,120
Wastewater	-	10,657	10,870	47,088	107,141	112,159	117,421	122,939	528,275
<b>Reinvestment Zone</b>									
Reinvestment Zone	-	-	48,910	49,888	50,886	51,904	52,942	54,001	149,684
<b>Total Annual Operating Impacts</b>	<b>\$ 23,437</b>	<b>\$ 93,863</b>	<b>\$ 947,243</b>	<b>\$ 1,694,703</b>	<b>\$ 1,791,191</b>	<b>\$ 1,849,244</b>	<b>\$ 1,954,188</b>	<b>\$ 2,014,511</b>	<b>\$ 9,547,146</b>



# COMBINED BONDED DEBT



## SCHEDULE OF OUTSTANDING DEBT BY TYPE - ALL FUNDS

Description	Outstanding 9/30/2020	Principal		Outstanding 9/30/2021	Interest Payments
		Additions	Reductions		
<b><u>Tax Supported Debt</u></b>					
General Obligations	\$ 68,570,000	\$ -	\$ 5,220,000	\$ 63,350,000	\$ 3,036,500
Certificate of Obligations	113,615,000	51,650,000	6,471,246	158,793,754	3,682,906
Contractual Obligations	4,870,000	2,035,000	855,000	6,050,000	97,358
Pass-Through Revenue & Limited Tax Bonds	1,685,000	-	1,030,000	655,000	64,125
<b>Total Tax Supported Debt</b>	<b>188,740,000</b>	<b>53,685,000</b>	<b>13,576,246</b>	<b>228,848,754</b>	<b>6,880,889</b>
<b><u>Notes Payable</u></b>					
Capital Lease - Golf Course - 2017	154,965	-	49,842	105,123	5,376
Capital Lease - Copiers - 2017	74,714	-	74,714	-	1,466
Capital Lease - Hotel/Motel Copiers - 2017	3,460	-	3,460	-	64
Capital Lease - Golf Course - 2019	22,078	-	18,837	3,241	746
Energy Program - 2019	2,557,333	-	167,831	2,389,502	24,945
Capital Lease - Police Equipment - 2019	610,621	-	197,613	413,008	18,135
<b>Total Notes Payable</b>	<b>3,423,171</b>	<b>-</b>	<b>512,297</b>	<b>2,910,874</b>	<b>50,732</b>
<b><u>Water &amp; Wastewater Fund</u></b>					
General Obligations	34,975,000	-	3,795,000	31,180,000	1,571,250
Revenue Bonds	78,985,000	98,415,000	5,890,000	171,510,000	5,488,760
Notes Payable	7,315	-	7,315	-	136
<b>Total Water &amp; Wastewater Fund</b>	<b>113,967,315</b>	<b>98,415,000</b>	<b>9,692,315</b>	<b>202,690,000</b>	<b>7,060,146</b>
<b><u>Reinvestment Zone No. 1</u></b>					
General Obligations	4,865,000	-	2,385,000	2,480,000	189,800
Certificate of Obligations	20,610,000	-	1,250,000	19,360,000	796,494
Revenue Bonds	39,950,000	-	1,660,000	38,290,000	2,192,570
<b>Total Reinvestment Zone No. 1</b>	<b>65,425,000</b>	<b>-</b>	<b>5,295,000</b>	<b>60,130,000</b>	<b>3,178,864</b>
<b>Total Debt - All Funds</b>	<b>\$ 371,555,486</b>	<b>\$ 152,100,000</b>	<b>\$ 29,075,858</b>	<b>\$ 494,579,628</b>	<b>\$ 17,170,631</b>



## COMPUTATION OF LEGAL DEBT MARGIN

Statutes of the State of Texas (Article 1028) limit the maximum amount that a city can designate for debt service to \$2.50 per \$100 of assessed valuation. However, under City Charter, a limitation on taxes levied for general municipal operating purposes and for the purpose of paying interest and providing a proper sinking fund for paying the outstanding bonds and other obligations of the City, issued for municipal purposes, and any such future bonds or obligations which may be authorized, may not exceed \$1.20 per \$100 assessed valuation.

		TAX RATE			
		FISCAL YEAR	M & O	I & S	TOTAL
Assessed value, 2020/2021 tax roll	\$4,945,776,748	2012	\$0.3240	\$0.2439	\$0.5679
Limit on amount designated for debt service per \$100 assessed valuation	x \$1.20	2013	0.3300	0.2564	0.5864
Legal debt service limit	<u>\$59,349,321</u>	2014	0.3324	0.2540	0.5864
Actual amount to be expended by Debt Service Fund for general obligation debt service during the year ended September 30, 2020	<u>\$17,318,541</u>	2015	0.3300	0.2564	0.5864
		2016	0.3234	0.3064	0.6298
		2017	0.3142	0.3430	0.6572
		2018	0.3142	0.3630	0.6772
		2019	0.2982	0.3630	0.6612
		2020	0.3097	0.3630	0.6727
		2021	0.3000	0.3525	0.6525

SCHEDULE OF TAX SUPPORTED DEBT BY TYPE

Description	Outstanding 9/30/2020	Principal		Outstanding 9/30/2021	Interest Payments
		Additions	Reduction		
<b>General Obligations</b>					
General Obligation Refunding Bonds, Series 2012	\$ 3,255,000	\$ -	\$ 775,000	\$ 2,480,000	\$ 162,750
General Obligation Refunding Bonds, Series 2014	10,005,000	-	1,380,000	8,625,000	454,800
General Obligation Refunding & Improvement Bonds, Series 2015	26,200,000	-	1,010,000	25,190,000	1,132,900
General Obligation Refunding Bonds, Series 2016	8,060,000	-	755,000	7,305,000	307,600
General Obligation Refunding Bonds, Series 2017	17,380,000	-	-	17,380,000	794,950
General Obligation Refunding Bonds, Series 2019	3,670,000	-	1,300,000	2,370,000	183,500
	<u>68,570,000</u>	<u>-</u>	<u>5,220,000</u>	<u>63,350,000</u>	<u>3,036,500</u>
<b>Certificate of Obligations</b>					
Certificates of Obligation, Series 2012	7,310,000	-	460,000	6,850,000	200,632
Certificates of Obligation, Taxable Series 2012	4,015,000	-	250,000	3,765,000	122,970
Certificates of Obligation, Series 2014	18,940,000	-	555,000	18,385,000	538,612
Certificates of Obligation, Series 2016	16,145,000	-	295,000	15,850,000	746,850
Certificates of Obligation, Series 2017	25,130,000	-	325,000	24,805,000	912,638
Certificates of Obligation, Series 2017	3,325,000	-	135,000	3,190,000	126,419
Certificates of Obligation, Series 2017	470,000	-	230,000	240,000	23,500
Certificates of Obligation, Series 2017	740,000	-	235,000	505,000	37,000
Certificates of Obligation, Series 2019	15,590,000	-	595,000	14,995,000	453,600
Certificates of Obligation, Series 2020	16,840,000	-	2,705,000	14,135,000	361,482
Certificates of Obligation, Series 2020	4,095,000	-	170,000	3,925,000	84,173
Certificates of Obligation, Series 2021	-	49,650,000	-	49,650,000	-
Certificates of Obligation, Series 2021	-	2,000,000	50,000	1,950,000	19,000
	<u>112,600,000</u>	<u>51,650,000</u>	<u>6,005,000</u>	<u>158,245,000</u>	<u>3,626,876</u>
<b>Contractual Obligations</b>					
Limited Tax Notes, Series 2016	870,000	-	285,000	585,000	14,259
Limited Tax Notes, Series 2019	1,050,000	-	165,000	885,000	37,000
Limited Tax Notes, Series 2020	2,725,000	-	355,000	2,370,000	82,123
Limited Tax Notes, Series 2021	-	2,035,000	-	2,035,000	-
	<u>4,645,000</u>	<u>2,035,000</u>	<u>805,000</u>	<u>5,875,000</u>	<u>133,382</u>
<b>Pass-Through Revenue &amp; Limited Tax Bonds</b>					
Revenue & Limited Tax, Series 2012 <sup>1</sup>	1,685,000	-	1,030,000	655,000	64,125
	<u>\$ 187,500,000</u>	<u>\$ 53,685,000</u>	<u>\$ 13,060,000</u>	<u>\$ 228,125,000</u>	<u>\$ 6,860,883</u>

1 - Supported by Texas Department of Transportation (TXDOT) Pass-Through Financing Agreement in an amount not to exceed \$16,555,000

## TAX DATA AND GENERAL OBLIGATION BOND BALANCE

Property value and assessed value are both based on 100% of the market value. The rate is \$0.6525 per \$100 valuation divided as follows:

Interest and Sinking Fund Tax Rate	\$0.3525
Maintenance and Operations Tax Rate	0.3000
<b>Total</b>	<b>\$0.6525</b>

**BONDS OUTSTANDING:**

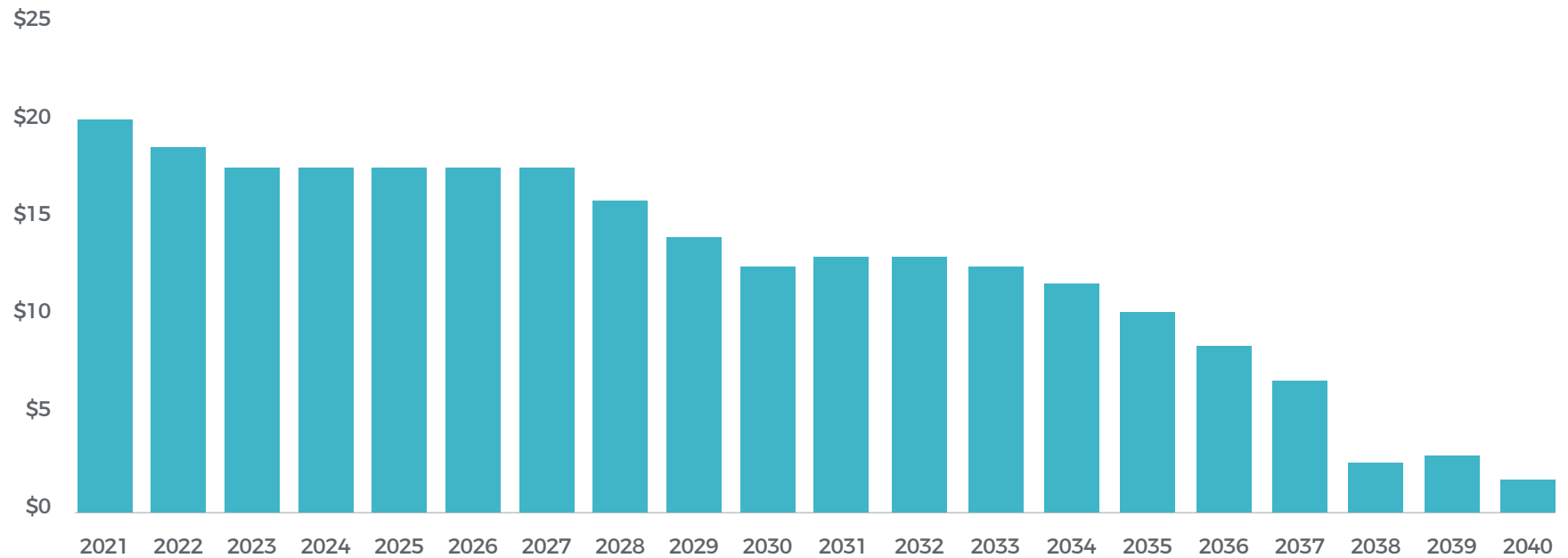
2012 - General Obligation Refunding Bonds, Mature 2024	\$ 3,255,000
2012 - Revenue & Limited Tax Bonds, Mature 2034 <sup>1</sup>	1,685,000
2012 - Certificates of Obligation, Mature 2033	7,310,000
2012 - Certificates of Obligation, Taxable Series, Mature 2032	4,015,000
2014 - General Obligation Refunding Bonds, Mature 2026	10,005,000
2014 - Certificates of Obligation, Mature 2034	18,940,000
2015 - General Obligation Refunding & Improvement Bonds, Mature 2035	26,200,000
2016 - Certificates of Obligation, Mature 2036	16,145,000
2016 - General Obligation Refunding Bonds, Mature 2029	8,060,000
2016 - Limited Tax Notes, Mature 2023	870,000
2017 - Certificates of Obligation,[TCIP] Mature 2037	25,130,000
2017 - Certificates of Obligation, [Drainage] Mature 2037	3,325,000
2017 - Certificates of Obligation,[Public Safety] Mature 2022	470,000
2017 - Certificates of Obligation,[Sanitation] Mature 2023	740,000
2017 - General Obligation Refunding Bonds, Mature 2034	17,380,000
2019 - General Obligation Refunding Bonds, Mature 2023	3,670,000
2019 - Certificates of Obligation, Mature 2039	15,590,000
2019 - Limited Tax Notes, Mature 2026	1,050,000
2020 - Certificates of Obligation, Mature 2040	4,095,000
2020 - Certificates of Obligation, Mature 2040	16,840,000
2020 - Limited Tax Notes, Mature 2027	2,725,000

BONDS OUTSTANDING 10/1/2020	187,500,000
Principal Retirements Through 9/30/2021	(13,060,000)
Principal Additions Through 9/30/2021	53,685,000
TOTAL BONDS OUTSTANDING 9/30/2021	228,125,000
Sinking Fund Balance as of 9/30/2021	(358,569)
<b>NET BALANCE OF BONDS OUTSTANDING</b>	<b>\$ 227,766,431</b>

<sup>1</sup> - Supported by TXDOT Pass-Through Financing Agreement in an amount not to exceed \$16,555,000

## TAX DATA AND GENERAL OBLIGATION BOND BALANCE

DEBT SERVICE REQUIREMENTS  
PRINCIPAL & INTEREST



TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

Due	2012 Series General Obligation Refunding (2.00-5.00%) \$3,255,000		2012 Series Revenue & Limited Tax Bonds <sup>1</sup> (2.00-5.00%) \$1,685,000		2012 Series Cert of Obligations (2.00-3.00%) \$7,310,000		2012 Taxable Series Cert of Obligations (1.50-3.50%) \$4,015,000	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$ 775,000	\$ 162,750	\$ 1,030,000	\$ 64,125	\$ 460,000	\$ 200,632	\$ 250,000	\$ 122,970
2022	815,000	124,000	-	22,925	475,000	191,430	290,000	115,470
2023	865,000	83,250	-	22,925	490,000	181,930	295,000	106,770
2024	800,000	40,000	-	22,925	505,000	172,130	305,000	99,396
2025	-	-	-	22,925	520,000	161,400	315,000	91,388
2026	-	-	-	22,925	540,000	145,800	325,000	82,726
2027	-	-	-	22,925	555,000	129,600	335,000	73,382
2028	-	-	-	22,925	575,000	112,950	350,000	63,332
2029	-	-	-	22,925	595,000	95,700	365,000	52,396
2030	-	-	-	22,925	615,000	77,850	380,000	40,716
2031	-	-	655,000	22,925	635,000	59,400	395,000	28,176
2032	-	-	-	-	660,000	40,350	410,000	14,350
2033	-	-	-	-	685,000	20,550	-	-
2034	-	-	-	-	-	-	-	-
2035	-	-	-	-	-	-	-	-
2036	-	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-	-
2038	-	-	-	-	-	-	-	-
2039	-	-	-	-	-	-	-	-
2040	-	-	-	-	-	-	-	-
2041	-	-	-	-	-	-	-	-
	<b>\$ 3,255,000</b>	<b>\$ 410,000</b>	<b>\$ 1,685,000</b>	<b>\$ 293,375</b>	<b>\$ 7,310,000</b>	<b>\$ 1,589,722</b>	<b>\$ 4,015,000</b>	<b>\$ 891,072</b>

Continued

1 - Supported by TXDOT Pass-Through Financing Agreement in an amount not to exceed \$16,555,000

TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2014 Series General Obligation Refunding (2.00%-5.00%) \$10,005,000		2014 Series Cert of Obligations (1.00%-3.00%) \$18,940,000		2015 Series GO Refunding & Improvement (2.00%-5.00%) \$26,200,000		2016 Series Cert of Obligations (2.00%-5.00%) \$16,145,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$ 1,380,000	\$ 454,800	\$ 555,000	\$ 538,612	\$ 1,010,000	\$ 1,132,900	\$ 295,000	\$ 746,850
2022	1,435,000	399,600	545,000	527,512	1,050,000	1,093,500	325,000	740,950
2023	1,505,000	327,850	950,000	511,164	1,095,000	1,052,500	400,000	734,450
2024	1,580,000	252,600	1,295,000	482,662	1,195,000	1,008,700	855,000	726,450
2025	2,520,000	189,400	1,335,000	443,812	1,245,000	960,900	900,000	683,700
2026	1,585,000	63,400	1,380,000	413,776	2,340,000	911,100	940,000	638,700
2027	-	-	1,425,000	379,276	3,235,000	817,500	990,000	591,700
2028	-	-	1,475,000	343,650	3,375,000	688,100	1,040,000	542,200
2029	-	-	1,520,000	299,400	1,455,000	553,100	1,090,000	490,200
2030	-	-	1,575,000	253,800	1,510,000	494,900	1,145,000	435,700
2031	-	-	1,630,000	206,550	1,575,000	434,500	1,205,000	378,450
2032	-	-	1,690,000	157,650	1,650,000	355,750	1,265,000	318,200
2033	-	-	1,750,000	106,950	1,735,000	273,250	1,325,000	254,950
2034	-	-	1,815,000	54,450	1,820,000	186,500	1,390,000	188,700
2035	-	-	-	-	1,910,000	95,500	1,460,000	119,200
2036	-	-	-	-	-	-	1,520,000	60,800
2037	-	-	-	-	-	-	-	-
2038	-	-	-	-	-	-	-	-
2039	-	-	-	-	-	-	-	-
2040	-	-	-	-	-	-	-	-
2041	-	-	-	-	-	-	-	-
	<b>\$ 10,005,000</b>	<b>\$ 1,687,650</b>	<b>\$ 18,940,000</b>	<b>\$ 4,719,264</b>	<b>\$ 26,200,000</b>	<b>\$ 10,058,700</b>	<b>\$ 16,145,000</b>	<b>\$ 7,651,200</b>

Continued

TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2016 Series General Obligation Refunding (2.00%-5.00%) \$8,060,000		2016 Series Limited Tax Notes (1.96%) \$870,000		2017 Series Cert of Obligations (3.00%-5.00%) \$25,130,000		2017 Series Cert of Obligations (3.00%-5.00%) \$3,325,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$ 755,000	\$ 307,600	\$ 285,000	\$ 14,259	\$ 325,000	\$ 912,638	\$ 135,000	\$ 126,419
2022	780,000	292,500	290,000	8,624	345,000	896,388	145,000	119,669
2023	800,000	276,900	295,000	2,891	360,000	879,138	150,000	112,419
2024	830,000	256,700	-	-	1,145,000	861,138	155,000	104,919
2025	870,000	223,500	-	-	1,200,000	803,888	165,000	97,169
2026	920,000	180,000	-	-	1,260,000	743,888	175,000	88,919
2027	980,000	134,000	-	-	1,320,000	680,888	180,000	80,169
2028	1,035,000	85,000	-	-	1,375,000	628,088	190,000	72,969
2029	1,090,000	43,600	-	-	1,725,000	573,088	195,000	65,369
2030	-	-	-	-	1,780,000	521,338	205,000	59,519
2031	-	-	-	-	1,850,000	450,138	210,000	51,319
2032	-	-	-	-	1,925,000	376,138	220,000	42,919
2033	-	-	-	-	1,980,000	318,388	225,000	36,319
2034	-	-	-	-	2,040,000	258,988	235,000	29,569
2035	-	-	-	-	2,105,000	197,788	240,000	22,519
2036	-	-	-	-	2,165,000	134,638	245,000	15,319
2037	-	-	-	-	2,230,000	69,688	255,000	7,969
2038	-	-	-	-	-	-	-	-
2039	-	-	-	-	-	-	-	-
2040	-	-	-	-	-	-	-	-
2041	-	-	-	-	-	-	-	-
	<b>\$ 8,060,000</b>	<b>\$ 1,799,800</b>	<b>\$ 870,000</b>	<b>\$ 25,774</b>	<b>\$ 25,130,000</b>	<b>\$ 9,306,238</b>	<b>\$ 3,325,000</b>	<b>\$ 1,133,469</b>

Continued

TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

Due	2017 Series Cert of Obligations (3.00%-5.00%) \$470,000		2017 Series Cert of Obligations (3.00%-5.00%) \$740,000		2017 Series General Obligation Refunding (4.00%-5.00%) \$17,380,000		2019 Series General Obligation Refunding (2.00% - 4.00%) \$3,670,000	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$ 230,000	\$ 23,500	\$ 235,000	\$ 37,000	\$ -	\$ 794,950	\$ 1,300,000	\$ 183,500
2022	240,000	12,000	245,000	25,250	1,045,000	794,950	1,375,000	118,500
2023	-	-	260,000	13,000	1,085,000	753,150	995,000	49,750
2024	-	-	-	-	1,130,000	709,750	-	-
2025	-	-	-	-	1,185,000	653,250	-	-
2026	-	-	-	-	1,245,000	594,000	-	-
2027	-	-	-	-	2,255,000	531,750	-	-
2028	-	-	-	-	1,130,000	419,000	-	-
2029	-	-	-	-	1,480,000	362,500	-	-
2030	-	-	-	-	1,550,000	288,500	-	-
2031	-	-	-	-	-	211,000	-	-
2032	-	-	-	-	1,690,000	211,000	-	-
2033	-	-	-	-	1,760,000	143,400	-	-
2034	-	-	-	-	1,825,000	73,000	-	-
2035	-	-	-	-	-	-	-	-
2036	-	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-	-
2038	-	-	-	-	-	-	-	-
2039	-	-	-	-	-	-	-	-
2040	-	-	-	-	-	-	-	-
2041	-	-	-	-	-	-	-	-
	<b>\$ 470,000</b>	<b>\$ 35,500</b>	<b>\$ 740,000</b>	<b>\$ 75,250</b>	<b>\$ 17,380,000</b>	<b>\$ 6,540,200</b>	<b>\$ 3,670,000</b>	<b>\$ 351,750</b>

Continued



TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2019 Series Cert of Obligations (2.00% - 4.00%) \$15,590,000		2019 Series Limited Tax Notes (2.00%-3.125%) \$1,050,000		2020 Series Cert of Obligations (2.00% - 3.15%) \$16,840,000		2020 Series Cert of Obligations (2.00% - 3.00%) \$4,095,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$ 595,000	\$ 453,600	\$ 165,000	\$ 37,000	\$ 2,705,000	\$ 361,482	\$ 170,000	\$ 84,173
2022	620,000	429,800	165,000	32,050	625,000	324,250	165,000	89,300
2023	645,000	405,000	170,000	27,100	645,000	305,500	170,000	84,350
2024	670,000	379,200	175,000	22,000	670,000	286,150	175,000	79,250
2025	695,000	352,400	185,000	15,000	690,000	266,050	180,000	74,000
2026	725,000	324,600	190,000	7,600	700,000	252,250	180,000	70,400
2027	750,000	295,600	-	-	715,000	238,250	185,000	66,800
2028	780,000	265,600	-	-	740,000	216,800	190,000	61,250
2029	815,000	234,400	-	-	760,000	194,600	195,000	55,550
2030	845,000	201,800	-	-	785,000	171,800	205,000	49,700
2031	865,000	184,900	-	-	795,000	156,100	210,000	45,600
2032	880,000	167,600	-	-	815,000	140,200	210,000	41,400
2033	900,000	150,000	-	-	825,000	123,900	215,000	37,200
2034	915,000	132,000	-	-	845,000	107,400	220,000	32,900
2035	935,000	112,556	-	-	865,000	90,500	225,000	28,500
2036	955,000	91,519	-	-	705,000	73,200	230,000	24,000
2037	975,000	70,032	-	-	715,000	59,100	235,000	19,400
2038	1,000,000	48,094	-	-	730,000	44,800	240,000	14,700
2039	1,025,000	24,344	-	-	745,000	30,200	245,000	9,900
2040	-	-	-	-	765,000	15,300	250,000	5,000
2041	-	-	-	-	-	-	-	-
	<b>\$ 15,590,000</b>	<b>\$ 4,323,045</b>	<b>\$ 1,050,000</b>	<b>\$ 140,750</b>	<b>\$ 16,840,000</b>	<b>\$ 3,457,832</b>	<b>\$ 4,095,000</b>	<b>\$ 973,373</b>

Continued

TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

Due	2020 Series Limited Tax Notes (2.00% - 4.00%) \$2,725,000		2021 Series Cert of Obligations (3.00% - 3.25%) \$49,650,000		2021 Series Cert of Obligations (3.00% - 3.25%) \$2,000,000		2021 Series Limited Tax Notes (1.25% - 1.50%) \$2,035,000	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$ 355,000	\$ 82,123	\$ -	\$ -	\$ 50,000	\$ 19,000	\$ -	\$ -
2022	360,000	77,900	2,085,000	2,017,031	75,000	63,375	280,000	30,525
2023	375,000	63,500	2,500,000	1,545,863	80,000	60,938	280,000	26,325
2024	385,000	48,500	1,485,000	1,464,613	80,000	58,338	285,000	22,125
2025	405,000	33,100	215,000	1,416,350	85,000	55,738	290,000	17,850
2026	420,000	16,900	450,000	1,409,363	85,000	52,975	295,000	13,500
2027	425,000	8,500	615,000	1,394,738	90,000	50,213	300,000	9,075
2028	-	-	550,000	1,374,750	90,000	47,288	305,000	4,575
2029	-	-	1,430,000	1,356,875	95,000	44,363	-	-
2030	-	-	2,620,000	1,310,400	100,000	41,275	-	-
2031	-	-	2,905,000	1,225,250	100,000	38,025	-	-
2032	-	-	3,000,000	1,130,838	105,000	34,775	-	-
2033	-	-	3,100,000	1,033,338	110,000	31,363	-	-
2034	-	-	3,200,000	932,588	110,000	27,788	-	-
2035	-	-	3,300,000	828,588	115,000	24,213	-	-
2036	-	-	3,410,000	721,338	120,000	20,475	-	-
2037	-	-	3,520,000	610,513	120,000	16,575	-	-
2038	-	-	3,635,000	496,113	125,000	12,675	-	-
2039	-	-	3,755,000	377,975	130,000	8,613	-	-
2040	-	-	3,875,000	255,938	135,000	1,638	-	-
2041	-	-	4,000,000	130,000	-	-	-	-
	<b>\$ 2,725,000</b>	<b>\$ 330,523</b>	<b>\$ 49,650,000</b>	<b>\$ 21,032,456</b>	<b>\$ 2,000,000</b>	<b>\$ 709,638</b>	<b>\$ 2,035,000</b>	<b>\$ 123,975</b>

Continued

## TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

Due	Total All Series Outstanding Principal Balance	Annual Requirements		
		Principal	Interest	Total P & I
2021	\$ 228,125,000	\$ 13,060,000	\$ 6,860,883	\$ 19,920,883
2022	214,350,000	13,775,000	8,547,499	22,322,499
2023	199,940,000	14,410,000	7,626,661	22,036,661
2024	186,220,000	13,720,000	7,097,544	20,817,544
2025	173,220,000	13,000,000	6,561,819	19,561,819
2026	159,465,000	13,755,000	6,032,821	19,787,821
2027	145,110,000	14,355,000	5,504,364	19,859,364
2028	131,910,000	13,200,000	4,948,476	18,148,476
2029	119,100,000	12,810,000	4,444,065	17,254,065
2030	105,785,000	13,315,000	3,970,222	17,285,222
2031	92,755,000	13,030,000	3,492,332	16,522,332
2032	78,235,000	14,520,000	3,031,169	17,551,169
2033	63,625,000	14,610,000	2,529,606	17,139,606
2034	49,210,000	14,415,000	2,023,881	16,438,881
2035	38,055,000	11,155,000	1,519,363	12,674,363
2036	28,705,000	9,350,000	1,141,288	10,491,288
2037	20,655,000	8,050,000	853,276	8,903,276
2038	14,925,000	5,730,000	616,381	6,346,381
2039	9,025,000	5,900,000	451,031	6,351,031
2040	4,000,000	5,025,000	277,875	5,302,875
2041	-	4,000,000	130,000	4,130,000
		<b>\$ 241,185,000</b>	<b>\$ 77,660,555</b>	<b>\$ 318,845,555</b>

## TAX SUPPORTED DEBT PURPOSES

### 2012 – General Obligation Refunding Bonds

**\$6,245,000, Mature 2024**

Proceeds used for partial refunding of 2002 Certificates of Obligation and 2003 General Obligation Refunding & Improvements Bonds.

### 2012 – Pass-Through Revenue & Limited Tax Bonds

**\$24,700,000, Mature 2034**

Proceeds used for the construction and improvement of Northwest Loop 363. Supported by TxDOT Pass-Through Financing Agreement in an amount not to exceed \$16,555,000.

### 2012 – Certificates of Obligation

**\$9,420,000, Mature 2033**

Proceeds used for constructing, improving, extending, expanding upgrading and/or developing streets, bridges, sidewalks, intersections, traffic signalization and other traffic improvement projects and related utility and rail relocation costs, drainage improvements and purchasing necessary rights-of-way.

### 2012 – Certificates of Obligation, Taxable

**\$4,645,000, Mature 2032**

Proceeds used for permitting, construction, land acquisition and other costs related to the expansion of the City’s landfill.

### 2014 – General Obligation Refunding Bonds

**\$14,760,000, Mature 2026**

Proceeds used for partial refunding of 2005 General Obligation Refunding Bonds, 2006 Certificates of Obligation, 2008A Certificates of Obligation, and 2008 General Obligation Bonds.

### 2014 – Certificates of Obligation,

**\$21,230,000, Mature 2028**

Proceeds used for constructing, improving, extending, expanding upgrading and/or developing streets, bridges, sidewalks, intersections, traffic signalization and other traffic improvement projects and related utility and rail relocation costs, drainage improvements and purchasing necessary rights-of-way.

### 2015 – General Obligation Refunding & Improvement Bonds

**\$32,100,000, Mature 2035**

Proceeds used for partial refunding of 2008 General Obligation Bonds and 2008 Certificates of Obligation, upgrades to neighborhood parks, three new community parks, upgrades to athletic facilities and recreations centers, construction of a deep water pool at the water park, and construction on an athletic center.

### 2016 – Certificates of Obligation

**\$18,285,000, Mature 2036**

Proceeds used for constructing, improving, extending, expanding upgrading and/or developing streets, bridges, sidewalks, intersections, traffic signalization and other traffic improvement projects and related utility and rail relocation costs, drainage improvements and purchasing necessary rights-of-way.

### 2016 – General Obligation Refunding Bonds

**\$9,500,000, Mature 2029**

Proceeds used for partial refunding of 2009 General Obligation Bonds.

### 2016 – Limited Tax Notes

**\$1,955,000, Mature 2023**

Proceeds used for solid waste equipment and major building repairs.

### 2017 – Certificates of Obligation

**\$33,900,000, Mature 2037**

#### 2017 - Certificates of Obligation

\$ 27,665,000 [TCIP] Mature 2037

\$ 3,735,000 [Drainage] Mature 2037

\$ 1,100,000 [Public Safety] Mature 2022

\$ 1,400,000 [Sanitation] Mature 2023

\$ 33,900,000

Proceeds used for constructing, improving, extending, expanding upgrading and/or developing streets, bridges, sidewalks, intersections, traffic signalization and other traffic improvement projects, related utility and rail relocation costs, drainage improvements and purchasing necessary rights-of-way, drainage improvement projects, public safety radios, and sanitation equipment.

## TAX SUPPORTED DEBT PURPOSES

### 2017 – General Obligation Refunding Bonds

**\$17,780,000, Mature 2034**

Proceeds used for partial refunding of 2012 Pass-Through Revenue & Limited Tax Bonds.

### 2019 – General Obligation Refunding Bonds

**\$4,880,000, Mature 2023**

Proceeds used for partial refunding of 2011 General Obligation Refunding Bonds.

### 2019 – Certificates of Obligation

**\$16,510,000, Mature 2039**

Proceeds used for constructing, improving, extending, expanding upgrading and/or developing streets, bridges, sidewalks, intersections, traffic signalization and other traffic improvement projects and related utility and rail relocation costs, and purchasing necessary rights-of-way.

### 2019 – Limited Tax Notes

**\$1,300,000, Mature 2026**

Proceeds used for solid waste and public safety equipment.

### 2020 – Certificates of Obligation

**\$16,840,000, Mature 2040**

Proceeds used for constructing, improving, extending, expanding upgrading and/or developing streets, bridges, sidewalks, intersections, traffic signalization and other traffic improvement projects and related utility and rail relocation costs, facility improvements, and purchasing necessary rights-of-way.

### 2020 – Certificates of Obligation

**\$4,095,000, Mature 2040**

Proceeds used for drainage improvements and purchasing necessary rights-of-way

### 2020 – Limited Tax Notes

**\$2,725,000, Mature 2027**

Proceeds used for solid waste vehicles, street and signal heavy equipment, and parks equipment.

### 2021 – Certificates of Obligation

**\$49,650,000 Mature 2041**

Proceeds used for constructing, improving, extending, expanding upgrading and/or developing streets, bridges, sidewalks, intersections, traffic signalization and other traffic improvement projects and related utility and rail relocation costs, facility improvements, and purchasing necessary rights-of-way.

### 2021 – Certificates of Obligation

**\$2,000,000, Mature 2041**

Proceeds used for drainage improvements and purchasing necessary rights-of-way

### 2021 – Limited Tax Notes

**\$1,965,400, Mature 2028**

Proceeds used for solid waste vehicles, street and signal heavy equipment, and parks equipment.

## SCHEDULE OF NOTES PAYABLE BY TYPE

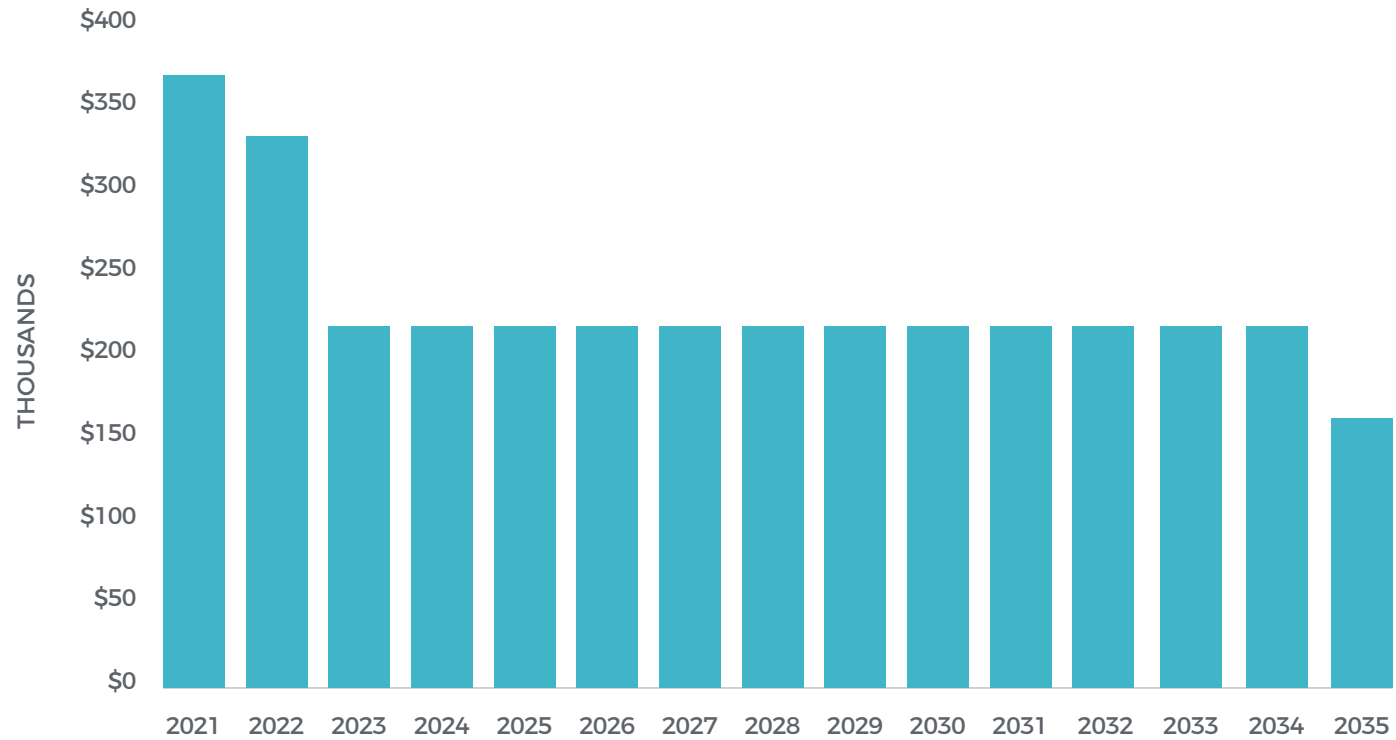
Description	Outstanding 9/30/2020	Principal		Outstanding 9/30/2021	Interest Payments
		Additions	Reduction		
<b>Notes Payable</b>					
Capital Lease - Golf Course - 2017	\$ 154,965	\$ -	\$ 49,842	\$ 105,123	\$ 5,376
Capital Lease - Copiers - 2017	74,714	-	74,714	-	1,466
Capital Lease - Hotel/Motel Copiers - 2017	3,460	-	3,460	-	64
Capital Lease - Golf Course - 2019	22,078	-	18,837	3,241	746
Energy Program - 2019	2,557,333	-	167,831	2,389,502	24,945
Capital Lease - Police Equipment - 2019	610,621	-	197,613	413,008	18,135
	<u>\$ 3,423,171</u>	<u>\$ -</u>	<u>\$ 512,297</u>	<u>\$ 2,910,874</u>	<u>\$ 50,732</u>

## NOTES PAYABLE BALANCE

<u>ISSUE</u>	<u>Principal Balance</u>
Capital Lease-Golf Course - Issued \$282,050, Rate 4.20%, Date of Maturity 2021	\$ 154,965
Capital Lease-Copiers - Issued \$256,136, Rate 2.97%, Date of Maturity 2021	74,714
Capital Lease-Hotel/Motel Copiers - Issued \$13,345, Rate 2.97%, Date of Maturity 2021	3,460
Capital Lease-Golf Course - Issued \$48,470, Rate 4.20%, Date of Maturity 2021	22,078
Energy Program - Issued \$2,803,109, Rate 2.00%, Date of Maturity 2035	2,557,333
Capital Lease-Police Equipment - Issued \$1,085,000, Rate 2.97%, Date of Maturity 2023	<u>610,621</u>
NOTES OUTSTANDING 10/1/2020	3,423,171
Principal Retirements Through 9/30/2021	(512,297)
Principal Additions Through 9/30/2021	-
Total Notes Outstanding 9/30/2021	<u><u>\$ 2,910,874</u></u>

## NOTES PAYABLE BALANCE

DEBT SERVICE REQUIREMENTS  
PRINCIPAL & INTEREST





NOTES PAYABLE – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	Capital Lease- Golf Course - 2017 (4.20%) \$154,965		Capital Lease- Copiers - 2017 (2.97%) \$74,714		Capital Lease- Hotel/Motel Copiers - 2017 (2.97%) \$3,460		Capital Lease- Golf Course - 2019 (4.20%) \$22,078	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$ 49,842	\$ 5,376	\$ 74,714	\$ 1,466	\$ 3,460	\$ 64	\$ 18,837	\$ 746
2022	105,123	1,025	-	-	-	-	3,241	23
2023	-	-	-	-	-	-	-	-
2024	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-
2026	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-
2032	-	-	-	-	-	-	-	-
2033	-	-	-	-	-	-	-	-
2034	-	-	-	-	-	-	-	-
2035	-	-	-	-	-	-	-	-
	<b>\$ 154,965</b>	<b>\$ 6,401</b>	<b>\$ 74,714</b>	<b>\$ 1,466</b>	<b>\$ 3,460</b>	<b>\$ 64</b>	<b>\$ 22,078</b>	<b>\$ 769</b>

Continued

NOTES PAYABLE – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

Due	Energy Program 2019 (2.00%) \$2,557,333		Capital Lease - Police Equipment - 2016 (2.97%) \$610,621		Total Outstanding Principal Balance	Annual Requirements		
	Principal	Interest	Principal	Interest		Principal	Interest	Total P & I
2021	\$ 167,831	\$ 24,945	\$ 197,613	\$ 18,135	\$ 2,910,874	\$ 512,297	\$ 50,732	\$ 563,029
2022	169,515	23,261	203,482	12,266	2,429,513	481,361	36,575	517,936
2023	171,217	21,559	209,526	6,223	2,048,770	380,743	27,782	408,525
2024	172,935	19,841	-	-	1,875,835	172,935	19,841	192,776
2025	174,671	18,105	-	-	1,701,164	174,671	18,105	192,776
2026	176,425	16,351	-	-	1,524,739	176,425	16,351	192,776
2027	178,196	14,581	-	-	1,346,543	178,196	14,581	192,777
2028	179,984	12,792	-	-	1,166,559	179,984	12,792	192,776
2029	181,791	10,985	-	-	984,768	181,791	10,985	192,776
2030	183,616	9,160	-	-	801,152	183,616	9,160	192,776
2031	185,459	7,318	-	-	615,693	185,459	7,318	192,777
2032	187,320	5,456	-	-	428,373	187,320	5,456	192,776
2033	189,200	3,576	-	-	239,173	189,200	3,576	192,776
2034	191,099	1,677	-	-	48,074	191,099	1,677	192,776
2035	48,074	120	-	-	-	48,074	120	48,194
	<b>\$ 2,557,333</b>	<b>\$ 189,727</b>	<b>\$ 610,621</b>	<b>\$ 36,624</b>		<b>\$ 3,423,171</b>	<b>\$ 235,051</b>	<b>\$ 3,658,222</b>

## NOTES PAYABLE PURPOSES

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### **Capital Lease – Golf Course (2017)**

**\$282,050, Mature 2021**

Proceeds used to purchase 65 golf cars, 1 beverage car and 1 utility car for the golf course.

### **Capital Lease – Copiers (2017)**

**\$256,136, Mature 2021**

Proceeds used to purchase copiers for various General Fund departments.

### **Capital Lease – Hotel/Motel Copiers (2017)**

**\$13,345, Mature 2021**

Proceeds used to purchase copiers for various Hotel/Motel Tax Fund departments.

### **Capital Lease – Golf Course (2019)**

**\$48,470, Mature 2021**

Proceeds used to purchase 65 GPS screens for the golf cars for the golf course.

### **Energy Program (2019)**

**\$2,640,622, Mature 2035**

State Energy Conservation Office LoanSTAR Energy Program proceeds used to install energy efficient lighting, heating and cooling systems at various locations.

### **Capital Lease – Police Equipment (2019)**

**\$1,085,000, Mature 2023**

Proceeds used to purchase an integrated digital police evidence management solution

## SCHEDULE OF WATER &amp; WASTEWATER FUND DEBT BY TYPE

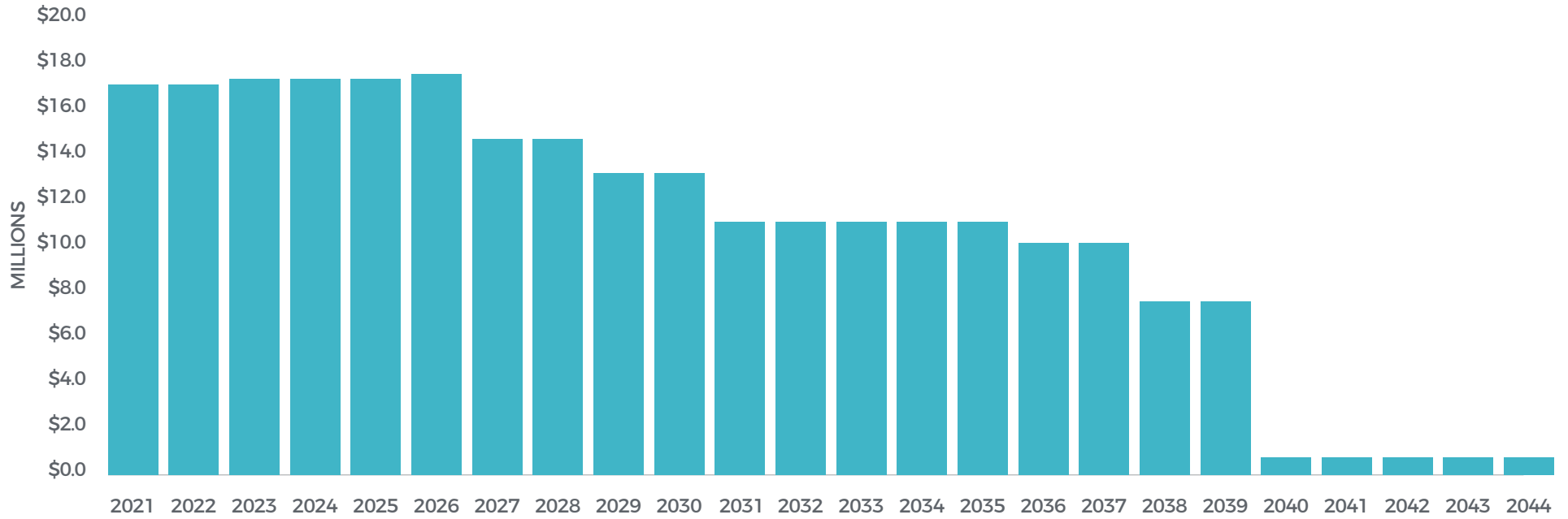
Description	Outstanding 9/30/2020	Principal		Outstanding 9/30/2021	Interest Payments
		Additions	Reduction		
<b>General Obligations</b>					
General Obligations Refunding Bonds, Series 2012	\$ 14,080,000	\$ -	\$ 855,000	\$ 13,225,000	\$ 575,300
General Obligations Refunding Bonds, Series 2014	4,305,000	-	785,000	3,520,000	198,400
General Obligations Refunding & Improvement Bonds, Series 2015	3,195,000	-	-	3,195,000	127,800
General Obligations Refunding Bonds, Series 2019	13,395,000	-	2,155,000	11,240,000	669,750
	<u>34,975,000</u>	<u>-</u>	<u>3,795,000</u>	<u>31,180,000</u>	<u>1,571,250</u>
<b>Revenue Bonds</b>					
Utility System Revenue Bonds, Taxable Series 2014	11,560,000	-	285,000	11,275,000	543,402
Utility System Revenue Bonds, Series 2015	19,250,000	-	930,000	18,320,000	905,700
Utility System Revenue Bonds, Series 2017	29,360,000	-	1,200,000	28,160,000	1,118,063
Utility System Revenue Bonds, Series 2019	18,815,000	-	630,000	18,185,000	861,400
Utility System Revenue Bonds, Series 2020	-	67,110,000	2,845,000	64,265,000	2,060,195
Utility System Revenue Bonds, Series 2021	-	31,305,000	-	31,305,000	-
	<u>78,985,000</u>	<u>98,415,000</u>	<u>5,890,000</u>	<u>171,510,000</u>	<u>5,488,760</u>
<b>Notes Payable</b>					
Capital lease - Copiers, Series 2017	7,315	-	7,315	-	136
	<u>7,315</u>	<u>-</u>	<u>7,315</u>	<u>-</u>	<u>136</u>
	<b>\$ 113,967,315</b>	<b>\$ 98,415,000</b>	<b>\$ 9,692,315</b>	<b>\$ 202,690,000</b>	<b>\$ 7,060,146</b>

## WATER & WASTEWATER FUND DEBT BALANCE

<u>ISSUE</u>	<u>Principal Balance</u>
2012 GO Refunding Series - Issued \$18,650,000 Rates 2.00% - 5.00%, Date of Maturity 2026	\$ 14,080,000
2014 Series, Taxable - Issued \$12,990,000 Rates 0.45% - 5.05%, Date of Maturity 2044	11,560,000
2014 GO Refunding Series - Issued \$6,600,000 Rates 2.00% - 5.00%, Date of Maturity 2025	4,305,000
2015 Series - Issued \$23,685,000 Rates 2.00% - 5.00%, Date of Maturity 2035	19,250,000
2015 GO Refunding & Improvement Series - Issued \$4,680,000 Rates 2.00% - 4.00%, Date of Maturity 2028	3,195,000
2017 Series - Issued \$35,000,000 Rates 3.00% - 5.00%, Date of Maturity 2037	29,360,000
2017 Capital Lease - Copiers - Issued \$28,216 Rates 2.97%, Date of Maturity 2021	7,315
2019 GO Refunding Series - Issued \$15,440,000 Rates 5.00%, Date of Maturity 2030	13,395,000
2019 Series - Issued \$22,000,000 Rates 4.00% - 5.00%, Date of Maturity 2039	<u>18,815,000</u>
DEBT OUTSTANDING 10/1/2020	113,967,315
Principal Retirements Through 9/30/2021	(9,692,315)
Principal Additions Through 9/30/2022	<u>98,415,000</u>
Total Debt Outstanding 9/30/2021	202,690,000
Sinking and Reserve Fund Balance as of 9/30/2021	<u>(3,464,718)</u>
NET BALANCE OF DEBT OUTSTANDING	<u><u>\$ 199,225,282</u></u>

# WATER & WASTEWATER FUND DEBT BALANCE

DEBT SERVICE REQUIREMENTS  
PRINCIPAL & INTEREST



WATER & WASTEWATER FUND – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

Due	2012 Series General Obligation Refunding Bonds (2.00% - 5.00%) \$14,080,000		2014 Series Utility System Revenue Bonds, Taxable (0.45% - 5.05%) \$11,560,000		2014 Series General Obligation Refunding Bonds (2.00% - 5.00%) \$4,305,000		2015 Series Utility System Revenue Bonds (2.00% - 5.00%) \$19,250,000		2015 Series General Obligation Refunding & Improvement Bonds (2.00% - 4.00%) \$3,195,000	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$ 855,000	\$ 575,300	\$ 285,000	\$ 543,402	\$ 785,000	\$ 198,400	\$ 930,000	\$ 905,700	\$ -	\$ 127,800
2022	895,000	532,550	295,000	534,852	820,000	167,000	965,000	868,500	-	127,800
2023	2,875,000	487,800	305,000	525,264	860,000	126,000	1,005,000	829,900	-	127,800
2024	3,020,000	344,050	315,000	514,590	900,000	83,000	1,045,000	789,700	-	127,800
2025	3,170,000	193,050	325,000	502,776	940,000	47,000	1,085,000	747,900	-	127,800
2026	3,265,000	97,950	340,000	490,102	-	-	1,130,000	704,500	1,025,000	127,800
2027	-	-	355,000	476,230	-	-	1,185,000	648,000	1,065,000	86,800
2028	-	-	370,000	461,390	-	-	1,245,000	588,750	1,105,000	44,200
2029	-	-	385,000	445,554	-	-	1,310,000	526,500	-	-
2030	-	-	400,000	428,692	-	-	1,375,000	461,000	-	-
2031	-	-	420,000	409,372	-	-	1,445,000	392,250	-	-
2032	-	-	440,000	389,086	-	-	1,515,000	320,000	-	-
2033	-	-	460,000	367,834	-	-	1,590,000	244,250	-	-
2034	-	-	485,000	345,614	-	-	1,670,000	164,750	-	-
2035	-	-	505,000	322,190	-	-	1,755,000	81,250	-	-
2036	-	-	530,000	296,686	-	-	-	-	-	-
2037	-	-	560,000	269,922	-	-	-	-	-	-
2038	-	-	585,000	241,642	-	-	-	-	-	-
2039	-	-	615,000	212,100	-	-	-	-	-	-
2040	-	-	650,000	181,042	-	-	-	-	-	-
2041	-	-	680,000	148,218	-	-	-	-	-	-
2042	-	-	715,000	113,878	-	-	-	-	-	-
2043	-	-	750,000	77,770	-	-	-	-	-	-
2044	-	-	790,000	39,896	-	-	-	-	-	-
	<b>\$ 14,080,000</b>	<b>\$ 2,230,700</b>	<b>\$ 11,560,000</b>	<b>\$ 8,338,102</b>	<b>\$ 4,305,000</b>	<b>\$ 621,400</b>	<b>\$ 19,250,000</b>	<b>\$ 8,272,950</b>	<b>\$ 3,195,000</b>	<b>\$ 897,800</b>

Continued

WATER & WASTEWATER FUND – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2017 Series Utility System Revenue Bonds (3.00% - 5.00%) \$29,360,000		2017 Capital Lease - Copiers (2.97%) \$7,316		2019 Series General Obligation Refunding Bonds (5.00%) \$13,395,000		2019 Series Utility System Revenue Bonds (4.00% - 5.00%) \$18,815,000		2021A Series Utility System Revenue Bonds (2.00% - 4.00%) \$67,110,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$ 1,200,000	\$ 1,118,063	\$ 7,316	\$ 137	\$ 2,155,000	\$ 669,750	\$ 630,000	\$ 861,400	\$ 2,845,000	\$ 2,060,195
2022	1,255,000	1,058,063	-	-	2,275,000	562,000	655,000	836,200	2,225,000	2,645,500
2023	1,320,000	995,313	-	-	530,000	448,250	685,000	810,000	2,340,000	2,534,250
2024	1,385,000	929,313	-	-	565,000	421,750	720,000	775,750	2,455,000	2,417,250
2025	1,455,000	860,063	-	-	605,000	393,500	755,000	739,750	2,575,000	2,294,500
2026	1,525,000	787,313	-	-	640,000	363,250	790,000	702,000	2,705,000	2,165,750
2027	1,600,000	711,063	-	-	1,525,000	331,250	830,000	662,500	2,840,000	2,030,500
2028	1,680,000	631,063	-	-	1,610,000	255,000	870,000	621,000	2,985,000	1,888,500
2029	1,750,000	563,863	-	-	1,700,000	174,500	915,000	577,500	3,130,000	1,739,250
2030	1,820,000	493,863	-	-	1,790,000	89,500	960,000	531,750	3,290,000	1,582,750
2031	1,875,000	439,263	-	-	-	-	1,010,000	483,750	3,390,000	1,484,050
2032	1,930,000	383,013	-	-	-	-	1,060,000	433,250	3,490,000	1,382,350
2033	1,990,000	325,113	-	-	-	-	1,115,000	380,250	3,595,000	1,277,650
2034	2,045,000	265,413	-	-	-	-	1,170,000	324,500	3,700,000	1,169,800
2035	2,110,000	204,063	-	-	-	-	1,230,000	266,000	3,850,000	1,021,800
2036	2,175,000	138,125	-	-	-	-	1,275,000	216,800	4,005,000	867,800
2037	2,245,000	70,156	-	-	-	-	1,330,000	165,800	4,165,000	707,600
2038	-	-	-	-	-	-	1,380,000	112,600	4,330,000	541,000
2039	-	-	-	-	-	-	1,435,000	57,400	4,505,000	367,800
2040	-	-	-	-	-	-	-	-	4,690,000	187,600
2041	-	-	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-	-	-
	<b>\$ 29,360,000</b>	<b>\$ 9,973,119</b>	<b>\$ 7,316</b>	<b>\$ 137</b>	<b>\$ 13,395,000</b>	<b>\$ 3,708,750</b>	<b>\$ 18,815,000</b>	<b>\$ 9,558,200</b>	<b>\$ 67,110,000</b>	<b>\$ 30,365,895</b>

Continued



WATER & WASTEWATER FUND – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

Due	2021B Series Utility System Revenue Bonds (2.00% - 4.00%) \$31,305,000		Total Outstanding Bond Principal	Annual Requirements		
	Principal	Interest		Principal	Interest	Total P & I
2021	\$ -	\$ -	\$ 202,690,000	\$ 9,692,316	\$ 7,060,146	\$ 16,752,462
2022	2,000,000	1,565,250	191,305,000	11,385,000	8,897,715	20,282,715
2023	1,200,000	1,465,250	180,185,000	11,120,000	8,349,827	19,469,827
2024	1,210,000	1,405,250	168,570,000	11,615,000	7,808,453	19,423,453
2025	1,230,000	1,344,750	156,430,000	12,140,000	7,251,089	19,391,089
2026	1,300,000	1,283,250	143,710,000	12,720,000	6,721,915	19,441,915
2027	1,360,000	1,218,250	132,950,000	10,760,000	6,164,593	16,924,593
2028	1,420,000	1,150,250	121,665,000	11,285,000	5,640,153	16,925,153
2029	1,485,000	1,079,250	110,990,000	10,675,000	5,106,417	15,781,417
2030	1,500,000	1,005,000	99,855,000	11,135,000	4,592,555	15,727,555
2031	1,600,000	558,000	90,115,000	9,740,000	3,766,685	13,506,685
2032	1,675,000	510,000	80,005,000	10,110,000	3,417,699	13,527,699
2033	1,765,000	459,750	69,490,000	10,515,000	3,054,847	13,569,847
2034	1,720,000	406,800	58,700,000	10,790,000	2,676,877	13,466,877
2035	1,750,000	473,600	47,500,000	11,200,000	2,368,903	13,568,903
2036	1,900,000	403,600	37,615,000	9,885,000	1,923,011	11,808,011
2037	1,910,000	327,600	27,405,000	10,210,000	1,541,078	11,751,078
2038	1,980,000	251,200	19,130,000	8,275,000	1,146,442	9,421,442
2039	2,100,000	172,000	10,475,000	8,655,000	809,300	9,464,300
2040	2,200,000	88,000	2,935,000	7,540,000	456,642	7,996,642
2041	-	-	2,255,000	680,000	148,218	828,218
2042	-	-	1,540,000	715,000	113,878	828,878
2043	-	-	790,000	750,000	77,770	827,770
2044	-	-	-	790,000	39,896	829,896
	<b>\$ 31,305,000</b>	<b>\$ 15,167,050</b>		<b>\$ 212,382,316</b>	<b>\$ 89,134,102</b>	<b>\$ 301,516,418</b>

## WATER & WASTEWATER FUND DEBT PURPOSES

### 2012, General Obligation Refunding Bonds

**\$18,650,000, Mature 2026**

Proceeds used for partial refunding of the 2002 WW & SS Revenue Bonds and 2006 Utility System Revenue Bonds.

### 2014 Series, Taxable

**\$12,990,000, Mature 2044**

Proceeds used for the design and construction of the Treated Effluent Facilities for Panda Temple Power II, LLC.

### 2014, General Obligation Refunding Bonds

**\$6,600,000, Mature 2025**

Proceeds used for partial refunding of the 2006 Utility System Revenue Bonds and 2008 Utility System Revenue Bonds.

### 2015 Series

**\$23,685,000, Mature 2035**

Proceeds used for water line replacements, elevated storage tank rehabilitation, generators for water treatment plant, wastewater line replacements, lift station rehabilitation and sewerage system land acquisition and design.

### 2015, General Obligation Refunding & Improvement Bonds

**\$4,680,000, Mature 2028**

Proceeds used for partial refunding of the 2008 Utility System Revenue Bonds.

### 2017 Series

**\$32,755,000, Mature 2037**

Proceeds used for water line replacements, elevated storage tank rehabilitation, generators for water treatment plant, wastewater line replacements, lift station rehabilitation and sewerage system land acquisition and design.

### 2017 Capital Lease - Copiers

**\$28,216, Matures 2021**

Proceeds used to purchase eight copiers for various water and sewer fund departments.

### 2019, General Obligation Refunding Bonds

**\$15,440,000, Mature 2030**

Proceeds used for partial refunding of the 2010 Utility System Revenue Bonds and 2011 General Obligation Refunding Bonds.

### 2019 Series

**\$19,515,000, Mature 2039**

Proceeds used for water line replacements, elevated storage tank rehabilitation, generators for water treatment plant, wastewater line replacements, lift station rehabilitation and sewerage system land acquisition and design.

### 2021A Series

**\$67,110,000 Mature 2040**

Proceeds used for water treatment plant improvements, construction and rehabilitation of elevated storage tanks, water and wastewater line replacements and extensions, lift station rehabilitation and abandonment, sanitary sewer evaluation surveys and related improvements, and design for expansion of wastewater treatment plant.

### 2021B Series

**\$31,305,000, Mature 2040**

Proceeds used for water treatment plant improvements (including ground storage tanks and pump stations), elevated storage tank rehabilitation, water and wastewater line replacements and extensions, sanitary sewer evaluation surveys and related improvements, and design for expansion of wastewater treatment plant.

## REINVESTMENT ZONE NO. 1 – SCHEDULE OF OUTSTANDING DEBT BY TYPE

Description	Outstanding 9/30/2020	Principal		Outstanding 9/30/2021	Interest Payments
		Additions	Reductions		
<b>General Obligations</b>					
General Obligation Refunding, Series 2011A	\$ 4,720,000	\$ -	\$ 2,315,000	\$ 2,405,000	\$ 182,550
General Obligation Refunding, Series 2012	145,000	-	70,000	75,000	7,250
	<u>4,865,000</u>	<u>-</u>	<u>2,385,000</u>	<u>2,480,000</u>	<u>189,800</u>
<b>Certificates of Obligation</b>					
Certificates of Obligation, Series 2013	<u>20,610,000</u>	<u>-</u>	<u>1,250,000</u>	<u>19,360,000</u>	<u>796,494</u>
<b>Revenue Bonds</b>					
TIRZ Revenue Bonds, Taxable Series 2008	2,300,000	-	1,120,000	1,180,000	121,670
TIRZ Revenue Bonds, Series 2018	22,940,000	-	140,000	22,800,000	1,147,000
TIRZ Revenue Bonds, Taxable Series 2020	14,710,000	-	400,000	14,310,000	923,900
	<u>39,950,000</u>	<u>-</u>	<u>1,660,000</u>	<u>38,290,000</u>	<u>2,192,570</u>
	<u><b>\$ 65,425,000</b></u>	<u><b>\$ -</b></u>	<u><b>\$ 5,295,000</b></u>	<u><b>\$ 60,130,000</b></u>	<u><b>\$ 3,178,864</b></u>

## REINVESTMENT ZONE NO. 1 – TAX DATA & OUTSTANDING BOND BALANCE

Ad valorem taxes are levied on captured increments of growth in real property values in a designated zone. The tax revenues derived from this increment are to be used for public improvements within this designated zone. The entities and tax rates within the zone are as follows:

Temple I.S.D.*	\$1.28380
City of Temple	0.65250
Bell County	0.39680
Temple College	0.18370
Bell County Road District	0.02850
Elm Creek Flood Control District	0.03270
Troy I.S.D.*	1.24340
Belton I.S.D.*	1.36510

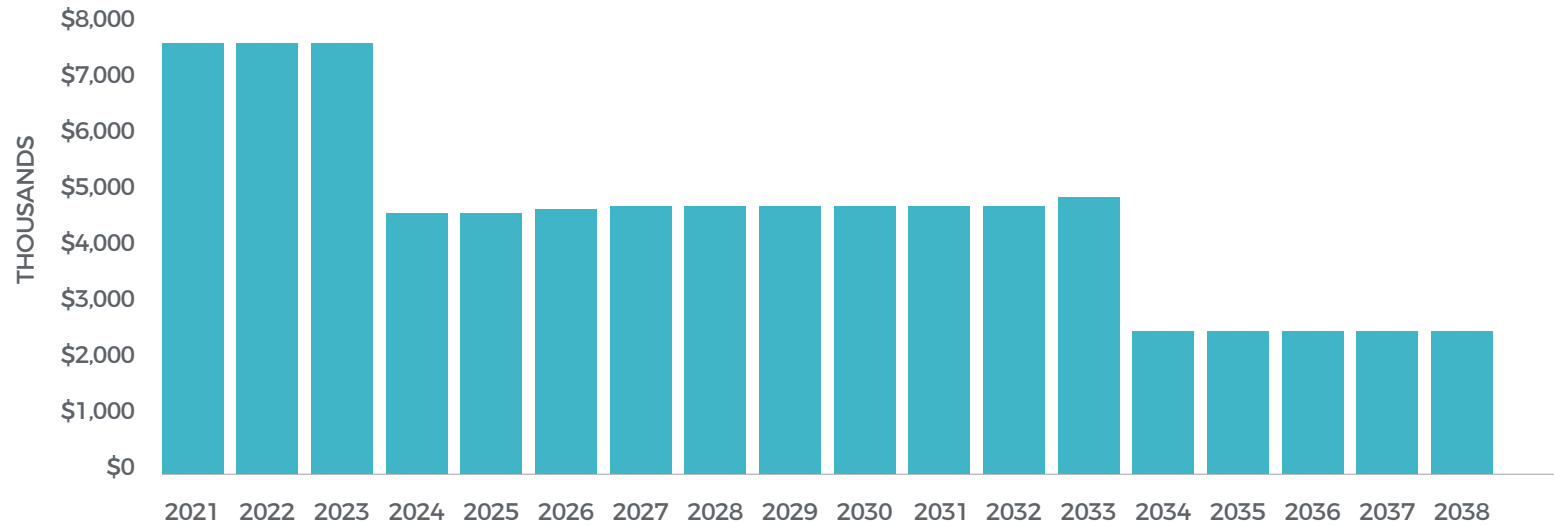
\*Per Sec 311.03 (n) of the Texas Property Tax Code, the calculation of the tax levy for school districts is based upon the tax year 2005 I&S rate and the 2005 M&O rate if the 2005 rate is higher than the current M&O and I&S rate. The 2005 I&S and M&O rate for the following school districts were: Temple I.S.D. - \$1.6300, Troy I.S.D. - \$1.6725, Belton I.S.D. - \$1.7185.

**BONDS OUTSTANDING:**

2008 - TIRZ Revenue Bonds, Taxable Series, Mature 2022	\$ 2,300,000
2011A - General Obligation Refunding Bonds, Mature 2022	4,720,000
2012 - General Obligation Refunding Bonds, Mature 2022	145,000
2013 - Certificates of Obligation, Mature 2033	20,610,000
2018 - TIRZ Revenue Bonds, Mature 2038	22,940,000
2020 - TIRZ Revenue Bonds, Taxable Series, Mature 2038	<u>14,710,000</u>
BONDS OUTSTANDING 10/1/2020	65,425,000
Principal Retirements Through 9/30/2021	(5,295,000)
Principal Additions Through 9/30/2021	<u>-</u>
TOTAL BONDS OUTSTANDING 9/30/2021	60,130,000
Reserve Fund Balance as of 9/30/2021	<u>(2,090,750)</u>
NET BALANCE OF BONDS OUTSTANDING	<u>\$ 58,039,250</u>

## REINVESTMENT ZONE NO. 1 – TAX DATA & OUTSTANDING BOND BALANCE

DEBT SERVICE REQUIREMENTS  
PRINCIPAL & INTEREST



REINVESTMENT ZONE NO. 1 – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2008 Series TIRZ Revenue Bonds, Taxable Series (5.29%) \$2,300,000		2011A Series General Obligation Refunding (2.00% - 4.259%) \$4,720,000		2012 Series General Obligation Refunding (2.00% - 5.00%) \$145,000		2013 Series Certificates of Obligation (2.00% - 4.125%) \$20,610,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$ 1,120,000	\$ 121,670	\$ 2,315,000	\$ 182,550	\$ 70,000	\$ 7,250	\$ 1,250,000	\$ 796,494
2022	1,180,000	62,423	2,405,000	89,950	75,000	3,750	1,285,000	746,494
2023	-	-	-	-	-	-	1,335,000	695,094
2024	-	-	-	-	-	-	1,385,000	641,694
2025	-	-	-	-	-	-	1,440,000	598,412
2026	-	-	-	-	-	-	1,500,000	551,612
2027	-	-	-	-	-	-	1,560,000	499,112
2028	-	-	-	-	-	-	1,625,000	436,712
2029	-	-	-	-	-	-	1,690,000	371,712
2030	-	-	-	-	-	-	1,765,000	304,112
2031	-	-	-	-	-	-	1,840,000	233,512
2032	-	-	-	-	-	-	1,925,000	159,912
2033	-	-	-	-	-	-	2,010,000	82,912
2034	-	-	-	-	-	-	-	-
2035	-	-	-	-	-	-	-	-
2036	-	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-	-
2038								
2039								
2040								
	<b>\$ 2,300,000</b>	<b>\$ 184,093</b>	<b>\$ 4,720,000</b>	<b>\$ 272,500</b>	<b>\$ 145,000</b>	<b>\$ 11,000</b>	<b>\$ 20,610,000</b>	<b>\$ 6,117,784</b>

Continued

REINVESTMENT ZONE NO. 1 – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

Due	2018 Series TIRZ Revenue Bonds  (3.00% - 5.00%) \$22,940,000		2020 Series TIRZ Revenue Bonds, Taxable Series (4.00% - 5.50%) \$14,710,000		Bond Principal Outstanding	Annual Requirements		
	Principal	Interest	Principal	Interest		Principal	Interest	Total P & I
2021	\$ 140,000	\$ 1,147,000	\$ 400,000	\$ 923,900	\$ 60,130,000	\$ 5,295,000	\$ 3,178,864	\$ 8,473,864
2022	165,000	1,140,000	-	882,600	55,020,000	5,110,000	2,925,217	8,035,217
2023	955,000	1,131,750	500,000	857,600	52,230,000	2,790,000	2,684,444	5,474,444
2024	1,005,000	1,084,000	550,000	809,100	49,290,000	2,940,000	2,534,794	5,474,794
2025	1,055,000	1,033,750	580,000	778,800	46,215,000	3,075,000	2,410,962	5,485,962
2026	1,105,000	981,000	600,000	756,700	43,010,000	3,205,000	2,289,312	5,494,312
2027	1,165,000	925,750	630,000	727,800	39,655,000	3,355,000	2,152,662	5,507,662
2028	1,220,000	867,500	660,000	696,800	36,150,000	3,505,000	2,001,012	5,506,012
2029	1,280,000	806,500	690,000	668,700	32,490,000	3,660,000	1,846,912	5,506,912
2030	1,345,000	744,500	720,000	638,200	28,660,000	3,830,000	1,686,812	5,516,812
2031	1,415,000	675,250	750,000	610,300	24,655,000	4,005,000	1,519,062	5,524,062
2032	1,485,000	604,500	780,000	579,700	20,465,000	4,190,000	1,344,112	5,534,112
2033	1,560,000	530,250	800,000	561,400	16,095,000	4,370,000	1,174,562	5,544,562
2034	1,635,000	452,250	850,000	510,100	13,610,000	2,485,000	962,350	3,447,350
2035	1,720,000	370,500	900,000	460,800	10,990,000	2,620,000	831,300	3,451,300
2036	1,805,000	284,500	950,000	408,200	8,235,000	2,755,000	692,700	3,447,700
2037	1,895,000	194,250	1,000,000	357,300	5,340,000	2,895,000	551,550	3,446,550
2038	1,990,000	99,500	1,050,000	307,800	2,300,000	3,040,000	407,300	3,447,300
2039	-	-	1,100,000	259,400	1,200,000	1,100,000	259,400	1,359,400
2040	-	-	1,200,000	156,800	-	1,200,000	156,800	1,356,800
	<b>\$ 22,940,000</b>	<b>\$ 13,072,750</b>	<b>\$ 14,710,000</b>	<b>\$ 11,952,000</b>		<b>\$ 65,425,000</b>	<b>\$ 31,610,127</b>	<b>\$ 97,035,127</b>

## REINVESTMENT ZONE NO. 1 BOND PURPOSES

### **2008 – TIRZ Revenue Bonds, Taxable**

#### **\$10,365,000, Mature 2022**

Proceeds used for improving and extending the City's railway system, the purchase of 355+/- acres of land, professional services including fiscal, engineering, architectural and legal fees including the cost associated with the issuance of bonds.

### **2011A – General Obligation Refunding Bonds**

#### **\$10,405,000, Mature 2022**

Proceeds used for the partial refunding of the 2003 Tax & TIRZ Revenue Certificates of Obligation and the 2008 Tax & TIRZ Revenue Certificates of Obligation.

### **2012 – General Obligation Refunding Bonds**

#### **\$480,000, Mature 2022**

Proceeds used for the partial refunding of the 2003 Tax & TIRZ Revenue Certificates of Obligation.

### **2013 – Certificates of Obligation**

#### **\$25,260,000, Mature 2033**

Proceeds used for developing City master plans and constructing, improving, extending, expanding, upgrading and/or developing city streets, bridges, sidewalks, trails, parks, City airport, and a downtown plaza, including related water, wastewater and drainage improvements, signage, parking, lighting, landscaping, irrigation and purchasing any necessary rights-of-way, all within the boundaries of the City's Reinvestment Zone No. 1.

### **2018 – TIRZ Revenue Bonds**

#### **\$23,565,000, Mature 2038**

Proceeds used for the purpose of (i) designing, constructing, improving, acquiring, extending, expanding, upgrading and developing roads with the Zone, or that benefit the Zone, including the Outer Loop Project, Downtown, the Industrial Park and the Temple Medical and Education District including purchase of any necessary rights-of-way, utilities, utility relocation, drainage, lighting, landscaping, irrigation, pedestrian facilities, signage and monumentation, traffic safety and operational improvements and other transportation related improvements, (ii) designing, constructing, improving, acquiring and developing the Santa Fe Plaza Infrastructure Project within the Zone including purchase of any necessary rights-of-way, parking facilities, utilities, pedestrian facilities, landscaping and traffic flow and operational improvements, (iii) designing, constructing, improving, acquiring and equipping the Draughon-Miller Regional Airport within the Zone including roadway improvements, utilities, headquarters, arrival/departure canopy, pilot amenities, passenger amenities, parking facilities, storm water and drainage improvements, taxiway and apron expansion, corporate hangar and other related airport improvements and (iv) paying the costs of issuing the Series 2018 Bonds.

### **2020 – TIRZ Revenue Bonds, Taxable**

#### **\$14,710,000, Mature 2038**

Proceeds used for the purpose of (i) designing, acquiring and constructing two multi-story parking garages within the Zone and (ii) paying the costs of issuing the Taxable Series 2020 Bonds.



# SUPPLEMENTAL SECTION



## MISCELLANEOUS STATISTICAL DATA

2020 Population.....	84,613 <sup>1</sup>
2020 Assessed Value.....	\$5,568,368,176
Median Age.....	33.9
Median Household Income.....	\$55,792
Total Employment in Temple.....	33,225
Total Labor Force in Temple.....	35,583
City Total Square Miles.....	76.47
Developable Land Remaining.....	11,987 acres
Agricultural.....	7,890 acres
Heavy/Light Industrial.....	2,296 acres
Various Commercial.....	686 acres
Various Residential.....	1,115 acres
<b>Housing Units:</b>	
Owner Occupied.....	54.6%
Renter Occupied.....	45.4%
Vacant.....	10.2%
Average Home Sale Price.....	\$195,916
Average Temperatures in January.....	HI: upper 50's LOW: upper 30's
Average Temperatures in July.....	HI: upper 90's LOW: lower 70's
Average Annual Temperature.....	66.6 degrees

**Rainfall:**

Wettest Month.....	May / 3.48"
Driest Month.....	July / 0.92"
Average Annual Rainfall.....	26.49"

**Only Health & Bioscience District in Texas**

**Baylor Scott & White Hospital**

Only Level I Trauma Center between Dallas and Austin

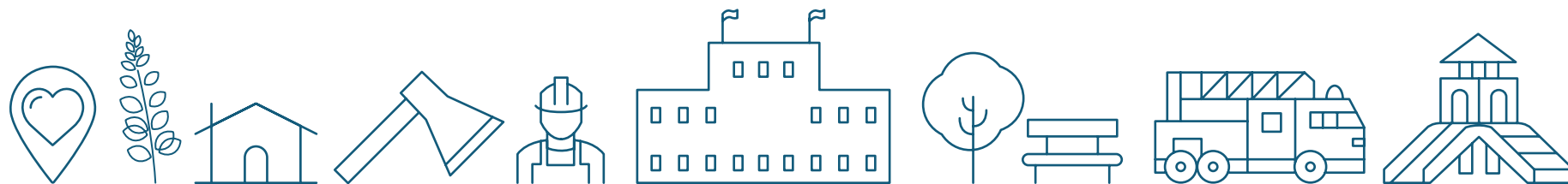
**McLane Children's Hospital Scott & White**

Only acute care pediatric hospital between Dallas and Austin

80% of Texas' population is within 180 miles of Temple

1 - 2020 Population based on new residential water customers multiplied by 2010 Census data of average household size of 2.47.

Sources: 2010 United States Census, Temple Economic Development Corporation, Texas Work-force Commission, Texas Labor Market Information, Weather Base and the City of Temple.



## MISCELLANEOUS STATISTICAL DATA

### GOVERNMENT

Form of government.....	Council - Manager, July 8, 1922
Date of original public sale of town lots.....	June 20, 1881
Original charter, special.....	March 27, 1907
Amendment to charter.....	August 5, 1919
Second charter, home rule city.....	July 8, 1922
Amendment to charter.....	April 7, 1926
Third charter, present.....	September 23, 1953
Amendment to charter.....	October 23, 1967
Amendment to charter.....	April 2, 1977
Amendment to charter.....	January 20, 1990
Amendment to charter.....	May 4, 1996
Amendment to charter.....	May 6, 2000
Amendment to charter.....	November 4, 2014

### LAND USE SQ. MILES

Agriculture .....	27.08
Commercial/Industrial .....	23.41
Mixed use .....	0.35
Residential .....	20.67

### AIRPORT



airport

**7,000ft**

full precision approach runway and 4,740' RNAV approach crosswind runway serving general aviation and military aircraft

### FIRE PROTECTION



fire stations



**3,900**  
fire hydrants



**122** firefighters

Firefighters per 1,000 population.....1.44

Insurers Services Office (ISO) Rating.....3

### POLICE PROTECTION



police station



**158**  
police officers



**1.87** officers per  
1,000 population

### LIBRARIES



public library

**193,862** # of volumes

**285,648** circulation  
of volumes



**59,281**  
library cards  
in force

## MISCELLANEOUS STATISTICAL DATA

Park acreage developed.....	894
Park acreage undeveloped.....	416

### PARKS & RECREATION



golf course



**25**  
baseball &  
softball fields



**1** football  
fields



**4** swimming  
pools



**19** tennis  
courts

Soccer fields.....	15
Picnic pavilions.....	32
Basketball courts.....	20
Playgrounds.....	49
Community center.....	3
Recreation center.....	3
Multi-use fields.....	8
Sand volleyball courts.....	3
Trail miles.....	27.74
Extreme skate park.....	1
Disc golf course.....	3
Family water park.....	1
Splash pads.....	4
Community garden.....	1
Museum.....	1
Convention center.....	1

### UTILITIES

Miles of water mains.....	652 miles
Daily average water treatment.....	16.15 MGD
Water treatment plant capacity.....	41.14 MGD
Number of water service connections.....	30,718
Source of water.....	Surface water
Miles of wastewater collection system lines.....	459 miles
Number of lift stations.....	28
Daily average wastewater treatment:	
Doshier Farm WWTP.....	2.01 MGD
Temple-Belton WWTP.....	7.01 MGD
Maximum capacity of treatment plants:	
Doshier Farm WWTP.....	7.5 MGD
Temple-Belton WWTP.....	10.0 MGD
Number of wastewater treatment plants.....	2
Number of wastewater service connections.....	26,545

\*MGD—Million gallons daily

### STREETS

Paved streets.....	1,183.04 lane miles
Unpaved streets.....	1.31 miles
Paved alleys.....	10.01 miles
Unpaved alleys.....	72.5 miles

(all figures are approximate)

### TRAFFIC CONTROL

Traffic signals.....	76 signals
----------------------	------------

## MISCELLANEOUS STATISTICAL DATA

EDUCATION

### Temple Independent School District

Senior high schools .....	2
Number of students .....	2,390
Middle schools .....	3
Number of students .....	1,881
Elementary schools .....	8
Number of students .....	3,761
Early childhood academy .....	1
Number of students .....	369
Alternative education program .....	1
Number of students .....	24

### Private Schools

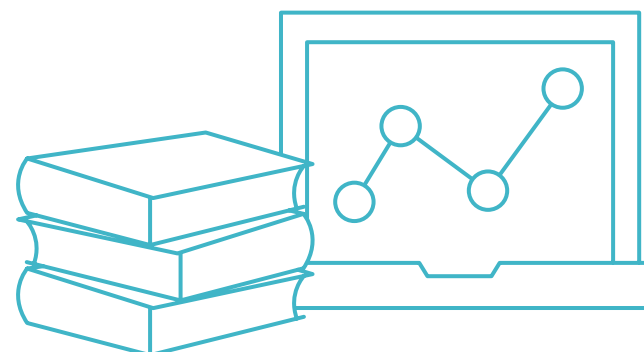
- Central Texas Christian School (Pre K - 12th grade)
- Holy Trinity Catholic School (9th - 12th grade)
- Immanuel Lutheran School (Pre K - 8th grade)
- St. Francis Episcopal School (Pre K - Kindergarten)
- St. Mary's Catholic School (Pre K - 8th grade)
- Montessori Schools of Central Texas (Pre K - 5th grade)

### Temple College

Number of classrooms & labs .....	190
Number of administrative personnel .....	60
Number of full-time professors .....	131
Number of full-time students .....	1,864
Number of part-time students .....	2,961
Population served .....	208,195
Counties served .....	3
<small>(East Bell, Milam and East Williamson Counties)</small>	
Annual budget .....	\$45,643,423

### Higher Educational Institutions (within 75 miles of Temple)

- Austin Community College
- Baylor University
- Central Texas College
- Concordia University Texas
- Hill Junior College
- Huston-Tillotson College
- McLennan Community College
- St. Edward's University
- Southwestern University
- Tarleton State University
- Temple College
- Texas A&M University
- Texas State Technical College
- The University of Texas at Austin
- University of Mary Hardin-Baylor



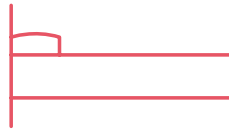
## MISCELLANEOUS STATISTICAL DATA

### HOSPITALS



hospitals

1,176  
beds



- Baylor Scott & White Medical Center—Temple
- Baylor Scott & White McLane Children’s Medical Center Baylor
- Scott & White Continuing Care Hospital
- Baylor Scott & White Pavilion
- Veteran’s Administration Hospital

### BOND RATING

#### General Obligation (G.O.) Debt

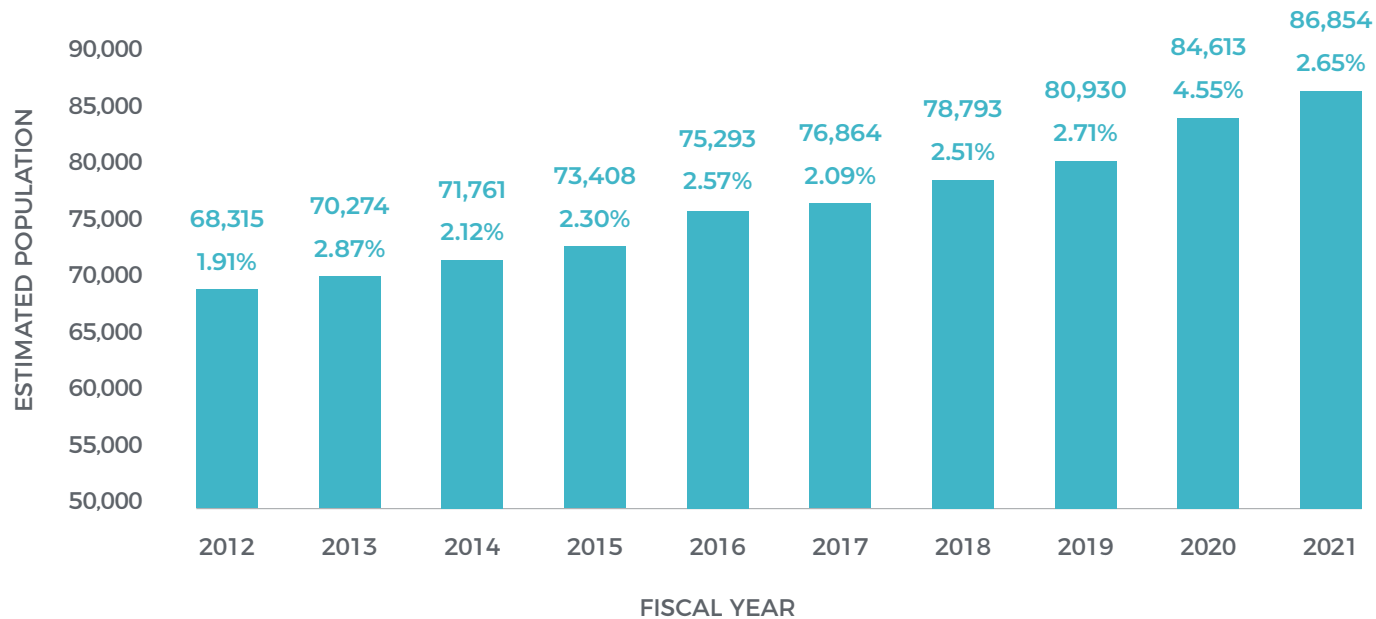
- Moody’s Investors Service..... Aa2 Rating
- Standard & Poor’s..... AA Rating

#### Utility System Revenue Debt

- Moody’s Investors Service..... Aa2 Rating
- Standard & Poor’s..... AA Rating

## DEMOGRAPHIC STATISTICS - LAST TEN FISCAL YEARS

FISCAL YEAR	SINGLE FAMILY	% INCREASE
2012	68,315 <sup>(1)</sup>	1.91%
2013	70,274	2.87%
2014	71,761	2.12%
2015	73,408	2.30%
2016	75,293	2.57%
2017	76,864	2.09%
2018	78,793	2.51%
2019	80,930	2.71%
2020	84,613	4.55%
2021	86,854 <sup>(2)</sup>	2.65%



(1) 2012 thru 2020 is based on new residential water customers multiplied by 2010 Census data of average household size of 2.47.

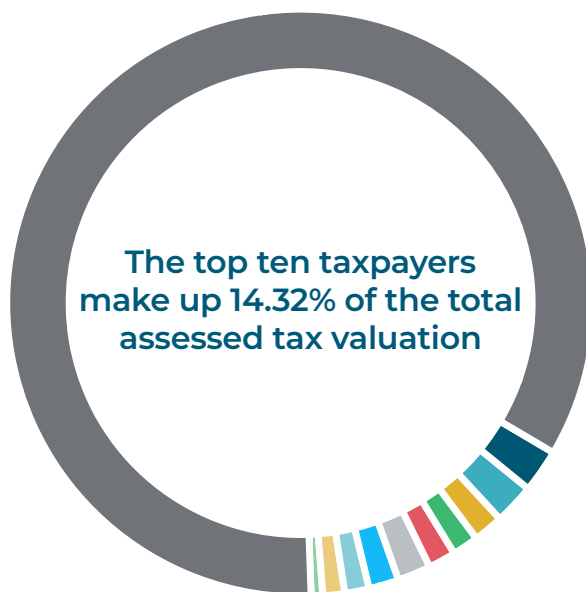
(2) 2021 is estimated based on average growth for the past 5 years (2016 thru 2020) of new residential water customers multiplied by 2010 Census data of average household size of 2.47.

## TEN LARGEST TAXPAYERS<sup>(1)</sup>

Taxpayer's Name	Type of Business	FY 2021 Taxable Value <sup>(2)</sup>	% of Total Assessed Valuation
Wilsonart International	Laminate Manufacturer	\$ 114,891,521	2.06%
McLane Company, Inc.	Wholesale Food Supplier	104,690,222	1.88%
Temple Generation I, LLC	Electric & Gas Utilities	97,708,367	1.75%
Oncor Electric Delivery Co.	Electric & Gas Utilities	85,797,065	1.54%
Panda Temple Power II, LLC	Electric & Gas Utilities	82,139,795	1.48%
Wal-Mart Real Estate Business Trust	Wholesale Food Distribution	80,500,081	1.45%
H.E. Butt Grocery	Wholesale Food Distribution	76,367,331	1.37%
Pactiv Corporation	Plastic Packaging Product Manufacturer	62,701,062	1.13%
Reynolds Consumer Products, Inc.	Consumer Products Manufacturer	53,768,089	0.97%
Burlington Northern Santa Fe Railway Co.	Railway Company	38,292,059	0.69%
		<b>\$ 796,855,592</b>	<b>14.32%</b>

(1) Source: Tax Appraisal District of Bell County.

(2) Net taxable value after exemptions.



- Remaining Taxpayers **85.68%**
- Wilsonart International **2.06%**
- McLane Company, Inc. **1.88%**
- Temple Generation I, LLC **1.75%**
- Oncor Electric Delivery Co. **1.54%**
- Panda Temple Power, II LLC **1.48%**
- Walmart Real Estate Business Trust **1.45%**
- H.E. Butt Grocery **1.37%**
- Pactiv Corporation **1.13%**
- Reynolds Consumer Products **0.97%**
- Burlington Norther Santa Fe Railway Co. **0.69%**



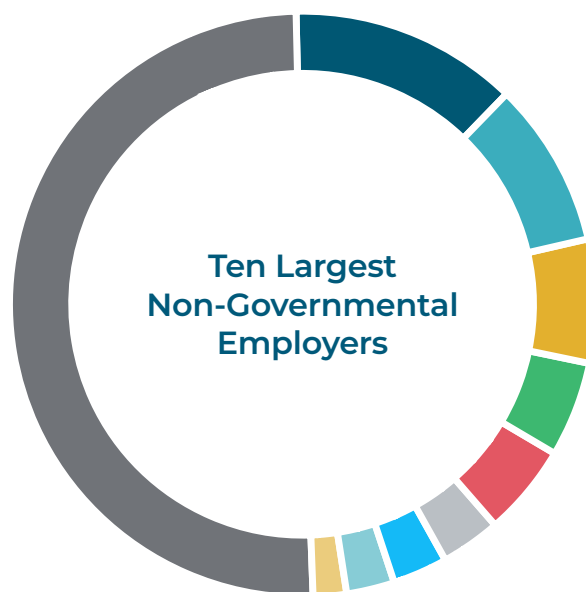
## EMPLOYER STATISTICAL INFORMATION

### MAJOR NON-GOVERNMENT EMPLOYERS

Name of Employer	Number of Employees
Baylor Scott & White Health	8,300
BNSF Railway Company	1,500
McLane Company, Inc.	1,172
Baylor Scott & White McLane Children's Medical Center	1,012
Wilsonart International	1,000
H-E-B Retail Distribution Center	900
Wal-Mart Distribution Center	750
Pactiv Corporation	600
Teletech	600
Performance Food Group	533
<b>TOTAL NUMBER OF EMPLOYEES FOR NON-GOVT. EMPLOYERS</b>	<b>16,367</b>

### MAJOR GOVERNMENT EMPLOYERS

Name of Employer	Employees
Olin E. Teague Veterans' Medical Center	2,750
Temple Independent School District	1,192
City of Temple	933
Texas USDA Rural Development	280
<b>TOTAL NUMBER OF EMPLOYEES FOR GOVERNMENT EMPLOYERS</b>	<b>5,155</b>



- Baylor Scott & White Health **50.71%**
- BNSF Railway Company **9.16%**
- McLane Company, Inc. **7.16%**
- Baylor Scott & White McLane Children's Medical Center **6.18%**
- Wilsonart International **6.11%**
- H-E-B Retail Distribution Center **5.50%**
- Walmart Distribution Center **4.58%**
- Pactiv Corporation **3.67%**
- Teletech **3.67%**
- Performance Food Group **3.26%**

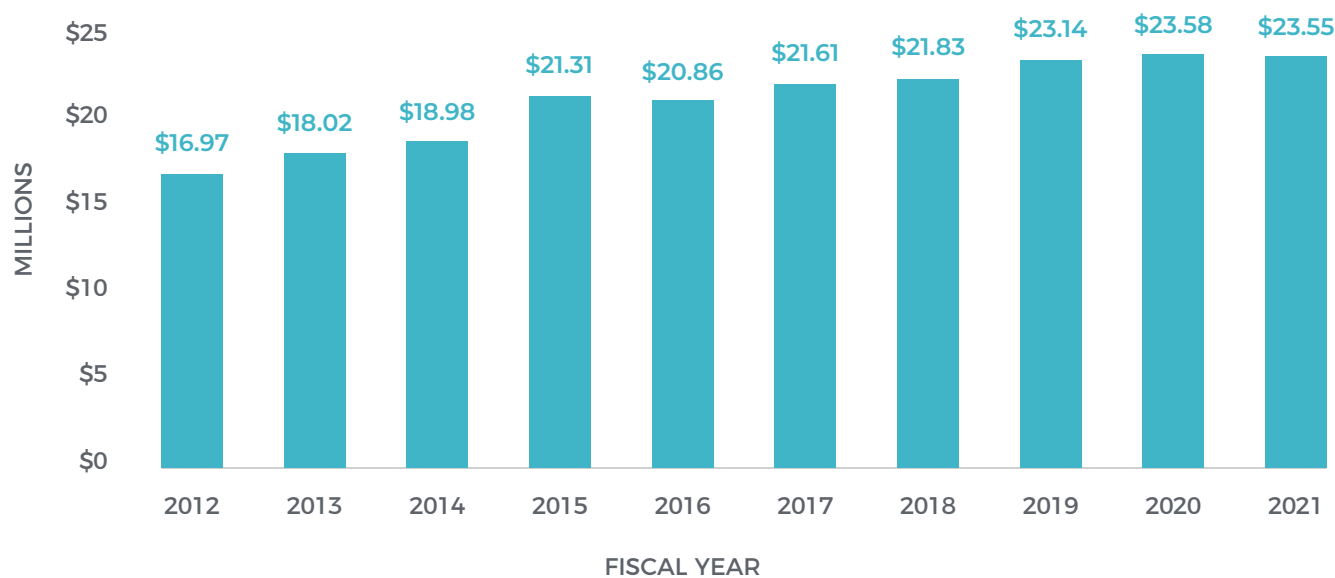
## HISTORICAL SALES TAX ANALYSIS - LAST TEN FISCAL YEARS

FISCAL YEAR	SALES TAX COLLECTED	% OF CHANGE
2012	\$ 16,967,401	5.22%
2013	18,017,575	6.19%
2014	18,981,471	5.35%
2015 <sup>(1)</sup>	21,311,743	12.28%
2016	20,859,081	-2.12%
2017	21,614,746	3.62%
2018	21,831,623	1.00%
2019	23,136,176	5.98%
2020 <sup>(2)</sup>	23,578,804	1.91%
2021 <sup>(3)</sup>	23,554,500	-0.10%

(1) One time prior period audit adjustment of \$1,798,088.

(2) Forecasted at 06/30/20.

(3) Adopted Budget for 2021.

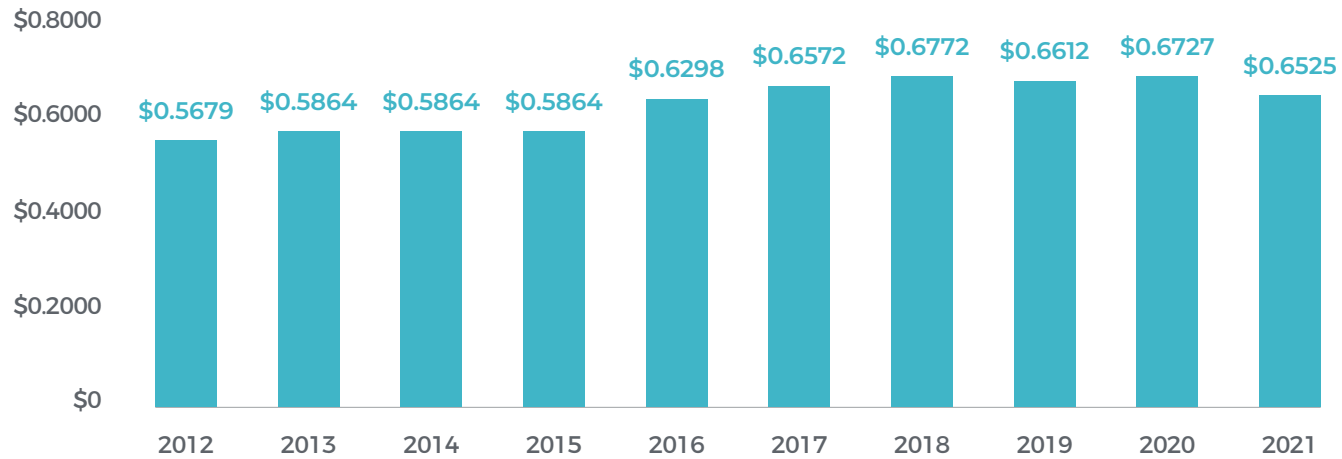


## HISTORICAL TAX RATE INFORMATION - LAST TEN FISCAL YEARS

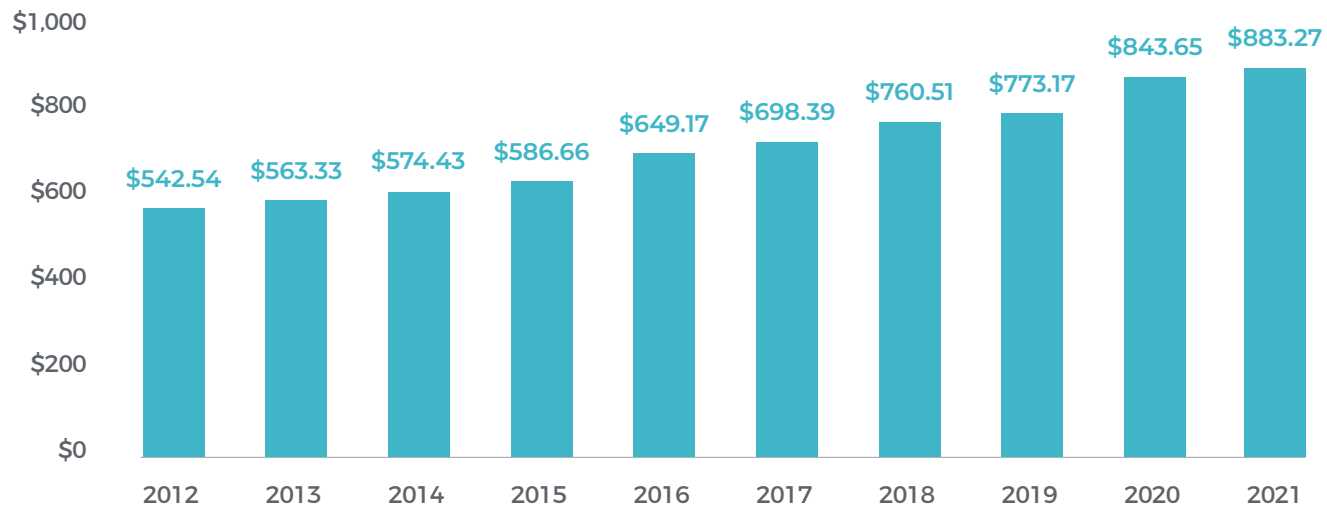
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>Tax Rates:</b>										
Operations & Maintenance	\$ 0.3240	\$ 0.3300	\$ 0.3324	\$ 0.3300	\$ 0.3234	\$ 0.3142	\$ 0.3142	\$ 0.2982	\$ 0.3097	\$ 0.3000
Debt Service	0.2439	0.2564	0.2540	0.2564	0.3064	0.3430	0.3630	0.3630	0.3630	0.3525
<b>Total Tax Rate</b>	<b>\$ 0.5679</b>	<b>\$ 0.5864</b>	<b>\$ 0.5864</b>	<b>\$ 0.5864</b>	<b>\$ 0.6298</b>	<b>\$ 0.6572</b>	<b>\$ 0.6772</b>	<b>\$ 0.6612</b>	<b>\$ 0.6727</b>	<b>\$ 0.6525</b>
<b>Financial Impact on Homeowners:</b>										
Average Market Value	\$ 119,584	\$ 119,887	\$ 121,984	\$ 124,496	\$ 128,146	\$ 132,044	\$ 139,388	\$ 144,883	\$ 158,946	\$ 173,706
Homestead exemption	(24,049)	(23,821)	(24,026)	(24,452)	(25,071)	(25,777)	(27,086)	(27,948)	(33,534)	(38,339)
Average Taxable Value	\$ 95,535	\$ 96,066	\$ 97,958	\$ 100,044	\$ 103,075	\$ 106,267	\$ 112,302	\$ 116,935	\$ 125,412	\$ 135,367
<b>Average Tax Payment</b>	<b>\$ 542.54</b>	<b>\$ 563.33</b>	<b>\$ 574.43</b>	<b>\$ 586.66</b>	<b>\$ 649.17</b>	<b>\$ 698.39</b>	<b>\$ 760.51</b>	<b>\$ 773.17</b>	<b>\$ 843.65</b>	<b>\$ 883.27</b>

## HISTORICAL TAX RATE INFORMATION - LAST TEN FISCAL YEARS

HISTORICAL TAX RATE PER \$100 VALUATION



TAX PAYMENT PER HOUSEHOLD BASED ON AVERAGE TAXABLE VALUE



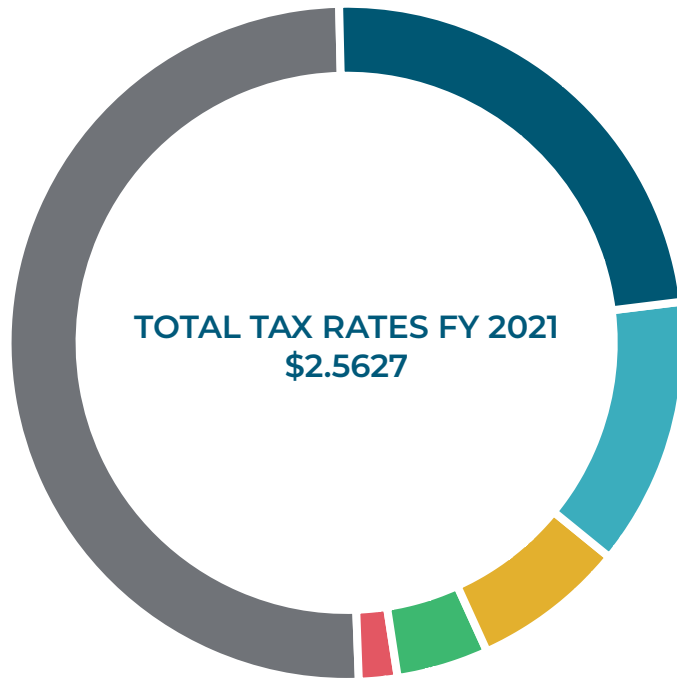
## PROPERTY TAX RATES AND LEVIES<sup>(1)</sup> - LAST TEN FISCAL YEARS

Fiscal Year	City of Temple	Bell County	Road District	Temple I.S.D.	Temple College	Temple Health & Bioscience District	Total
<b>Tax Rates (per \$100 of assessed value)</b>							
2012	\$ 0.5679	\$ 0.4096	\$ 0.0299	\$ 1.2850	\$ 0.2054	\$ 0.0234	\$ 2.5212
2013	0.5864	0.4212	0.0299	1.2800	0.2036	0.0241	2.5452
2014	0.5864	0.4212	0.0299	1.3600	0.2036	0.0227	2.6238
2015	0.5864	0.4212	0.0299	1.3600	0.2065	0.0225	2.6265
2016	0.6298	0.4212	0.0299	1.3600	0.2100	0.2220	2.8729
2017	0.6572	0.4212	0.0299	1.4000	0.2057	0.0200	2.7340
2018	0.6772	0.4212	0.0299	1.4000	0.2047	0.0195	2.7525
2019	0.6612	0.4212	0.0299	1.4000	0.1980	0.0189	2.7292
2020	0.6727	0.4208	0.0292	1.3509	0.1886	0.0174	2.6796
2021	0.6525	0.3968	0.0285	1.2838	0.1837	0.0174	2.5627
<b>Tax Levies<sup>(2)</sup></b>							
2012	\$ 18,585,931	\$ 54,855,129	\$ 4,055,241	\$ 36,740,488	\$ 7,112,852	\$ 888,299	\$ 122,237,940
2013	19,534,480	57,550,790	4,141,978	37,432,480	7,244,464	934,895	126,839,087
2014	20,793,147	60,341,451	4,342,332	41,622,079	7,645,910	932,719	135,677,638
2015	21,446,210	63,503,693	4,562,463	47,000,484	8,665,723	1,022,969	146,201,542
2016	23,742,734	66,660,706	4,843,686	51,715,160	9,475,973	1,127,960	157,566,219
2017	28,405,470	68,276,725	5,001,366	52,339,371	9,090,493	1,027,221	164,140,646
2018	30,241,161	72,306,506	5,271,570	52,159,073	9,356,913	1,032,928	170,368,151
2019	31,268,663	74,765,035	5,444,981	54,202,808	9,566,836	1,055,397	176,303,720
2020	35,140,159	82,162,386	5,836,107	56,457,502	10,096,128	1,065,728	190,758,010
2021	38,640,452	85,772,692	6,266,805	59,139,830	11,104,767	1,191,848	202,116,394

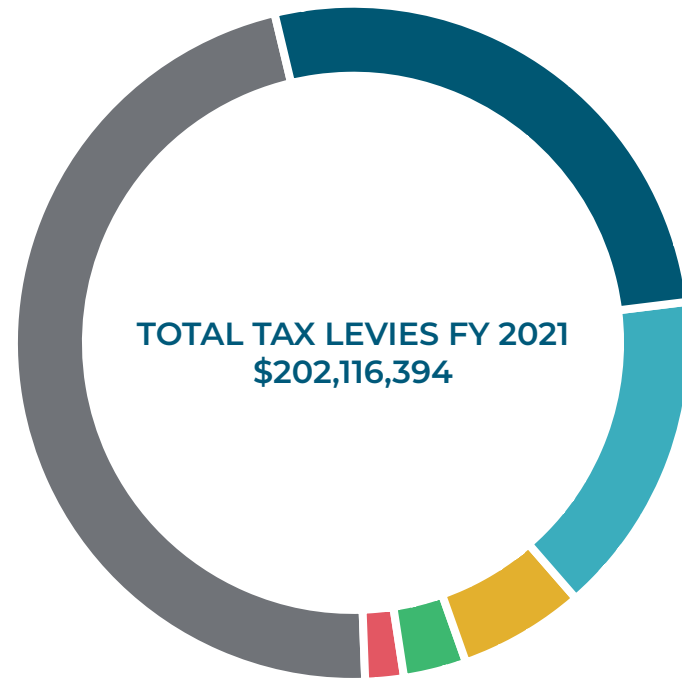
(1) Source: Tax Appraisal District of Bell County.

(2) Based on certified roll, does not include the Reinvestment Zone No. 1 for the City of Temple.

PROPERTY TAX RATES AND LEVIES<sup>(1)</sup> - LAST TEN FISCAL YEARS



- Temple ISD 50.10%
- City of Temple 25.46%
- Bell County 15.48%
- Temple College 7.17%
- Road District 1.11%
- Bioscience District 0.68%



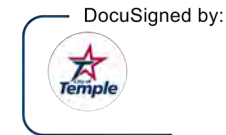
- Bell County 42.44%
- Temple ISD 29.26%
- City of Temple 19.12%
- Temple College 5.49%
- Road District 3.10%
- Bioscience District 0.59%

RESOLUTION NO. 2020-0145-R

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEMPLE, TEXAS, (A) ADOPTING THE CITY BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2020, AND ENDING SEPTEMBER 30, 2021, INCLUDING THE OPERATING BUDGET, BUSINESS PLAN, CAPITAL IMPROVEMENT PLAN, GENERAL GOVERNMENT PAY PLAN, FISCAL & BUDGETARY POLICY, AND INVESTMENT POLICY; AND (B) RATIFYING THE PROPERTY TAX INCREASE REFLECTED IN THE BUDGET; AND PROVIDING AN OPEN MEETINGS CLAUSE.

PASSED AND APPROVED on this the 13<sup>th</sup> day of August, 2020.

THE CITY OF TEMPLE, TEXAS



DocuSigned by:

*Timothy Davis*

20F7E15B88F34FF

TIMOTHY A. DAVIS, Mayor

APPROVED AS TO FORM:

DocuSigned by:

*Kathryn H. Davis*

8CE0E5302E0848E

Kathryn H. Davis  
City Attorney

ATTEST:

DocuSigned by:

*Jana Lewellen*

BE0FCD886A84BA

Jana Lewellen  
City Secretary

**Whereas**, after notice and a public hearing has been held as required by law and after considering the comments of the public at such public hearing, the City Council desires to adopt the budget for the fiscal year 2020-2021, Operating Budget, Business Plan, Capital Improvement Plan, General Government Pay Plan, Fiscal & Budgetary Policy, and Investment Policy, and ratify the property tax increase reflected in the budget.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TEMPLE, TEXAS, THAT:**

**Part 1: Findings.** All of the above premises are hereby found to be true and correct legislative and factual findings of the City Council of the City of Temple, Texas, and they are hereby approved and incorporated into the body of this Resolution as if copied in their entirety.

**Part 2:** The first public hearing was held on July 16, 2020, at 5:00 p.m., and after the conclusion of the public hearing held on August 13, 2018, at 8:30 a.m., the budget for the City of Temple for the fiscal year beginning October 1, 2020, and closing September 30, 2021, together with the changes and amendments adopted by the City Council, on file in the Office of the City Secretary, is hereby adopted and approved.

**Part 3:** The City Council ratifies the property tax increase reflected in the budget - this budget will raise more property taxes than last year's budget by \$2,736,533, a 8.56% increase, and of that amount, \$1,165,767 is tax revenue to be raised from new property added to the tax roll this year.

**Part 4:** The City Council adopts the City budget for fiscal year 2020-2021, the Operating Budget, Business Plan, Capital Improvement Plan, General Government Pay Plan, Fiscal & Budgetary Policy, and Investment Policy, all on file in the Office of the City Secretary.

**Part 5:** It is hereby officially found and determined that the meeting at which this Resolution was passed was open to the public as required and that public notice of the time, place, and purpose of said meeting was given as required by the Open Meetings Act.

ORDINANCE NO. 2020-5041

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TEMPLE, TEXAS, APPROVING THE TAX ROLL AND AUTHORIZING CALCULATION OF THE AMOUNT OF TAX THAT CAN BE DETERMINED FOR ALL REAL AND PERSONAL PROPERTY IN THE CITY FOR THE TAX YEAR 2020 (FISCAL YEAR 2021); AUTHORIZING THE MAYOR TO EXECUTE ALL DOCUMENTS AS MAY BE REQUIRED BY THE TAX APPRAISAL DISTRICT OF BELL COUNTY; PROVIDING AN EFFECTIVE DATE; PROVIDING A SEVERABILITY CLAUSE; DECLARING FINDINGS OF FACT; AND PROVIDING AN OPEN MEETINGS CLAUSE.

**Whereas**, the Chief Appraiser has determined the total appraised value, the total assessed value, and the total taxable value of property taxable within the City of Temple, Texas, in order to submit the Tax Appraisal Roll to the City Council as required by Article 26.04 of the Property Tax Code; and

**Whereas**, the City Council desires to approve the Tax Roll for tax year 2020 (fiscal year 2021) and to authorize calculation of the amount of tax that can be determined as a prerequisite to adopting the tax rate for the tax year 2020 (fiscal year 2021) as submitted by the Tax Appraisal District of Bell County.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF TEMPLE, TEXAS:**

**Part 1: Findings.** All of the above premises are hereby found to be true and correct legislative and factual findings of the City Council of the City of Temple, Texas, and they are hereby approved and incorporated into the body of this Ordinance as if copied in their entirety.

**Part 2:** The City Council approves the Tax Appraisal Roll, as previously submitted by the Tax Appraisal District of Bell County, showing the total taxable assessed value of all real and personal property within the limits of the City of Temple, Texas, at **\$6,136,059,427**, more particularly shown on the attached Exhibit ‘A,’ which is made a part of this Ordinance for all purposes as if written word for word herein, and authorizing assessment at 100% of market value.

**Part 3:** The City Council authorizes the Mayor of the City of Temple, Texas, to execute all documents as may be required to calculate the amount of tax that can be determined as a prelude to adopting the tax rate for the tax year 2020 (fiscal year 2021) for the City of Temple, Texas, as may be required by the Tax Appraisal District of Bell County.

**Part 4:** The declarations, determinations, and findings declared, made and found in the preamble of this Ordinance are hereby adopted, restated and made a part of the operative provisions hereof.

**Part 5:** This Ordinance shall take effect immediately from and after its passage in accordance with the provisions of the Charter of the City of Temple, Texas.

**Part 6:** If any provision of this Ordinance or the application of any provision to any person or circumstance is held invalid, the invalidity shall not affect other provisions or applications of the Ordinance which can be given effect without the invalid provision or application, and to this end the provisions of this Ordinance are declared to be severable.

**Part 7:** It is hereby officially found and determined that the meeting at which this Ordinance was passed was open to the public as required and that public notice of the time, place, and purpose of said meeting was given as required by the Open Meetings Act.

PASSED AND APPROVED on First Reading and Public Hearing on the **6<sup>th</sup>** day of **August, 2020.**

PASSED AND APPROVED on Second Reading on the **13<sup>th</sup>** day of **August, 2020.**

THE CITY OF TEMPLE, TEXAS

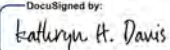
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 TIMOTHY A. DAVIS, Mayor

DocuSigned by:  


ATTEST:

DocuSigned by:  
  
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 Jana Lewellen  
 City Secretary

APPROVED AS TO FORM:

DocuSigned by:  
  
 BCE0E8302E9848E  
 Kathryn H. Davis  
 City Attorney



ORDINANCE NO 2020-5042

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TEMPLE, TEXAS, SETTING A TAX RATE OF \$0.6525 PER \$100 VALUATION, COMPRISED OF \$0.3000 FOR MAINTENANCE AND OPERATIONS AND \$0.3525 FOR DEBT SERVICE FOR FISCAL YEAR 2021 (TAX YEAR 2020); MAKING THE APPROPRIATION FOR THE REGULAR OPERATION OF THE CITY; DECLARING FINDINGS OF FACT; PROVIDING AN EFFECTIVE DATE; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN OPEN MEETINGS CLAUSE.

**Whereas**, the fiscal year 2020-2021 budget will require adoption of a property tax rate of \$0.6525 per \$100 of taxable assessed property value which will generate \$31,628,231 of property tax levy when applied to an ad valorem tax base of \$5,568,407,064 less \$622,591,428 of freeze taxable value;

**Whereas**, there will also be \$3,059,814 in frozen tax levy for a total property tax levy of \$34,688,045;

**Whereas**, the proposed tax rate of \$0.6525 represents a 4.367% increase over the no-new-revenue tax rate of \$0.6252;

**Whereas**, the fiscal year 2020-2021 tax rate is comprised of the Maintenance and Operation rate as well as the Debt Service rate; and

**Whereas**, the City Council approved the tax appraisal roll and authorized the collection of the total amount of tax that can be determined for the tax year 2020 (fiscal year 2021) and desires to establish the tax rate on \$100 valuation of all property; real, personal, and mixed, subject to taxation for that tax year that would result in a tax rate of \$0.6525 per \$100 of assessed property valuation.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF TEMPLE, TEXAS, THAT:**

**Part 1: Findings.** All of the above premises are hereby found to be true and correct legislative and factual findings of the City Council of the City of Temple, Texas, and they are hereby approved and incorporated into the body of this Ordinance as if copied in their entirety.

**Part 2:** The following tax rate on \$100 valuation for the City of Temple, Texas, be and is hereby adopted for the tax year 2020-2021 as follows:

For the purpose of maintenance and operation;	\$ 0.3000
For the payment of principal and interest on bonds, warrants and certificates of obligation and other debt of this City;	<u>\$ 0.3525</u>

TOTAL TAX RATE	<u>\$0.6525</u> per each \$100 of assessed property valuation
Total Estimated Tax Levy (100%)	<u>\$34,688,045</u>
<u>Total Estimated Tax Levy –</u> <u>(Tax Increment District for City of Temple)</u>	<u>\$3,703,932</u>

The above tax rate is hereby adopted on the assessed valuation of all property, real, personal and mixed, subject to taxation by the City of Temple for the tax year 2020, for the City's departmental purposes for interest and sinking fund accounts in accordance with the budget adopted by the City Council on the 13<sup>th</sup> day of August, 2020, to-wit: and all such ad valorem taxes shall become due on the 31<sup>st</sup> day of January, 2021, and shall, unless paid, become delinquent on the 1<sup>st</sup> day of February, 2021.

**Part 3: THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.**

**Part 4: THE TAX RATE WILL EFFECTIVELY BE RAISED BY 0.033 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$0.10 PER YEAR.**

**Part 5:** The Director of Finance is hereby authorized to assess and collect the taxes of the City of Temple employing the above tax rate.

**Part 6:** The *Residential Homestead Exemption* for property owners shall remain at \$5,000 or 20% of the assessed value whichever is greater. The *Over 65 Residential Homestead Exemption* shall remain at \$10,000. The *Disabled Individual Property Owners Exemption* shall be \$10,000 (as authorized by an Ordinance passed by the City Council on July 3, 2003, and in accordance with Texas Tax Code Section 11.13).

**Part 7:** The ad valorem tax freeze on the residence homestead of a person who is disabled or sixty-five (65) years of age or older shall also be effective (as authorized in an election held in the City of Temple on May 7, 2005). The amount of tax year 2005 City taxes will set the qualifying homeowners tax ceiling amount. Future City taxes on that homestead cannot exceed the tax year 2005 tax amount (but may be less). The tax limitation, however, may be adjusted higher for an increase in improvements to the homestead, other than repairs and those improvements made to comply with governmental regulations.

**Part 8:** All monies on hand on the 1<sup>st</sup> day of October, 2020, belonging to the City of Temple, Texas, and other than monies belonging to the credit of its Water and Sewer Departments, and all monies received by the City during the fiscal year 2021, other than monies received from operation of its Water and Sewer Department, be and are hereby appropriated for the several purposes other

than its water and sewer systems and in the respective amounts set forth in the budget adopted by the City Council on the 13<sup>th</sup> day of August, 2020.

**Part 9:** Any funds needed for carrying out the budget shall be financed by deficiency warrants, and authority is hereby given to the City Manager and the Mayor to issue deficiency warrants, if necessary, to defray the current expenses for the City during the ensuing fiscal year in such amounts and at such times as shall be necessary in the judgment of the City Council.

**Part 10:** The declarations, determinations, and findings declared, made and found in the preamble of this Ordinance are hereby adopted, restated and made a part of the operative provisions hereof.

**Part 11:** This Ordinance shall take effect immediately from and after its passage in accordance with the provisions of the Charter of the City of Temple, Texas.

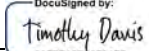
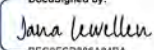
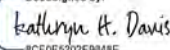

**Part 12:** If any provision of this Ordinance or the application of any provision to any person or circumstance is held invalid, the invalidity shall not affect other provisions or applications of the Ordinance which can be given effect without the invalid provision or application, and to this end the provisions of this Ordinance are declared to be severable.

**Part 13:** It is hereby officially found and determined that the meeting at which this Ordinance was passed was open to the public as required and that public notice of the time, place, and purpose of said meeting was given as required by the Open Meetings Act.

PASSED AND APPROVED on First Reading and Public Hearing on the 6<sup>th</sup> day of **August, 2020.**

PASSED AND APPROVED on Second Reading on the 13<sup>th</sup> day of **August, 2020.**

THE CITY OF TEMPLE, TEXAS

DocuSigned by:  \_\_\_\_\_  
 DocuSigned by: TIMOTHY A. DAVIS, Mayor  
 DocuSigned by:  \_\_\_\_\_  
 DocuSigned by:  \_\_\_\_\_  
 ATTEST:  APPROVED AS TO FORM:  
 Jana Lewellen  
 City Secretary  
 Kathryn H. Davis  
 City Attorney

## I. STATEMENT OF PURPOSE

The broad purpose of the following Fiscal and Budgetary Policy Statements is to enable the City to achieve and maintain a long-term stable and positive financial condition. The watchwords of the City's financial management include integrity, prudent stewardship, planning, accountability, full disclosure and communication.

The more specific purpose is to provide guidelines to the Director of Finance in planning and directing the City's day-to-day financial affairs and in developing recommendations to the City Manager and City Council.

The scope of these policies generally spans, among other issues, accounting, auditing, financial reporting, internal controls, operating and capital budgeting, revenue management, cash and investment management, expenditure control, asset management, debt management, and planning concepts, in order to:

- A.** present fairly and with full disclosure the financial position and results of the financial operations of the City in conformity to generally accepted accounting principles (GAAP) and;
- B.** determine and demonstrate compliance with finance-related legal and contractual issues in accordance with provisions of the Texas Local Government Code and other pertinent legal documents and mandates.

The City Council will annually review and approve the Fiscal and Budgetary Policy Statements as part of the budget process.

## II. OPERATING BUDGET

**A. Preparation** – Budgeting is an essential element of the financial planning, control, and evaluation process of municipal government. The “operating budget” is the City's annual financial operating plan. The annual budget includes all of the operating departments of the general fund, proprietary fund, the debt service fund, special revenue funds, and capital project funds of the City. The budget

is prepared by the City Manager and Director of Finance with the cooperation of all City Departments, on a basis which is consistent with generally accepted accounting principles. In accordance with Article 12 of the City Charter, the City Manager must submit the budget to the City Council by filing with the City Secretary. The budget should be presented to the City Council on or before the 1st day of August each year.

**1. Proposed Budget** – A proposed budget shall be prepared by the City Manager with the participation of all the City's Department Heads within the provisions of the City Charter.

- a.** The budget shall include four basic segments for review and evaluation. These segments are: (1) revenues, (2) personnel costs, (3) operations and maintenance costs, and (4) capital and other (non-capital) project costs.
- b.** The budget review process shall include City Council participation in the development of each of the four segments of the proposed budget and public hearings to allow for citizen participation in the budget preparation.
- c.** The budget process shall span sufficient time to address policy and fiscal issues by the City Council.
- d.** A copy of the proposed budget shall be filed by the City Manager with the City Secretary when it is submitted to the City Council in accordance with the provisions of the City Charter.

**2. Adoption** – Upon the presentation by the City Manager of a proposed budget document to the City Council, the City Council shall call and publicize a public hearing. The City Council will subsequently adopt by Ordinance such budget, as it may have been amended, as the City's Annual Budget effective for the fiscal year beginning October 1st.

**B. Balanced Budget** – The operating budget will be balanced with current revenues, which may include beginning fund balances less required reserves as established by City Council, greater than or equal to current expenditures/expenses.

**C. Planning** – The budget process will be coordinated so as to identify major policy issues for City Council consideration several months prior to the budget approval date. This will allow adequate time for appropriate decisions and analysis of financial impacts.

**D. Reporting** – Periodic financial reports will be prepared by the Director of Finance to enable the Department Managers to manage their budgets and to enable the Director of Finance to monitor and control the budget as authorized by the City Manager. Summary financial and budgetary reports will be presented by the Director of Finance to the City Council to understand the overall budget and financial status.

**E. Control and Accountability** – The Department Heads of each department will be solely responsible to insure that their department budgets will not exceed budgeted amounts. In addition, each Department Head will be solely responsible to achieve budgeted revenues that are generated by activities of that department. Failure to achieve budgetary control of their individual expenditure and revenue budgets will be evaluated and investigated by the City Manager.

**F. Expenditure Requests** – The Finance Department will evaluate expenditure requests from departments to ensure that the requests are in the amount and kind originally budgeted in those departments and that adequate funds are available to comply with individual expense request. The Director of Finance will make every effort to assist departments in obtaining purchases to accomplish the goals and objectives delineated in the budget information for each department set forth in the current yearly adopted budget.

**G. Contingent Appropriation** – The City Manager should establish an adequate contingent appropriation in each of the operating funds. Expenditures from this appropriation shall be made only in cases of emergency or an unforeseen/unusual need. A detailed account shall be recorded and reported. The transfer of this budget appropriation shall be under the control of the City Council. Any transfer of contingency must be expressly approved in advance by the City Council.

All transfers from the contingent appropriation will be evaluated using the following criteria:

1. Is the request of such an emergency nature that it must be made immediately?
2. Why was the item not budgeted in the normal budget process?
3. Why the transfer cannot be made within the division or department?

### III. REVENUE POLICIES

**A. Characteristics** – The City Finance Department will strive for the following optimum characteristics in its revenue system:

1. **Simplicity** – The City, where possible and without sacrificing accuracy, will strive to keep the revenue system simple in order to reduce compliance costs for the taxpayer or service recipient. A corresponding decrease in the City's cost of collection and a reduction in avoidance to pay should result.
2. **Certainty** – A knowledge and understanding of revenue sources increases the reliability of the revenue system. The City will understand its revenue sources and enact consistent collection policies to provide assurances that the revenue base will materialize according to budgets and plans.

**3. Equity** – The City shall make every effort to maintain equity in its revenue system structure; i.e., the City should seek to minimize or eliminate all forms of subsidization between entities, funds, services, utilities, and customer classes.

**4. Revenue Adequacy** – The City should require that there be a balance in the revenue system; i.e., the revenue base will have the characteristics of fairness and neutrality as it applies to cost of service, willingness to pay, and ability to pay.

**5. Administration** – The benefits of a revenue source should exceed the cost of levying and collecting that revenue. The cost of collection should be reviewed annually for cost effectiveness as a part of the indirect cost of service analysis. Where appropriate, the City will use the administrative processes of State, Federal or Local Governmental collection agencies in order to reduce administrative cost.

**6. Diversification and Stability** – A diversified revenue system with a stable source of income shall be maintained. This will help avoid instabilities in two particular revenue sources due to factors such as fluctuations in the economy and variations in the weather.

**B. Issues** – The following considerations and issues will guide the City Finance Department in its revenue policies concerning specific sources of funds:

**1. Cost/Benefit of Abatement** – The City will use caution in the analysis of tax or fee incentives that are used to encourage development. Ideally, a cost/benefit (fiscal impact) and analysis should be performed as part of such caution.

**2. Non-Recurring Revenues** – One-time or non-recurring revenues should not be used to finance current ongoing operations. Non-recurring revenues should be used only for non-recurring expenditures and not be used for budget balancing purposes.

**3. Property Tax Revenues** – All real and business personal property located within the City shall be valued at 100% of the fair market value for any given year based on the current appraisal supplied to the City by the Bell County Tax Appraisal District. Reappraisal and reassessment shall be done every third year.

Conservative budgeted revenue estimates result in a projected ninety-eight percent (98%) budgeted collection rate for current ad valorem taxes. Two percent (2%) of estimated current ad valorem taxes will be projected and used as the budget for delinquent ad valorem tax collections. The combined ad valorem tax collections budgeted each fiscal year will be no less than one hundred percent (100%) of the tax levy and should insure that ad valorem tax collection projections will not be over estimated.

The Finance Department will endeavor with the Tax Assessor Collector to collect ad valorem taxes in excess of ninety-seven percent (97%) of total ad valorem tax levy with a goal of one hundred percent (100%) collection of actual ad valorem taxes levied in each fiscal year.

All delinquent taxes shall be aggressively pursued each year by the Tax Assessor/Collector. Tax accounts delinquent greater than 90 days shall be submitted for collection each year to an attorney selected by the Bell County Tax Appraisal District. A penalty shall be assessed on all delinquent property taxes, which shall include all court costs, as well as an amount for compensation of the attorney as permitted by State law and in accordance with the attorney's contract with the County. Annual performance criteria will be developed for the attorney and reported to the City Council.

**4. Interest Income** – Interest earned from investment of available monies, whether pooled or not, will be distributed to the funds in accordance with the equity balance of the fund from which monies were provided to be invested.

**5. User-Based Fees and Service Charges** – For services associated with a user fee or charge, the direct and indirect costs of that service will be offset by a fee where possible. There will be an annual review by all Department Heads of fees and charges to ensure that fees provide adequate coverage of cost of services for their respective departments.

The City Council will determine how much of the cost of a service should be recovered by fees and charges.

**6. Enterprise Fund Rates** – The Director of Utilities will review rates annually, and the City Council will adopt rates that will generate revenues sufficient to cover operating expenses, meet the legal restrictions of all applicable bond covenants, and provide for an adequate level of working capital.

Additionally, enterprise activity rates and other legal funds of the City will include transfers to and receive credits from other funds as follows:

**a. General and Administrative Charges** – Administrative costs should be charged to all funds for services of general overhead, such as administration, finance, customer billing, personnel, data processing, engineering, and legal counsel, and other costs as appropriate. The charges will be determined by the Director of Finance through an indirect cost allocation following accepted practices and procedures not to exceed 10.5%.

**b. Payment in-lieu-of costs** – This transfer will be made in accordance with the following methods, not to exceed 5% of the total estimated operating revenues of the respective fund.

**(1) In-lieu-of franchise fee.** In-lieu-of franchise fee will be included as a part of the rate computation of gross sales consistent with the franchise rates charged to investor owned utility franchises to operate within the City. Currently,

the City levies a 5% franchise fee.

**(2) Payment in-lieu-of ad valorem tax.** Rates will be calculated so as to include a fee equal to the ad valorem taxes lost as a result of municipal ownership of the various utility and other enterprise activities owned by the City. Net book value will be used as a basis, barring absence of known market value and applied only to capital assets actually within the incorporated City limits.

**7. Intergovernmental Revenues (Federal/State/Local)** – All potential grants will be examined for matching requirements and the source of the matching requirements. These revenue sources will be expended only for intended purpose of grant aid. It must be clearly understood that operational requirements set up as a result of a grant or aid could be discontinued once the term and conditions of the project have terminated.

**8. Revenue Monitoring** – Revenues actually received will be compared to budgeted revenues by the Director of Finance and any variances considered to be material will be investigated. This process will be summarized in the appropriate budget report. The Director of Finance will report results of that investigation to the City Manager and City Council.

#### IV. EXPENDITURE POLICIES

**A. Appropriations** – The point of budgetary control is at the department level budget for all funds. When budget adjustments among Departments and/or funds are necessary, they will be made in accordance with the City Charter. Budget appropriation amendments at lower levels of control shall be made in accordance with the applicable administrative procedures.

**B. Central Control** – No recognized or significant salary or capital budgetary savings in any Department shall be spent by

the Department Head without the prior authorization of the City Manager. This control will realize budget savings each year that will be recognized in the approved budget as “unexpended appropriations” or contingency “sweep” accounts. The City Manager is authorized, without further City Council action, to transfer appropriations within individual department budgets for each fund from line item to line item greater than \$5,000 provided that the total funds appropriated by the City Council for each individual department budget are neither increased nor decreased. The Director of Finance is authorized without further City Council action, to transfer appropriations within individual department budgets for each fund from line item to line item less than \$5,000 provided that the total funds appropriated by the City Council for each individual department budget are neither increased nor decreased.

**C. Purchasing** – All City purchases of goods or services will be made in accordance with the City’s current Purchasing Manual.

**D. Prompt Payment** – All invoices approved for payment by the proper City authorities shall be paid by the Finance Department within thirty (30) calendar days of receipt in accordance with the provisions of Article 601f, Section 2 of the State of Texas Civil Statutes.

The Director of Finance shall establish and maintain proper procedures which will enable the City to take advantage of all purchase discounts, when possible, except in the instance where payments can be reasonably and legally delayed in order to maximize the City’s investable cash.

**E. Reporting** – Quarterly reports will be presented by the Director of Finance in open Council meetings describing the financial and budgetary conditions of the City. Comparisons of actual to budget and actual to prior year, appropriate ratios and graphs to fully disclose and present meaningful information will be used whenever possible.

## V. CAPITAL BUDGET AND PROGRAM

**A. Preparation** – The City’s Capital Budget will include all capital project funds and all capital resources. The budget will be prepared annually and on a project basis. The Capital Budget will be prepared by the City Manager with the involvement of responsible departments.

**B. Control** – All capital project expenditures must be appropriated in the Capital Budget. The Finance Department must certify the availability of resources before any capital project contract is presented to the City Council for approval.

**C. Program Planning** – The Capital Budget will be taken from capital improvements plan for future years. The planning time frame for the capital improvements project plan should normally be five years, but a minimum of at least three years. The replacement and maintenance for capital items should also be projected for the next ten (10) years. Future maintenance and operational costs will be considered so that these costs can be included in the operating budget.

**D. Financing Programs** – Where applicable, assessments, impact fees, pro rata charges, or other fees should be used to fund capital projects which have a primary benefit to specific, identifiable property owners.

Recognizing that long-term debt is usually a more expensive financing method, alternative-financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives that equal or exceed the average life of the debt issue. The exceptions to this requirement are the traditional costs of marketing and issuing the debt, capitalized labor for design and construction of capital projects, and small component parts which are attached to major equipment purchases.

**E. Timing** – The Financial Analyst will work with Department Heads during the budget preparation to schedule the timing of capital equipment purchases to insure funds availability. The final schedule of capital purchases will be given to Directors or Department Heads to assist them in timing purchase requests to the Purchasing Department.

**F. Infrastructure Maintenance** – The City recognizes the deferred maintenance increases future capital costs. Therefore, a portion of all individual funds with infrastructure should be budgeted each year to maintain the quality of the City’s infrastructure. Replacement schedules should be developed in order to anticipate the deterioration and obsolescence of infrastructure.

**G. Reporting** – Periodic financial reports will be prepared by the Director of Finance to enable the Department Heads to manage their capital budgets and to enable the Finance Department to monitor and control the capital budget as authorized by the City Manager.

## VI. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

**A. Accounting** – The City Finance Department is solely responsible for the reporting of the financial affairs, both internally and externally. The Director of Finance is the City’s Chief Fiscal Officer and, through responsibility delegated to the Assistant Director of Finance, is responsible for establishing the Chart of Accounts and for properly recording financial transactions.

### B. Auditing –

**1. Qualifications of the Auditor** – In conformance with the City’s Charter and according to the provisions of Texas Local Government Code, Title 4, Chapter 103, the City will be audited annually by outside independent accountants (“auditor”). The auditor must be a CPA that can demonstrate that it has the breadth and depth of staff to conduct the City’s audit in

accordance with generally accepted auditing standards and contractual requirements. The auditor must hold a license under Article 41a-1, Section 9, of the Civil Statutes of Texas, capable of demonstrating that it has sufficient staff which will enable it to conduct the City’s audit in accordance with generally accepted auditing standards as required by the City Charter and applicable state and federal laws. The auditor’s report on the City’s financial statement will be completed within 120 days of the City’s fiscal year end, and the auditor will jointly review the management letter with the City Council within 30 days of its receipt by the staff.

In conjunction with their review, the Director of Finance shall respond within 100 days in writing to the City Manager and City Council regarding the auditor’s Management Letter, addressing the issues contained therein. The City Council shall schedule its formal acceptance of the auditor’s report upon the resolution of any issues resulting from the joint review.

**2. Responsibility of Auditor to City Council** – The auditor is retained by and is accountable directly to the City Council and will have access to direct communication with the City Council if the City Staff is unresponsive to auditor recommendations or if the auditor considers such communication necessary to fulfill its legal and professional responsibilities.

### C. Financial Reporting –

**1. External Reporting** – The City Finance Department shall prepare a written Comprehensive Annual Financial Report (CAFR) which shall be presented to the City’s auditor within 60 days of the City’s fiscal year end. Accuracy and timeliness of the CAFR is the responsibility of the City staff. The CAFR will be prepared in accordance with generally accepted accounting principles (GAAP). If City staffing limitations preclude such timely



reporting, the Director of Finance will inform the City Council of the delay and the reasons therefore. Upon the completion and acceptance of the CAFR, the City's auditor shall present the audited CAFR to the City Council within 120 days of the City's fiscal year end.

**2. Internal Reporting** – The Finance Department will prepare internal financial reports, sufficient to plan, monitor, and control the City's financial affairs. Internal financial reporting objectives are addressed throughout these policies. As the Finance Department strives for excellence in financial reporting, the following Qualitative Characteristics of Accounting Information will be incorporated in all reports and policies that are prepared or implemented.

#### **Definitions of Qualitative Characteristics of Accounting Information:**

**Bias** – Bias in measurement is the tendency of a measure to fall more often on one side than the other of what it represents instead of being equally likely to fall on either side. Bias in accounting measures means a tendency to be consistently too high or too low. Financial reporting will strive to eliminate bias in accounting data.

**Comparability** – The quality of information that enables users to identify similarities in and differences between two sets of economic phenomena.

**Completeness** – The inclusion in reported information of everything material that is necessary for faithful representation.

**Conservatism** – A prudent reaction to uncertainty to try to insure that uncertainty and risks inherent in financial situations are adequately considered.

**Consistency** – Conformity from period to period with unchanging policies and procedures.

**Feedback Value** – The quality of information that enables users to confirm or correct prior expectations.

**Materiality** – The magnitude of an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would have been changed or influenced by the omission or misstatement.

**Neutrality** – Absence in reported information of bias intended to attain a predetermined result or to induce a particular mode of behavior.

**Predictive Value** – The quality of information that helps users to increase the likelihood of correctly forecasting the outcome of past or present events.

**Relevance** – The capacity of information to make a difference in a decision by helping users to form predictions about the outcomes of past, present, and future events or to confirm or correct prior expectations.

**Reliability** – The quality of information that assures that information is reasonably free from error and bias and faithfully represents what it purports to present.

**Representational Faithfulness** – Correspondence or agreement between a measure or description and the phenomenon that it purports to represent (sometimes called validity).

**Timeliness** – Having information available to a decision-maker before it loses its capacity to influence decisions.

**Understandability** – The quality of information that enables users to perceive its significance.

**Verifiability** – The ability through consensus among measurers to insure that information represents what it purports to represent or that the chosen method of measurement has been used without error or bias.

## VII. ASSET MANAGEMENT

**A. Investments** – The Director of Finance shall promptly deposit all City funds with the City’s Depository Bank in accordance with the provisions of the current Bank Depository Agreement. The Director of Finance will then promptly invest all funds in any negotiable instrument that the Council has authorized under the provisions of the Public Funds Investment Act, and in accordance with the City Council approved Investment Policies.

**B. Cash Management** – The City’s cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collections, where feasible, utility bills, building and related permits and licenses, and other collection offices as appropriate.

The Finance Department shall use the facsimile check-signing machine, bearing the signatures of the City Manager and Director of Finance.

The Director of Finance may transfer funds, via electronic transfer, through verbal or electronic instructions to the City’s Depository only for payment of any obligation of the City under the conditions applicable to the use of the facsimile machine. Payment authorization shall be in accordance with the pay authorization criteria as defined in the current Bank Depository Agreement, approved by Council, stipulating the conditions and control procedures on such activity.

## VIII. TREASURY

**Cash/Treasury Management** – Periodic review of each cash flow position will be performed to determine performance of cash management and investment policies. A detailed policy structure will be followed with respect to Cash/Treasury Management. The underlying theme will be that idle cash will be invested with the intent to 1) safeguard assets, 2) maintain liquidity, and 3) maximize return. Where legally permitted, pooling of investments will be done.

The City will adhere to the investments authorized through the Public Funds Investment Act and any amendments to such act and will additionally establish comprehensive Investment Policies and Guidelines. Such policies will clarify acceptable investment securities, brokers, terms, and other pertinent investment information.

## IX. DEBT MANAGEMENT

**A. Policy Statement** – The City of Temple recognizes the primary purpose of capital facilities is to support provision of services to its residents. Using debt financing to meet the capital needs of the community must be evaluated according to two tests – efficiency and equity. The test of efficiency equates to the highest rate of return for a given investment of resources. The test of equity requires a determination of who should pay for the cost of capital improvements. In meeting the demand for additional capital facilities, the City will strive to balance the load between debt financing and “pay as you go” methods. The City realizes failure to meet the demands of growth may inhibit its continued economic viability, but also realizes that too much debt may have detrimental effects. Through the rigorous testing of the need for additional debt financed facilities and the means by which the debt will be repaid, the City Director of Finance will strike an appropriate balance between service demands and the amount of debt.

## B. Types of Debt –

**1. General Obligation Bonds (GO's)** – General obligation bonds will be used only to fund capital assets of the general government, are not to be used to fund operating needs of the City and are backed by the full faith and credit of the City as well as the ad valorem taxing authority of the City as prescribed by law. The term of a bond issue will not exceed the useful life of the asset(s) funded by the bond issue and will generally be limited to no more than twenty years. General obligation bonds must be authorized by a vote of the citizens of the City of Temple.

**2. Revenue Bonds (RB's)** – Revenue bonds will be issued to provide for the capital needs of any activities where the capital requirements are necessary for continuation or expansion of a service which produces a revenue and for which the asset may reasonably be expected to provide for a revenue stream to fund the debt service requirements. The term of the obligation may not exceed the useful life of the asset(s) to be funded by the bond issue and will generally be limited to no more than twenty years.

**3. Certificates of Obligation, Contract Obligations, etc. (CO's)** – Certificates of Obligations or Contract Obligations will be used in order to fund capital requirements which are not otherwise covered under either Revenue Bonds or General Obligation Bonds. Debt service for CO's may be either from general revenues or backed by a specific revenue stream or streams or by a combination of both. Generally CO's will be used to fund capital assets where full bond issues are not warranted as a result of cost of the asset(s) to be funded through the instrument. The term of the obligations may not exceed the useful life of the asset(s) to be funded by the proceeds of the debt issue and will generally be limited to no more than twenty years.

**4. Method of Sale** – The Director of Finance will use a competitive bidding process in the sale of bonds unless the nature of the issue warrants a negotiated bid. In situations where a competitive bidding process is not elected, the Director of Finance will publicly present the reasons why, and the Director of Finance will participate with the financial advisor in the selection of the underwriter or direct purchaser.

**C. Analysis of Financing Alternatives** – Finance Staff will explore alternatives to the issuance of debt for capital acquisitions and construction projects. These alternatives will include, but are limited to: 1) grants-in-aid, 2) use of reserves/designations, 3) use of current revenues, 4) contributions from developers and others, 5) leases, and 6) impact fees.

**D. Conditions for Using Debt** – Debt financing of capital improvements and equipment will be done only when the following conditions exist:

- When non-continuous projects (those not requiring continuous annual appropriations) are desired;
- When it can be determined that future users will receive a benefit from the improvement;
- When it is necessary to provide basic services to residents and taxpayers (for example, purchase of water rights);
- When total debt, including that issued by overlapping governmental entities, does not constitute an unreasonable burden to the residents and taxpayers.

**E. Federal Requirements** – The City Finance Department will maintain procedures to comply with arbitrage rebate and other Federal requirements related to the issuance of bonds.

The City Finance Department will maintain post-issuance compliance written procedures for bonds and financed projects. The City will monitor the use of proceeds and expenditures from the Construction/Project Fund for all bond issues. The City will retain various records with respect to each series of Bonds.

**F. Sound Financing of Debt** – When the City utilizes debt financing, it will ensure that the debt is soundly financed by:

- Conservatively projecting the revenue sources that will be used to pay the debt;
- Financing the improvement over a period not greater than the useful life of the improvement;
- Determining that the benefits of the improvement exceed the costs, including interest costs;
- Maintaining a debt service coverage ratio which ensures that combined debt service requirements will not exceed revenues pledged for the payment of debt; and
- Evaluating proposed debt against the target debt indicators.

**G. Financing Methods** – The City maintains the following policies in relation to methods of financing used to issue debt:

- An Ad Valorem tax rate of \$1.20 per \$100 of assessed value is the maximum municipal tax rate (by City Charter) that may be levied for all General Fund tax supported expenditures and debt service;
- Where possible, the City will use revenue or other self-supporting bonds in lieu of General Obligation Bonds;
- When appropriate, the City will issue non-obligation debt, for example, Industrial Development Revenue bonds, to promote community stability and economic growth; and

- Staff will maintain open communications with bond rating agencies about its financial condition and whenever possible, issue rated securities.

**H. Elections** – The Charter also regulates which securities may be issued only after a vote of the electors of the City and approved by a majority of those voting on the issue.

**1. Election Required** – Securities payable in whole or in part from Ad Valorem taxes of the City except issues such as tax increment securities, certificates of obligation, and contractual obligations.

**2. Election Not Required** –

- Short-term notes (12 months or less) issued in anticipation of the collection of taxes and other revenues.
- Securities issued for the acquisition of water rights or capital improvements for water treatment.
- Securities payable solely from revenue other than Ad Valorem taxes of the City.
- Refunding securities issued to refund and pay outstanding securities.
- Securities for any special or local improvement district, such as a Public Improvement District (PID).
- Tax increment securities payable from Ad Valorem tax revenue derived from increased valuation for assessment of taxable property within a plan of development or other similar area as defined by applicable State Statutes.
- Securities issued for the acquisition of equipment or facilities pursuant to a lease-purchase contract.

## X. FINANCIAL CONDITIONS, RESERVES, AND STABILITY RATIOS

**A. Operational Coverage – (No Operating Deficits)** – The City’s Proprietary Utility fund will comply with all bond covenants and maintain an operational coverage of at least 125%, such that current operating revenues will exceed current operating expenses.

Deferrals, short-term loans, or one-time sources will be avoided as budget balancing techniques. Reserves will be used for emergencies or non-recurring expenditures, except when balances can be reduced because their levels exceed guideline minimums as stated in Paragraph B, following.

**B. Fund Balance Policies** – The City’s Fund Balance is the accumulated difference between assets and liabilities within governmental funds, and it allows the City to meet its contractual obligations, fund disaster or emergency costs, provide cash flow for timing purposes and fund non-recurring expenses appropriated by Council. This policy establishes limitations on the purposes for which Fund Balances can be used in accordance with Governmental Accounting Standards Board (GASB) Statement Number 54.

The City’s Fund Balance will report up to five components:

- 1. Non-spendable Fund Balance** – amounts that are not in a spendable form or are required to be maintained intact. Assets included in this category are prepaid items, inventory, and non-financial assets held for resale.
- 2. Restricted Fund Balance** – represents the portion of fund balance that is subject to legal restrictions, such as grants or hotel/motel tax and bond proceeds.
- 3. Committed Fund Balance** – describes the portion of fund balance that is constrained by limitations that the Council has imposed upon

itself, and remains binding unless the Council removes the limitation.

**4. Assigned Fund Balance** – is that portion of fund balance that reflects the City’s intended use of the resource and is established in a less formal method by the City for that designated purpose.

**5. Unassigned Fund Balance** – represents funds that cannot be properly classified in one of the other four categories.

### C. Operating Reserves/Fund Balances –

- 1.** The General Fund’s Unassigned Fund Balance should be at least 33% of the General Fund’s annual operating expenditures. This percentage is the equivalent of four months operational expenditures. The General Fund’s annual operating expenditures are defined as all personnel and operations expenditures less those related to the operation of the sanitation department, airport and golf course. Any expenditure funded with General Fund Balance is also excluded from this calculation.
- 2.** The General Fund’s Assigned for Technology Fund Balance is replenished each year at a level sufficient for the City’s technology needs based on a recommendation by Management.
- 3.** The General Fund’s Assigned for Capital Projects Fund Balance is adopted by Council with the acceptance of the fiscal year end financial statements. At the end of each fiscal year, any available fund balance that is not restricted or allocated to technology is added to the balance of the General Fund’s Assigned for Capital Projects Fund Balance.
- 4.** The Enterprise Fund working capital should be maintained at 33% of total operating expenses or the equivalent of four months.

**D. Liabilities and Receivables** – Procedures will be followed to maximize discounts and reduce penalties offered by creditors.

Current liabilities will be paid within 30 days of receiving the invoice. Accounts Receivable procedures will target collection for a maximum of 30 days from service. Receivables aging past 120 days will be sent to a collection agency. The Finance Director is authorized to write-off non-collectible accounts that are delinquent for more than 180 days, provided proper delinquency procedures have been followed. The Finance Director will make an annual report to the City Council of the status of delinquent write-offs of non-collectible accounts.

**E. Capital and Debt Service Funds –**

1. Monies in the Capital Projects Funds should be used within 24 months of receipt or within a reasonable time according to construction schedule. Balances will be used to generate interest income to offset construction cost. Any unused monies can be used to fund similar projects as outlined by bond covenants and remaining excess funds will be transferred to the Debt Service Fund, provided that this complies with the bond covenant.

Revenues in the Debt Service Fund are based on property tax revenues, interest earnings and transfers from other funds. Reserves in the Debt Service Fund are designed to provide funding between the date of issuance of new debt and the time that property tax levies are adjusted to reflect the additional debt. Reserve levels should not exceed one month of average annual debt service.

2. Revenue obligations will maintain debt coverage ratios as specified by the bond covenants.

**F. Ratios/Trend Analysis –** Ratios and significant balances will be incorporated into monthly, quarterly and financial reports. This information will provide users with meaningful data to identify major trends of the City’s finances through analytical procedures.

We have selected the following ratios/balances as key indicators:

**Fund Balance/Equity (FB/E):**

Assets – liabilities

AL (acceptable level)  $\geq$  33.0% of operations

**Working Capital (CA-CL):**

Current assets less current liabilities

AL  $\geq$  33.0% of operations

**Current Ratio (CA/CL):**

Current assets divided by current liabilities

AL > 1.00

**Quick Ratio (Liquid CA/CL):**

“Liquid” current assets divided by current liabilities

AL > 1.00

**Debt/Assessed Ad Valorem Taxes (D/AV):**

Debt divided by assessed Ad Valorem value

AL < 5

**Debt Ratio - % (CL+LTL / TA) :**

Current liabilities plus long term liabilities divided by total assets

AL < 1.00

**Enterprise Operational Operating Coverage (OR/OE):**

Operating revenue divided by operating expense

AL > 1.25

Our goal is to develop minimum/maximum levels for the ratios/balances above through analyzing City of Temple historical trends and anticipated future trends. We will also analyze/compare City of Temple to other municipalities to develop these acceptable levels.

## XI. INTERNAL CONTROLS

**A. Written Procedures** – Wherever possible, written procedures will be established and maintained by the Director of Finance for all functions involving cash handling and/or accounting throughout the City. These procedures will embrace the general concepts of fiscal responsibility set forth in this policy statement.

**B. Department Heads Responsibilities** – Each Department Head is responsible to ensure that good internal controls are followed throughout their Department, that all Finance Department directives or internal controls are implemented, and that all independent auditor internal control recommendations are addressed.

## XII. STAFFING AND TRAINING

**A. Adequate Staffing** – Staffing levels will be adequate for the fiscal functions of the City to operate effectively. Overtime shall be used only to address temporary or seasonal demands that require excessive hours. Workload allocation alternatives will be explored before adding staff.

**B. Training** – The City will support the continuing education efforts of all financial staff members including the investment in time and materials for maintaining a current perspective concerning financial issues. Staff will be held accountable for communicating, teaching, and sharing with other staff members all information and training materials acquired from seminars, conferences, and related education efforts.

**C. Awards, Credentials, Recognition** – The Finance Department will support efforts and involvement which result in meeting standards and receiving exemplary recitations on behalf of any of the City's fiscal policies, practices, processes, products, or personnel. Staff certifications may include Certified Public

Accountant, Management Accountant, Certified Internal Auditor, and Certified Cash Manager.

The Finance Department will strive to maintain a high level of excellence in its accounting policies and practices as it prepares the CAFR. The CAFR will be presented annually to the Governmental Finance Officers Association (GFOA) for evaluation and consideration for the Certificate of Achievement for Excellence in Financial Reporting. The Budget will also be submitted to the GFOA for evaluation and consideration of the Distinguished Budget Presentation Award.

The Public Funds Investment Act, Chapter 2256, Texas Government Code, as amended, (the “PFIA”) prescribes that each City is to adopt rules governing its investment practices and to define the authority of the investment officers. The following Investment Policy addresses the methods, procedures, and practices, which must be exercised to ensure effective and judicious fiscal management of the City’s funds.

The Director of Finance, the Assistant Director of Finance, the Treasury/ Grants Manager, the Financial Analyst and the Senior Accountant are authorized as the Investment Officers of the City of Temple, Texas, and are responsible for all investment decisions and activities.

### I. Scope

This policy applies to all investment activities of the City’s funds under its control, except those subject to other investment covenants, or excluded by contract. The Investment Policy will govern the activities of the Investment Officers and designated deputies in their management of all public funds covered by this Investment Policy.

To make effective use of the City’s resources, all funds shall be pooled for investment purposes, except for those funds required to be accounted for in other accounts as stipulated by applicable laws, bond covenants, contracts or City policy. The pooled funds will include, but are not limited to, the funds of the General Fund, Water & Wastewater, GO Interest & Sinking, Hotel/Motel, Capital Projects, Federal/State Grant, Drainage, and Tax Increment Funds. Bond Proceeds may be invested in separate portfolios. The Firemen’s Pension Fund, Deferred Compensation Plans, and any investments donated to the City for a particular purpose, or under terms of use specified by the donor, are outside the scope of this Investment Policy.

This policy also requires the formal adoption of an Investment Strategy that specifically addresses each of the City’s fund groups. (See Attachment A)

### II. Objectives

The primary objectives of the City investment activities, in order of priority, shall be:

**A. Safety** – Investments shall be undertaken in a manner that seeks to ensure the preservation of principal.

**B. Liquidity** – The City’s investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements, which might be reasonably anticipated.

**C. Yield** – The City’s investment strategy is conservative. Given this strategy, the benchmark used by the Director of Finance to determine whether market yields are being achieved shall be the average rolling 90-day T-bill rate. Weighted average yield to maturity shall be the portfolio performance standard. Return on investment is of least importance compared to the safety and liquidity objectives.

Each investment transaction shall seek to first ensure that principal losses are avoided, whether they are from issuer defaults or erosion of market value.

### III. Delegation Of Authority

The Director of Finance may designate deputies to assist with the management of the investment portfolio, but only the City Council may designate Investment Officers.

The Investment Officers shall be responsible for all transactions, compliance with internal controls, and insuring that all safekeeping, custodial, and collateral duties are in compliance with this Investment Policy and other applicable laws and regulations.



#### IV. Standard Of Care

Investments shall be made with judgment and care, under prevailing circumstances, that a person of prudence, discretion, and intelligence would exercise in the management of the person's own affairs, not for speculation, but for investment, considering the probable safety of capital and the probable income to be derived. This investment principle shall be applied in the context of managing the overall investment portfolio.

The Investment Officers, acting in accordance with written procedures and exercising due diligence, shall not be held personally responsible for an individual issuer's credit risk or market price changes, provided that deviations from expectations are reported in a timely manner to the City Manager, and appropriate action is taken to control adverse developments.

#### V. Ethics And Conflicts Of Interest

The Investment Officers and designated deputies shall refrain from any personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. An Investment Officer who has a personal business relationship with a business organization offering to engage in an investment transaction with the City shall file a statement with the Texas Ethics Commission and the City Council disclosing that personal business interest. A disclosure statement will also be filed if an Investment Officer is related within the second degree by affinity of consanguinity, as determined under Chapter 573, to an individual seeking to sell an investment to the City.

For the purpose of this section, an individual has a personal business relationship with a business organization if:

**A.** The individual owns 10 percent or more of the voting stock or shares of the business organization, or owns \$5,000 or more of the fair market value of the business organization;

**B.** Funds received by the individual from the business organization exceed 10 percent of the individual's gross income for the previous year; or

**C.** The individual has acquired from the business organization during the previous year investments with a book value of \$2,500 or more for the personal account of the individual.

#### VI. Accounting/Reporting

The Investment Officers shall, not less than quarterly, prepare and submit to the City Council a written report of investment transactions for all funds covered by this Investment Policy for the preceding reporting period. The report should:

**A.** Describe the investment position of the entity on the date of the report;

**B.** Be prepared and signed by the Investment Officers;

**C.** Contain a summary statement that states the beginning market values, ending market value and fully accrued interest for the reporting period;

**D.** State the book value and market value of each separately invested asset at the beginning and end of the reporting period by type of asset and fund type invested;

**E.** State the maturity date of each separately invested asset that has a maturity date;

**F.** State the compliance of the investment portfolio as it relates to the City's Investment Policy, the City's Investment Strategy and the Public Funds Investment Act; and

**G.** The reports should be formally reviewed at least annually by an independent auditor and the results of that audit reported to the City Council.

The method used to monitor the market value of acquired investments is to obtain market prices from a recognized entity independent from the original transaction.

The City will seek to control the risk of loss due to failure of an investment issuer by monitoring the ratings of portfolio positions to ensure compliance with the rating requirements imposed by the Public Funds Investment Act. Not less than quarterly, the Investment Officers will obtain from a reliable source the current credit rating for each held investment that has a PFIA-required minimum rating and will include this information in the quarterly report.

## VII. Diversification

The City will diversify use of investment types and issuers to avoid incurring unreasonable risks inherent in over-investment in specific instruments, individual issuers or maturities (when appropriate).

The investment portfolio shall not exceed the following guidelines without prior approval of the City Manager:

- A.** With the exception of U.S. Treasury securities and authorized pools, no more than 80% of the total investment portfolio will be invested in a single investment type.
- B.** Commercial paper shall not exceed more than 5% of the total investment portfolio.
- C.** With the exception of U.S. Treasury securities and authorized pools, no more than 40% of the total investment portfolio shall be invested with a single issuer.

**D.** The maximum maturity for each investment and the total portfolio will be timed to maturity to meet cash flow needs established by the cash flow analysis. The maximum maturity of any individual investment shall not exceed three (3) years.

**E.** The maximum dollar-weighted average maturity of the total investment portfolio is 270 days.

Maturity schedules shall be timed according to anticipated liquidity needs. Investments, from time to time, may be liquidated before maturity for cash-flow or portfolio restructuring purposes. To meet these disbursement schedules, market gains or losses may be required. Any losses for early maturity liquidation should be minimized, and they should be reported as such to the City Manager in a timely manner. Actual risk of default shall be minimized by adequate collateralization, where applicable. Market risk shall be minimized by diversification of investment type and maturity.

The Investment Officers shall routinely monitor the contents of the investment portfolio, the available markets and the relative values of competing instruments, and shall adjust the investment portfolio accordingly, keeping in mind the overall objectives of the investments.

## VIII. Cash Flow Analysis

The Director of Finance monitors cash flows for all of the City's fund types. The purposes will be to determine liquidity needs and the available funds for investing.

## IX. Authorized Investments

The following is a list of authorized investments:

- A.** Obligations issued, guaranteed, insured by, or backed by the full faith and credit of the United States or its agencies and instrumentalities (i.e. U.S. Treasury and Agency Issues), including

obligations of the Federal Home Loan Bank, the Federal Deposit Insurance Corporation and U.S. Agency Letters of Credit.

**B.** Obligations issued, guaranteed, insured by, or backed by the State of Texas. Obligations issued by counties, cities, and other political subdivisions of the State of Texas that are rated as to investment quality by a nationally recognized investment rating firm not less than A or its equivalent.

**C.** Deposits in Financial Institutions, which are guaranteed or insured by the Federal Deposit Insurance Corporation or its successor or the National Credit Union Share Insurance Fund or its successor and are secured in compliance with Section XII Collateralization Requirements and placed in compliance with the PFIA.

**D.** Fully collateralized repurchase agreements that have a defined termination date and are secured by cash or obligations of the United States or its agencies and instrumentalities. The securities purchased by the City must be pledged to the City, held in the City's account and deposited at the time the investment is made with the City's custodial bank. Repurchase agreements can only be placed through primary government securities dealers or financial institutions doing business in Texas.

**E.** Commercial paper with a stated maturity of 270 days or less from the date of issuance. Commercial paper must be rated not less than A-1 or P-1, or an equivalent, by at least two nationally recognized credit rating agencies or rated by one credit rating agency plus fully secured by an irrevocable letter of credit issued by a domestic bank.

**F.** Investment pools that are authorized by Council, invest only in investments approved by the Public Funds Investment Act, have an advisory board and are continuously rated no lower than AAA or AAA-m or at an equivalent rating by at least one nationally

recognized rating agency. Investment pools must comply with all requirements of the Public Funds Investment Act and provide an offering circular, investment transaction confirmations, and monthly reports.

**G.** S.E.C. registered no-load money market mutual funds that comply with federal Securities and Exchange Commission Rule 2a-7 and the Public Funds Investment Act, and are continuously rated no lower than AAA or at an equivalent rating by at least one nationally recognized rating agency.

An investment that requires a minimum rating under this Policy does not qualify as an authorized investment during the period the investment does not have the minimum rating. The Investment Officers will take all prudent measures that are consistent with this Policy to liquidate an investment that does not have the minimum rating. The Investment Officers will not be required to liquidate investments that were authorized investments at the time of purchase.

The Investment Officers are specifically prohibited from investing in:

- a.** Structured notes, investments with inverse-floaters, collateralized mortgage obligations, or any other form of derivatives;
- b.** Any investment not authorized by this policy or the Public Funds Investment Act;
- c.** Any investment pool in which the City would own more than 20% of the market value of the pool;
- d.** Highly sophisticated investments not freely conducted in the marketplace (e.g., derivatives); and
- e.** Any one mutual fund in which the City would own more than 10% of the total assets of the mutual fund.

The Investment Officers are also specifically prohibited from borrowing funds for the purpose of reinvesting the funds to leverage return.

#### **X. Eligible Institutions**

The following financial institutions are eligible for consideration for investment transactions by the Investment Officers:

- A.** State or national banks with a main or branch office in the State of Texas;
- B.** Savings banks with a main or branch office in the State of Texas;
- C.** State or federal credit unions with a main or branch office in the State of Texas;
- D.** Brokers approved and designated as primary dealers by the Federal Reserve Bank of New York;
- E.** Secondary or regional brokers who meet the following requirements:
  - 1.** Registered and in good standing with the Financial Industry Regulatory Authority (FINRA);
  - 2.** Maintain Texas State Registration;
  - 3.** Have net capital of \$1 million or more for Delivery Versus Payment investment transactions or net capital of \$50 million or more for Repurchase Agreement transactions; and
  - 4.** Have at least five (5) years of operation.
- F.** Local government investment pools, (i.e. Texpool, TexSTAR, etc.); and
- G.** S.E.C. registered money market mutual funds.

A written copy of the City's Investment Policy shall be presented

to any local government investment pool offering to engage in an investment transaction with the City. The qualified representative of the business organization (e.g. local government investment pool or discretionary investment management firm) shall execute an Investment Policy Certification substantially to the effect that the business organization or has:

- A.** Received and reviewed the City's Investment Policy; and
- B.** Agrees to comply with the requirements of the Public Funds Investment Act.

A list of individual qualified broker/dealers authorized to engage in investment transactions with the City shall, at least annually, be reviewed, revised, and adopted by the City Council. (See Attachment B)

All broker/dealers will have on file Trading Authorization Agreements, with the City.

#### **XI. Investment Purchases/ Trades**

The City will purchase investments on an "as needed" basis only. The City will determine investment requirements based on cash flow analysis and current cash positions. The City will create a competitive environment to evaluate available options best suited for the City's requirements.

Investment selections and term will be determined in accordance with, (1) safety of principal, (2) cash flow needs, (3) investment type as a percentage of total investment portfolio and (4) yield.

Brokers/dealers are not encouraged to contact the City on currently available securities that the broker/dealers believe are items of interest to the City.

The Treasury/Grants Manager will obtain investment alternatives and get approval from an Investment Officer prior to making any

investment decision. After the decision is made, execution will be on a competitive basis. All security purchases and trades conducted through the City will be settled with the City's third party custodial bank using Delivery versus Payment (DVP).

The Director of Finance, Assistant Director of Finance, Treasury/ Grants Manager, designated Financial Analyst, designated Senior Accountant, City Manager, and City Secretary are the only individuals authorized to wire funds for the City. Dual authorization shall be used for all non-repetitive wire transfers.

The City's Investment Officer must approve any substitution of securities on repurchase agreements. The City will only enter repurchase agreements under the terms of the Master Repurchase Agreement or similar format.

## **XII. Collateralization Requirements**

Consistent with the requirements of the Public Funds Collateral Act, Chapter 2257, Texas Government Code, as amended, the City will require full collateralization of all non-insured deposits with depository institutions. To anticipate market changes and provide a level of security, the collateralization level for marketable securities pledges will be at least 102% of market value of principal and accrued interest on the ledger deposits less the amount insured by the Federal Deposit Insurance Corporation. Securities pledged as collateral shall be held in the City's account by an independent third-party with whom the City has a current custodial agreement. A clearly marked evidence of pledge must be supplied to the City for retention. The City must approve any release and/or substitution of collateral before such action is taken. Collateral shall be reviewed at least monthly to assure that the market value of the securities pledged equals or exceeds the required amount. When Federal Home Loan Bank Letters of Credit are pledged as collateral, the value of the Letter of Credit shall be at least 100% of principal and accrued

interest of the deposit less the amount insured by the Federal Deposit Insurance Corporation. Deposit specific Federal Home Loan Bank Letters of Credit should extend at least three (3) business days beyond the maturity date of the deposit.

Obligations authorized by the Public Funds Collateral Act are acceptable for collateralization purposes. The City reserves the right, in its sole discretion, to accept or reject any form of insurance or collateralization pledged towards deposits.

All financial institutions pledging securities as collateral shall be required to sign a collateralization agreement with the City. The agreement shall define the City's rights to the collateral in case of default, bankruptcy, or closing and shall establish a perfected security interest in compliance with Federal and State regulations, including:

- The agreement must be in writing;
- The agreement must be executed by the financial institution and the City contemporaneously with the deposit;
- The agreement must be approved by the Board of Directors or designated committee of the financial institution and a copy of the meeting minutes must be delivered to the City; and
- The agreement must be part of the financial institution's "official record" continuously since its execution.

Private insurance coverage is not an acceptable collateralization form.

## **XIII. Investment Training**

The Investment Officers shall attend:

- A.** At least one training session containing at least ten (10) hours of instruction relating to the Investment Officer's responsibilities within 12 months after taking office or assuming duties.

**B.** Investment training sessions not less than once in a two-year period that begins on the first day of the City's fiscal year and consists of the two consecutive fiscal years after that date and receive not less than eight (8) hours of instruction relating to investment responsibilities.

Training must include education in investment controls, security risks, strategy risks, market risks, diversification of the investment portfolio, and compliance with the Public Funds Investment Act.

All training shall be from an independent source on the list of approved training seminar sponsors. (See Attachment C)

#### **XIV. Conclusion**

The Investment Officers will adhere to the Investment Policy in all investment decisions of the City.

All current investment activity, which does not comply with the above stated policy, will be allowed to mature, and all future investment activity will be performed under the terms of this Policy.

In conjunction with the annual financial audit, a compliance audit will be performed on management controls and adherence to this Policy.

An annual review of the Investment Policy and Strategy will be conducted by the Director of Finance. The Investment Policy and Strategy, with any changes, will then be presented for the City Council to review and adopt. Formal adoption of the Investment Policy and Strategy will be documented in the minutes of the City Council meeting and the adopting ordinance.

#### **INVESTMENT STRATEGY – Attachment A**

The Investment Strategy of the City of Temple, Texas, is adopted to provide investment guidelines that will minimize the risk of loss of principal. To make effective use of the City's resources, all monies shall be pooled into one fund, except for those monies required to be accounted for in other accounts as stipulated by applicable laws, bond covenants, contracts or City policy. Investment priorities (in order of importance) are as follows:

**A. Suitability** – Any investment allowed by the Investment Policy is suitable. Maturity schedules shall be timed according to anticipated needs.

**B. Safety of Principal** – All investments should be of high quality with no perceived default risk.

**C. Liquidity** – Bank Deposits, local government investment pools and money market mutual funds shall provide daily liquidity. Fixed maturity investments shall provide liquidity as required by anticipated needs.

**D. Marketability** – Investments should have an active and efficient secondary market to enable the City to liquidate investments prior to the maturity for unanticipated cash requirements.

**E. Diversification** – The City will diversify use of security types, issuers and maturities as per the Investment Policy.

**F. Yield** – The City's investment strategy is conservative. The benchmark shall be the average rolling 90-day T-bill rate.

#### **LIST OF AUTHORIZED BROKERS/DEALERS – Attachment B**

A list of Broker/Dealers that are authorized to engage in investment transactions with the City shall, at least annually, be reviewed, revised, and adopted. The following Broker/Dealers are authorized for use by the Investment Officer:

Duncan Williams  
FTN Financial  
Hilltop Securities  
Great Pacific Securities  
MultiBank Securities, Inc.  
Rice Financial Products  
SAMCO  
UBS  
Vining-Sparks IBG  
Wells Fargo Securities

#### **APPROVED TRAINING SEMINAR SPONSORS – Attachment C**

All investment training shall be from an independent source approved by the City Council. The following sponsors are hereby approved:

- A.** Government Finance Officers Association (GFOA and GFOAT);
- B.** Texas Society of Certified Public Accountants (TSCPA);
- C.** Texas Municipal League (TML);
- D.** Government Treasurers' Organization of Texas (GTOT);
- E.** Sponsors approved by the TSCPA and GFOA, GFOAT, GTOT, to provide CPE credits; or
- F.** University of North Texas

<b>AL</b> – Acceptable level	<b>DFWWTP</b> – Doshier Farm Wastewater Treatment Plant
<b>AR</b> – Accounts receivable	<b>EMS</b> – Emergency Medical Services
<b>AP</b> – Accounts payable	<b>EST</b> – Elevated storage tank
<b>AVG</b> – Average	<b>ETJ</b> – Extra Territorial Jurisdiction
<b>BISD</b> – Belton Independent School District	<b>FOG</b> – Fats, Oils & Grease
<b>BRA</b> – Brazos River Authority	<b>FIRM</b> – Flood Insurance Rate Maps
<b>CA</b> – Current assets	<b>FTE</b> – Full-time equivalent
<b>CAFR</b> – Comprehensive Annual Financial Report	<b>FY</b> – Fiscal year
<b>CCN</b> – Certificate of Convenience and Necessity	<b>GAAP</b> – Generally Accepted Accounting Principles
<b>CDBG</b> – Community Development Block Grant	<b>GFOA</b> – Government Finance Officers Association
<b>CEG</b> – Community Enhancement Grants	<b>GIS</b> – Geographic Information Systems
<b>CIP</b> – Capital Improvement Program	<b>GO</b> – General Obligation
<b>CL</b> – Current liability	<b>GTOT</b> – Government Treasurers’ Organization of Texas
<b>CO</b> – Certificate of Obligation	<b>HR</b> – Human Resources
<b>CPA</b> – Certified Public Accountant	<b>HVAC</b> – Heating, ventilation & air conditioning
<b>CSI</b> – Customer Service Inspector	<b>I&amp;S FUND</b> – Interest and Sinking Fund
<b>DARE</b> – Drug Abuse Resistance Education	<b>ISO</b> – Insurers Services Office



**ITS** – Information Technology Services

**KTMPO** – Killeen-Temple Metropolitan Planning Organization

**LTN** – Limited Tax Notes

**M&O** – Maintenance and operations

**MCIP** – Mobility Capital Improvement Program

**MG** – Million gallons

**MGD** – Million gallons per day

**MRF** – Material recovery facility

**NFIP** – National Flood Insurance Program

**O&M** – Operations and maintenance

**OCU** – Organized Crime Unit

**OE** – Operating expense

**OPEB** – Other post-retirement benefits

**OR** – Operating revenue

**PARD** – Parks and Recreation Department

**PSA** – Public service agency

**RZ** – Reinvestment Zone No. 1

**SRTS** – Safe Routes to School

**TA** – Transportation Alternatives

**TBD** – To be determined

**TBWWTP** – Temple-Belton Wastewater Treatment Plant

**TCEQ** – Texas Commission on Environmental Quality

**TEDC** – Temple Economic Development Corporation

**TIRZ** – Tax Increment Reinvestment Zone

**TISD** – Temple Independent School District

**TMED** – Temple Medical and Education District

**TML** – Texas Municipal League

**TPDES** – Texas Pollution Discharge Elimination System

**TSCPA** – Texas Society of Certified Public Accountant

**TxDOT** – Texas Department of Transportation

**UBO** – Utility Business Office

**UR** – Utility Revenue

**W&WW** – Water and wastewater

**WWTP** – Wastewater Treatment Plant

**A****ACCOUNT**

A code made up of numbers used to classify how specific dollar amounts come into the City or how they are being spent.

**ACCRUAL ACCOUNTING**

A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred.

**AD VALOREM TAX**

A tax levied on the assessed value of real property (also known as “property taxes”).

**AMORTIZATION**

The process of paying money that is owed for something by making regular payments over a long period of time.

**APPROPRIATION**

A specific amount of money authorized by City Council to make expenditures and incur obligations for specific purposes, frequently used interchangeably with “expenditures”.

**ASSESSED VALUATION**

A value that is established for real and personal property for use as a basis for levying property taxes. Property values are established by the Bell County Appraisal District.

**ASSESSMENT RATIO**

The ratio at which the tax rate is applied to the tax base. The assessment ratio is currently set at 100% by State law.

**AUDIT**

A comprehensive examination as to the manner in which the government’s resources were actually utilized, concluding in a written report. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body’s appropriations. A performance audit consists of a review of how well the government met its stated goals.

**B****BALANCE SHEET**

A financial statement that discloses the assets, liabilities, reserves and balances of a specific governmental fund as of a specific date.

**BALANCED BUDGET**

A budget in which estimated revenues equal estimated expenditures. The City defines “balanced budget” as the operating budget balancing with current revenues, which may include beginning fund balances less required reserves as established by City Council, greater than or equal to current expenditures/expenses.

**BOND**

A written promise to pay a specific sum of money, called the face value or principal amount, at a specific date or dates in the future, called the maturity date, together with periodic interest at a specified rate.

**BONDED DEBT**

The portion of indebtedness represented by outstanding bonds.

**BUDGET**

A plan of financial operation specifying expenditures to be incurred for a given period to accomplish specific goals, and the proposed means of financing them.

**BUDGET CALENDAR**

The schedule of key dates or milestones that the City departments follow in preparation, adoption, and administration of the budget.

**BUDGET DOCUMENT**

The official plan showing how the City finances all of its services.

**BUDGET MESSAGE**

The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the previous fiscal year, and recommendations of the City manager. This section is also referred to as the City Manager’s transmittal letter.

**BUDGET YEAR**

From October 1st through September 30th, which is the same as the fiscal year.

**BUDGETARY CONTROL**

The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**C****CAPITAL ASSETS**

Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

**CAPITAL EQUIPMENT**

Equipment with a value in excess of \$5,000 and an expected life of more than two years.

**CAPITAL EQUIPMENT BUDGET**

The portion of the annual budget that appropriates money for the purchase of capital equipment. This is different from expenditures for salaries, utilities and office supplies. Examples include vehicles, furniture, machinery, building improvements, microcomputers, and special tools. The definition of capital varies according to the policy established by each jurisdiction. For the City of Temple, capital is defined as items with a value of at least \$5,000 and a useful life of more than two years.

**CAPITAL IMPROVEMENT PROGRAM**

A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years. This is the way major streets, bridges, municipal buildings, fire stations and central service facilities are repaired and built. In addition, debt financing distributes the burden of the cost of items with long life spans over more generations of users.

**CAPITAL IMPROVEMENT PROGRAM BUDGET**

The Capital Improvement Plan Budget is a separate budget from the operating budget. Items in the CIP are usually capital assets and construction projects designed to improve the value of the government assets.

**CAPITAL LEASE**

When a capital asset is leased and is balanced by a long-term liability. The amount of the asset and liability is equal to the present value of the future lease payments.

**CAPITAL OUTLAY**

Expenditures which result in the acquisition of or addition to capital assets.

**CAPITAL PROJECTS FUND**

A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities or equipment.

**CASH ACCOUNTING**

A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

**CASH MANAGEMENT**

The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)**

Federal HUD entitlement funds to meet a variety of needs of low-income citizens including housing, infrastructure, equipment, facilities and public services.

**CERTIFICATE OF OBLIGATION (CO)**

Legal debt instruments used to finance capital improvement projects. Certificates of obligation are backed by the full faith and credit of the government entity and are fully payable from a property tax levy. Certificates of obligation differ from general obligation debt in that they are approved by the City Council and are not voter approved.

**CERTIFIED TAX ROLL**

A list of all-taxable properties, values and exemptions in the City. This roll is established by the Bell County Appraisal District.

**CHARACTER**

The method of classifying expenditures. The three major characters used by the City are: personnel services – 1100 & 1200, operations – 2100 thru 2600 & 8000, and capital outlays – 6000.

**CONTINGENCY**

The appropriation of reserve funds for future allocation in the event specific budget allotments have expired and additional funds are needed.

**CURRENT TAXES**

Taxes that are levied and due within the ensuing fiscal year.

**COMMITTEE ON UNIFORM SECURITIES IDENTIFICATION PROCEDURES (CUSIP)**

A number used to identify investments or securities.

**D****DEBT SERVICE**

The payment of principal and interest on borrowed funds.

**DEBT SERVICE FUNDS**

Used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**DELINQUENT TAXES**

Taxes remaining unpaid after January 31st.

**DEPARTMENT**

An administrative division of the City having management responsibility for an operation or a group of related operations within a functional area.

**DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)**

Federal agency that provides block grant funds to meet the needs of low-income citizens

**DEPARTMENT OF HUMAN SERVICES (DHS)**

Provides a variety of human service needs to low income clients.

**DEPRECIATION**

The decrease in value of physical assets due to use and the passage of time.

**E****ENCUMBRANCE**

A commitment of funds against an appropriation. It may be in the form of a purchase order or a contract.

**ENTERPRISE FUND**

A fund used to account for operations financed and operated in a manner similar to private business enterprises in that they are self-supported by user fees. These funds use full accrual accounting.

**ESTIMATED REVENUE**

The amount of revenue expected to be collected during the year.

**EXPENDABLE TRUST FUND**

These funds are used to account for assets held by the City in a trustee capacity or as an agent for individual, private organizations, other governments, and/or other funds. They are accounted for in essentially the same manner as governmental funds.

**EXPENDITURE**

The incurring of liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset or service or settling a loss.

**EXPENSE**

A charge incurred in an accounting period, whether actually paid in that accounting period or not.

**F****FISCAL YEAR**

October 1st through September 30th of each year.

**FRANCHISE FEE**

A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas, taxicabs, ambulances and cable television.

**FULL FAITH AND CREDIT**

A pledge of the general taxing power of the City to repay debt obligations. This term is typically used to reference general obligation bonds.

**FULL-TIME EQUIVALENT (FTE)**

A quantifiable unit of measure utilized to convert hours worked by part-time, seasonal or temporary employees into hours worked by full-time employees. Full-time employees work 2080 hours annually. A part-time employee working 1040 hours annually represents a .5 FTE.

**FUND**

A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein. Funds are usually established to account for activities of a certain type.

**FUND BALANCE**

The excess of assets over liabilities for governmental funds.

**G****GENERAL FUND**

The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL LEDGER**

A file that contains a listing of the various accounts necessary to show the financial position and results of City operations.

**GENERAL OBLIGATION BONDS**

Bonds that finance a variety of public projects such as streets, buildings, and capital improvements. The repayment of these bonds is usually made from the General Fund. They are backed by the full faith and credit of the City. Voter approved

**GENERAL OBLIGATION DEBT (GO)**

The supported bonded debt, which is backed by the full faith and credit of the City.

**GOAL**

A long-term, attainable target for an organization—its vision of the future.

**GOVERNMENTAL FUND**

It refers to the General Fund, all Special Revenue Funds and the Debt Service Fund.

**GRANT**

Contributions or gifts of cash or other assets from another government to be used for a specific purpose, activity or facility.

**H****HELP CENTER**

(Health, Education, Leadership, Progress) – Provides emergency help for utility bills, rent deposits, and food. It also screens clients through a computer network.

**HOME-HUD HOUSING PROGRAM**

A federal program to meet the housing needs of low-income households through rehabilitation for homeowners and rental units, new housing construction, and through rental assistance.

**I****INTEREST AND SINKING FUND (I&S FUND)**

Also referred to as Debt Service Fund.

**INCOME**

Funds available for expenditures during a fiscal year.

**INFRASTRUCTURE**

Substructure or underlying foundation of the City (e.g. streets, utility lines, water and wastewater facilities, etc.)

**INTERFUND TRANSFERS**

Amount transferred from one fund to another.

**INTERGOVERNMENTAL REVENUE**

Revenues received from another governmental entity, such as county, state or federal governments.

**INTERNAL SERVICE FUND**

Fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governments, on a cost reimbursement basis.

**INVENTORY**

A detailed listing of property currently held by the City.

**L****LEACHATE**

A liquid that builds in the landfill. A leachate collection system removes the liquid from the landfill and disposes through the sewer system.

**LEVY**

To impose taxes, special assessments, or service charges for the support of City activities.

**LIMITED TAX NOTE FUNDING (LTN)**

LTNs are typically a direct obligation issued on a pledge of the general taxing power for the payment of the debt and has a seven-year maximum maturity. LTNs do not require a voter election as a prerequisite to issuance.

**LINE-ITEM BUDGET**

A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately along with the dollar amount budgeted for each specified category.

**LONG-TERM DEBT**

Any unmatured debt that is not a fund liability with a maturity of more than one year.

**M****MODIFIED ACCRUAL ACCOUNTING**

A basis of accounting in which revenues are recorded when collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period, and, expenditures are recognized when the related liability is incurred.

**N****NON-OPERATING EXPENDITURES**

The costs of government services which are not directly attributable to a specific City program or operation. An example includes debt service obligations.

**NON-OPERATING REVENUES**

The incomes received by the government that are not directly attributable to providing a service. An example would be interest on investments.

**O****OBJECTIVES**

A specific, measurable and observable result of an organization's activity that advances the organization toward a goal.

**OPERATING BUDGET**

A financial plan that presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

**OPERATING TRANSFERS**

Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

**P****PERFORMANCE BUDGET**

A budget that focuses upon activities rather than line items. Workload and unit cost data are involved to gauge the efficiency of services. Typical data that is analyzed includes miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per employee hour, and cost per employee hour of garbage collection.

**POLICY**

A plan, course of action or guiding principle, designed to set parameters for decisions and actions.

**PROGRAM BUDGET**

A budget that focuses upon the goals and objectives of the City rather than how it is organized and how it spends its money.

**PROPERTY TAX**

Taxes that are levied on both real and personal property according to the Property's valuation and tax rate.

**PROPRIETARY FUND**

Used for business-like activities, usually operates on an accrual basis.

**R****RECONCILIATION**

A detailed analysis of changes in actual revenue or expenditure balances within a fund.

**REQUISITION**

A written request from a department to the purchasing office for specific goods or services. This action precedes the authorization of a purchase order.

**RESERVE**

An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**RETAINED EARNINGS**

The accumulated earnings of an Enterprise or Internal Service Fund which have been retained in the fund and which are not reserved for any specific purpose.

**REVENUE**

All money received by a government other than expense refunds, capital contributions, and residual equity transfers.

**REVENUE BOND**

Bonds whose principal and interest are payable exclusively from user fees.

**RISK MANAGEMENT** – An organized effort to protect the City's assets against loss, utilizing the most economical methods.

**S****SOURCE OF REVENUE**

Revenues are classified according to their source or where they originate.

**SPECIAL REVENUE FUNDS**

Funds used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specific purposes.

**T****TAX BASE**

The total value of all real and personal property in the City as of January 1st of each year, as certified by the Appraisal Review Board.

**TAX LEVY**

The total amount of taxes imposed by the City on taxable property, as determined by the Bell County Tax Appraisal District.

**TAX RATE**

The tax rate is set by Council and is made up of two components; debt service and operations rates.

**TEXAS COMMISSION ON ENVIRONMENTAL QUALITY (TCEQ)**

(replaced Texas Natural Resource Conservation Commission - TNRCC)  
– State regulatory agency for environmental quality control.

**U****UNENCUMBERED FUND BALANCE**

For budget purposes, the unencumbered fund balance is the amount of undesignated fund balance of a fund, which is available for allocation.

**UTILITY REVENUE BONDS (UR BONDS)**

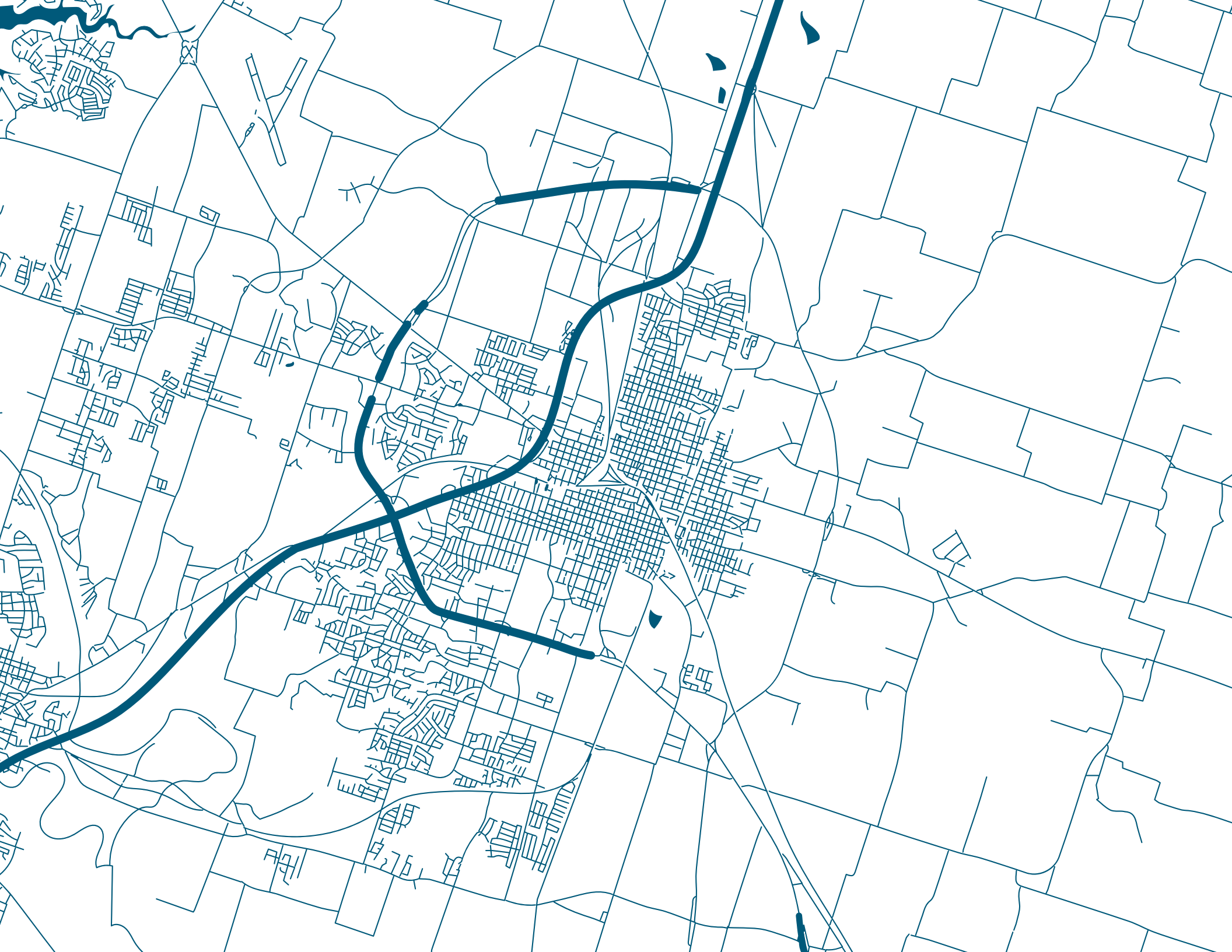
Utility bonds constitute special obligations of the City solely secured by a lien on a pledge of the net revenues of the water and sewer system.

**V****VOUCHER**

A document showing that a transaction has occurred.

**W****WORKING CAPITAL**

The amount of and entity's current assets minus the amount of its current liabilities.







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