

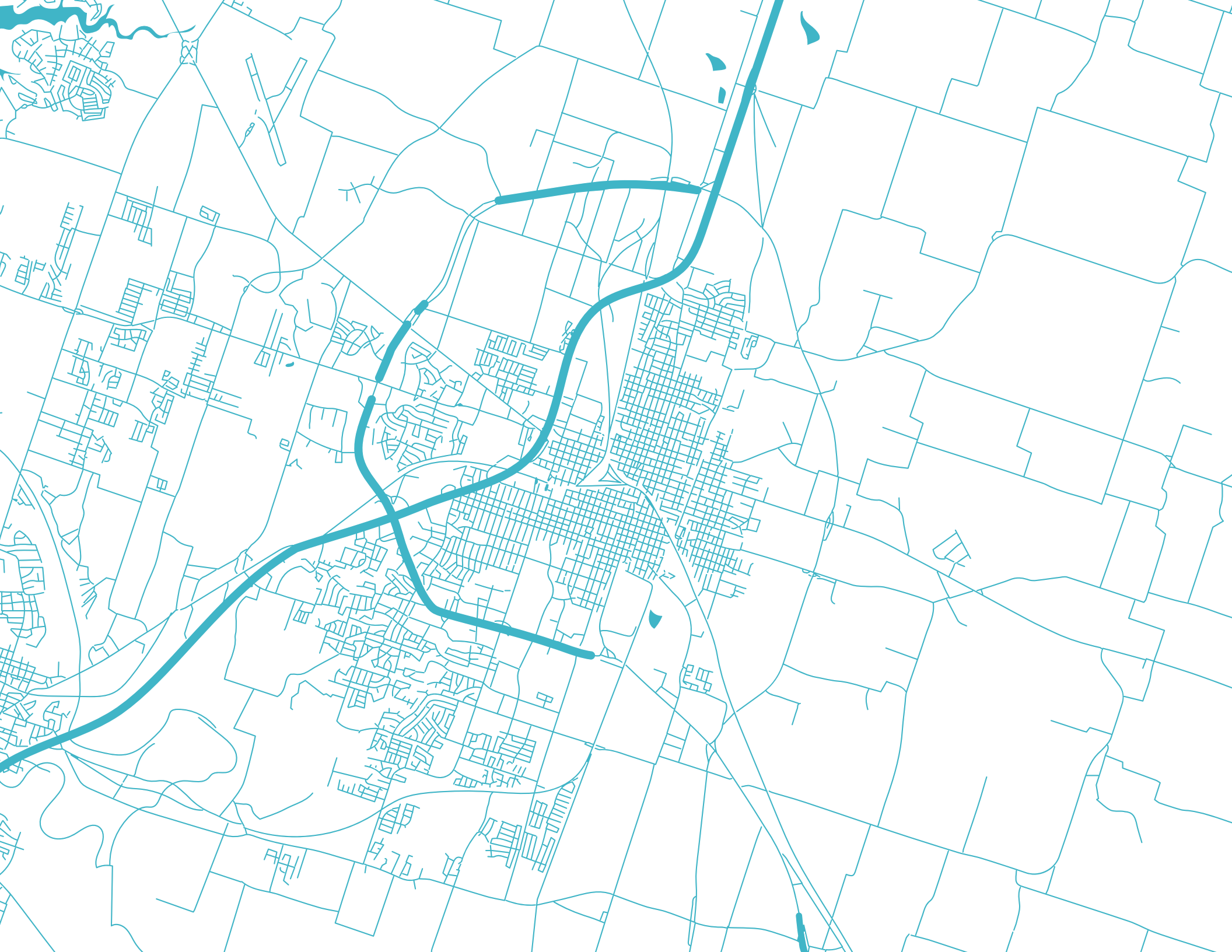
**CITY OF TEMPLE, TEXAS**



**ADOPTED BUDGET**

**2023**





## OCTOBER 1, 2022 – SEPTEMBER 30, 2023

This budget will raise more revenue from property taxes than last year's budget by an amount of \$6,177,494, which is a 16.36% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$1,391,091.

The record vote of each member of the governing body by name voting on the adoption of FY 2022-2023 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, 2022 and has budgeted for FY 2023 the following amounts, respectively:

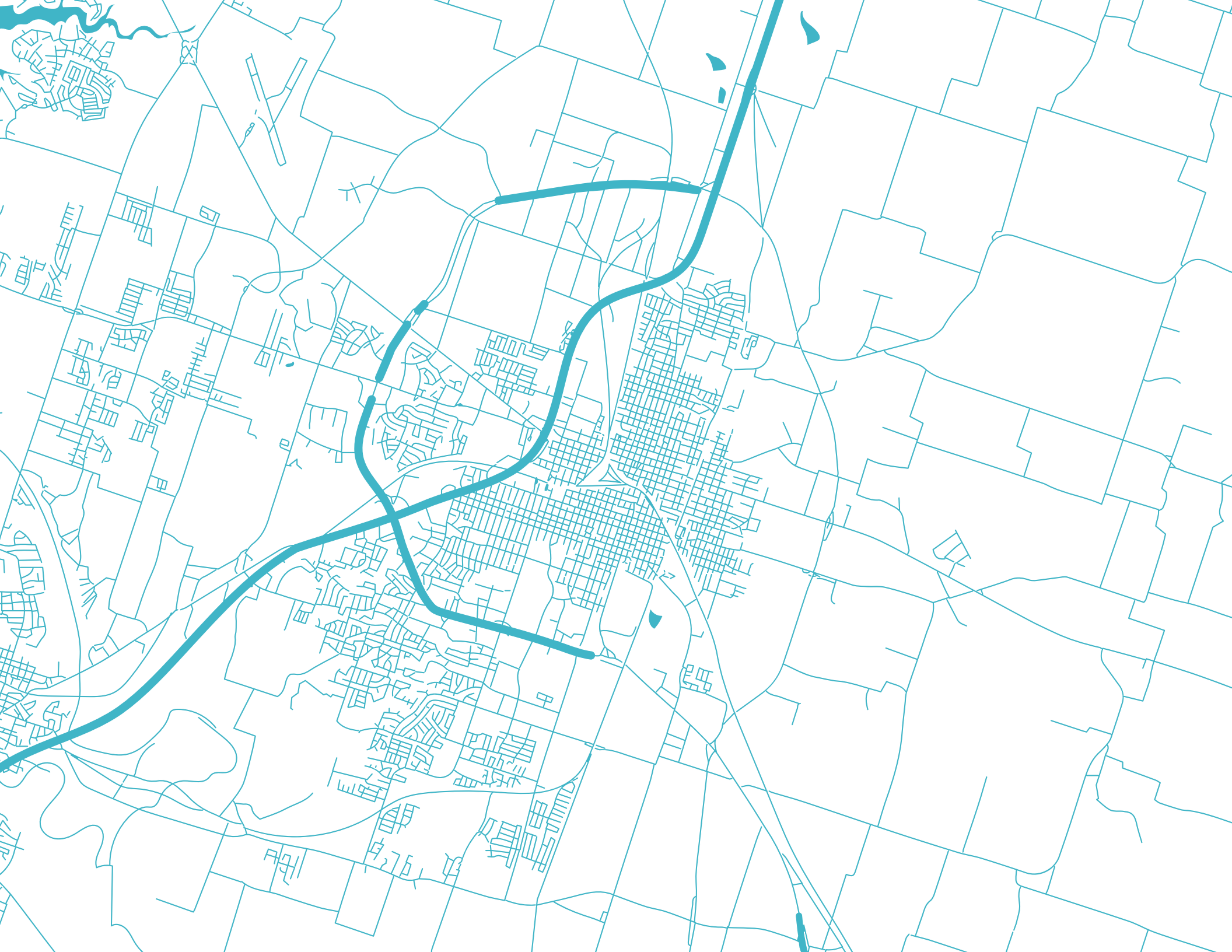
- Notice required by law to be published in a newspaper: \$39,450 and \$54,870
- Lobbying activities: \$170,200 and \$66,000

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	2021-2022	2022-2023
Tax Year	2021	2022
<b>Adopted Operating Rate</b>	\$0.303000	\$0.286300
<b>Adopted Debt Rate</b>	\$0.337000	\$0.326700
<b>Total Adopted Rate</b>	\$0.640000	\$0.613000
<b>No-New Revenue Tax Rate</b>	\$0.609000	\$0.522700
<b>No-New Revenue Operating Rate (M&amp;O)</b>	\$0.458800	\$0.427300
<b>Voter-Approval Operating Rate (M&amp;O)</b>	\$0.474800	\$0.442200
<b>Debt Rate (I&amp;S)</b>	\$0.337000	\$0.326700
<b>Voter-Approval Tax Rate</b>	\$0.660600	\$0.628700

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>	\$276,740,000	\$22,430,407
<b>Self-Supporting Debt</b>	\$18,584,750	\$2,589,305
<b>Total Debt</b>	\$295,324,750	\$25,019,712





# INTRODUCTION

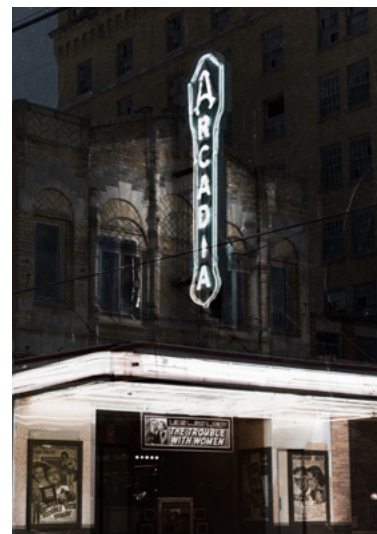


\$27 for an acre of land seemed like a lot of money in 1881, but that's what the Gulf, Colorado & Santa Fe Railway Company paid Jonathan Ewing Moore for 181 acres of his family's farm. Trains brought prospective buyers from five different cities to the area on June 29, 1881. In true Texas style, a barbecue kicked-off the event and a land auction commenced. Everyone in attendance witnessed the founding of a town, named after the railroad's chief engineer and the person responsible for building the tracks through Bell County, Bernard M. Temple.

10 years later, the Gulf, Colorado & Santa Fe Railway built a hospital for its workers. This foreshadowed Temple's future as a business hub with a thriving economy. In early 1892, Dr. Arthur Carroll Scott and Dr. Raleigh R. White, Jr. moved to Temple to work in the hospital. The doctors saw a need for medical services that reached beyond the railroad workers and extended to town residents. In 1904, the doctors opened the Temple Sanitarium, which became 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 these visionary doctors. Today, Baylor Scott & White Health continues its phenomenal growth after a multi-million-dollar expansion of its facility. The organization's alignment with Texas A&M University Health Science Center's teaching hospital provides unique, educational opportunities for medical students offered exclusively in Temple. McLane Company and Wilsonart International have global headquarters here, and Temple is proving to be an attractive location for business expansion. This year, Meta (formerly the Facebook company) selected Temple as its newest location for an \$800 million hyperscale data center, and FedEx Ground announced it would open a 250,000 square-foot distribution center in town. These are just two companies among many others moving to Temple.

These organizations are part of Temple's solid economic foundation. Diversity is a driving force in the city's billion-dollar business sector, composed of a strong industrial base of manufacturing, distribution, medical services, education, and technology. With Dallas, Houston, Austin, and San Antonio less than three hours away, Temple's strategic location continues to attract new businesses and industries that want close proximity to Texas' metropolitan areas but recognize Temple's business-friendly environment. With 84% of the state's population living within three hours of Temple city limits, the access businesses have to consumers is valuable.



Today, 139 years after it was founded, Temple continues to grow and adapt to its environment. It still offers residents the best aspects of two worlds: the conveniences of big-city dwelling with the atmosphere of a small town. The city's affordability and central location continues to satisfy current residents and draw-in newcomers looking to provide a better quality of life for themselves and their loved ones. Major companies and small businesses are also

recognizing the advantages of expanding operations to Temple. As a place where visionaries saw the fulfillment of their aspirations, Temple offers a bright future to those that live and work in this community of plentiful opportunity.





**Tim Davis** – Mayor



**Jessica Walker**  
District 1



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

**City Staff**

<b>Brynn Myers</b>	City Manager
<b>Erin Smith</b>	Assistant City Manager
<b>David Olson</b>	Assistant City Manager
<b>Traci L. Barnard, CPA</b>	Director of Finance
<b>Kathy Davis</b>	City Attorney
<b>Jana Lewellen</b>	City Secretary

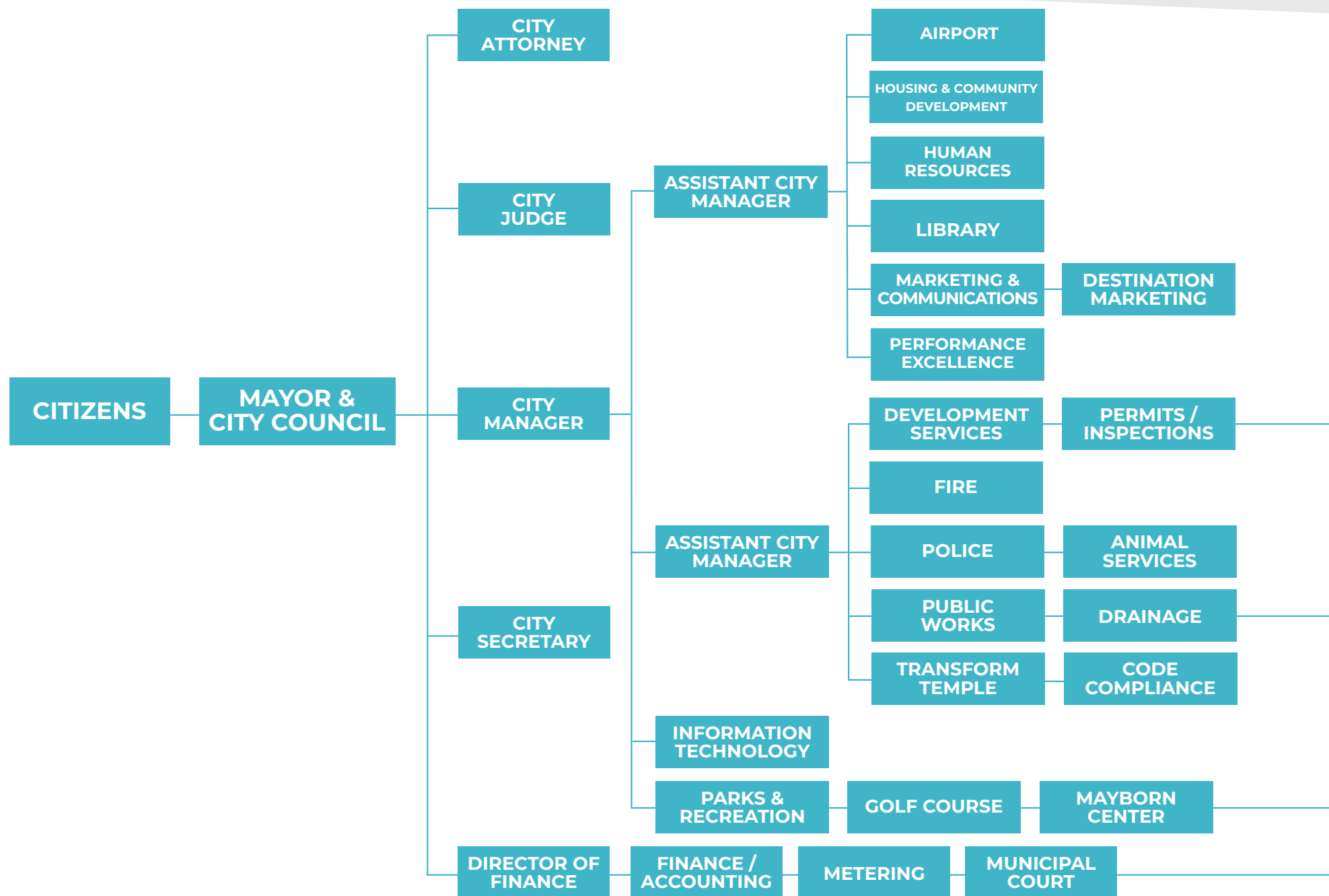


**Susan Long**  
District 3

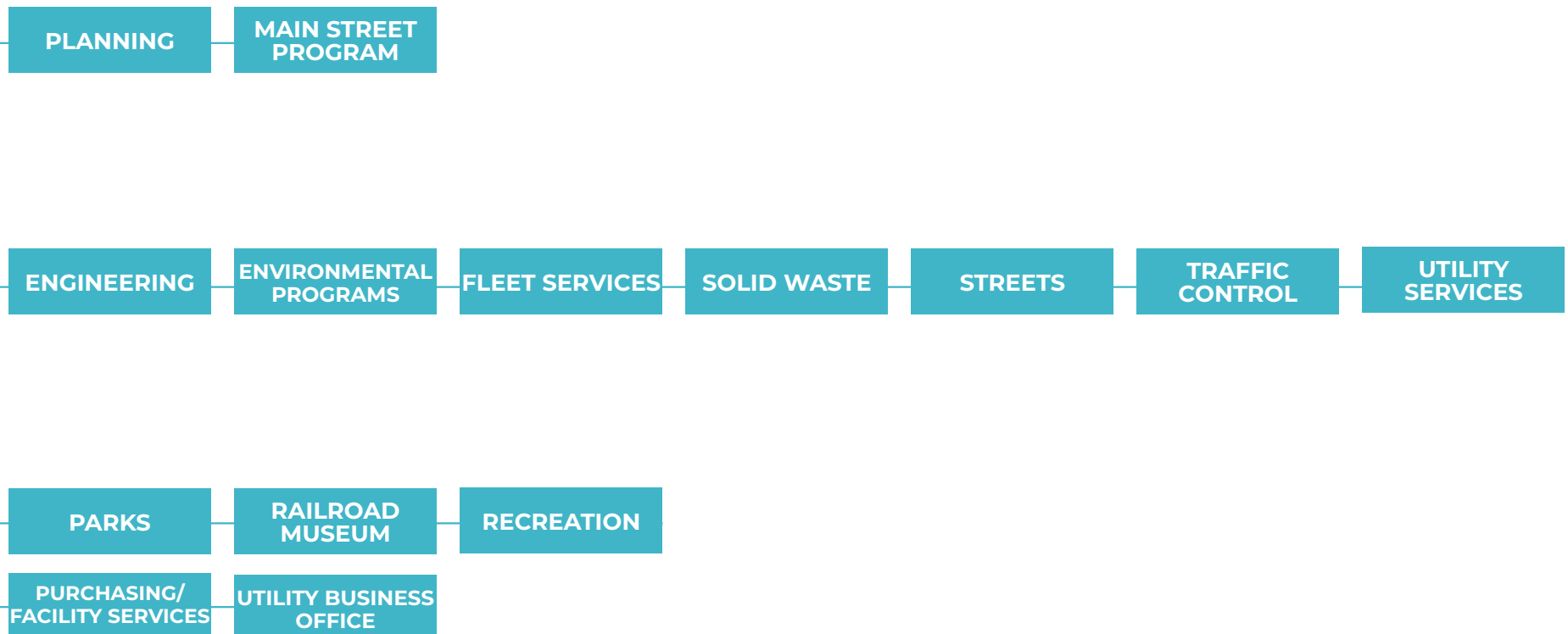


**Wendell Williams**  
District 4

# ORGANIZATION CHART









GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**City of Temple  
Texas**

For the Fiscal Year Beginning

**October 01, 2021**

*Christopher P. Morill*

Executive Director

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, 2021. 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.

### Budget & Reporting Team

<b>Traci L. Barnard, CPA</b>	Director of Finance
<b>Melissa Przybylski, CPA</b>	Assistant Director of Finance
<b>Stacey Reisner, CPA</b>	Treasury & Debt Division Director
<b>Jennifer Emerson, CGFO</b>	Budget Division Director
<b>Sherry Pogor</b>	Financial Analyst II
<b>Robby Schimmels</b>	Financial Analyst
<b>Ronda Montgomery</b>	Financial Analyst
<b>Laura Tye</b>	Executive Assistant



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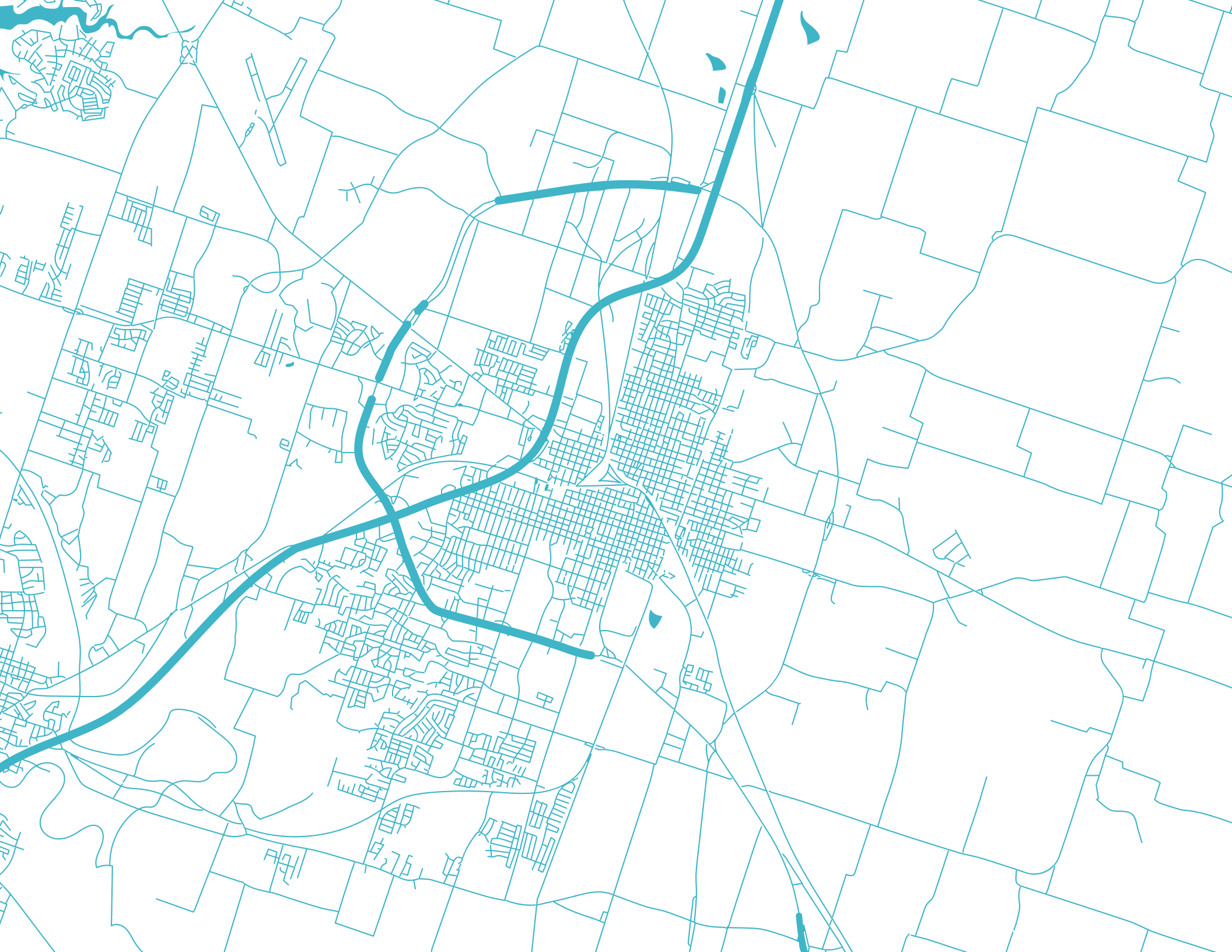
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**HIGH-PERFORMING ORGANIZATION**



# MESSAGE FROM THE CITY MANAGER



# MESSAGE FROM THE CITY MANAGER

**It is my privilege to present the fiscal year 2023 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 2023 Business Plan is presented in four key parts; 1) Strategic Plan; 2) Financial Plan; 3) Annual Budget; and 4) Capital Improvement Program and covers a planning period from FY 2023 through FY 2028.

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

The multi-year planning framework of our Business Plan allows us to be flexible and responsive to changing circumstances while maintaining our focus on intentionally planning for the future.

The 2023 Business Plan is based on a FY 2023 property tax rate of 61.30¢ per \$100 valuation, which is a decrease of 2.70¢ as compared to FY 2022 tax rate of 64.00¢. Rate adjustments are included for water, wastewater, and solid waste services.

I want to extend a special word of appreciation to Traci Barnard, Melissa Przybylski, Jennifer Emerson, Sherry Pogor, Stacey Reisner, Laura Tye, Jess Martin, Robby Schimmels, Ronda Montgomery, Stacey Hawkins, Christine Leal, Heather Bates, and Arielle Delery. 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 also would like to extend my gratitude to Tara Raymore, Heather Kirkwood, Elena Smith, and Annalise Thompson for their incredible work on the compensation and benefits components of this plan.



## MESSAGE FROM THE CITY MANAGER

I would like to thank the Mayor and City Council for your leadership and guidance, your collaboration and partnership, as well as your visionary thinking about our community and the amazing residents we serve. I am ever humbled by and grateful for the hard work and dedication of City staff in service delivery to the community 24 hours a day, 7 days a week, 365 days a year.

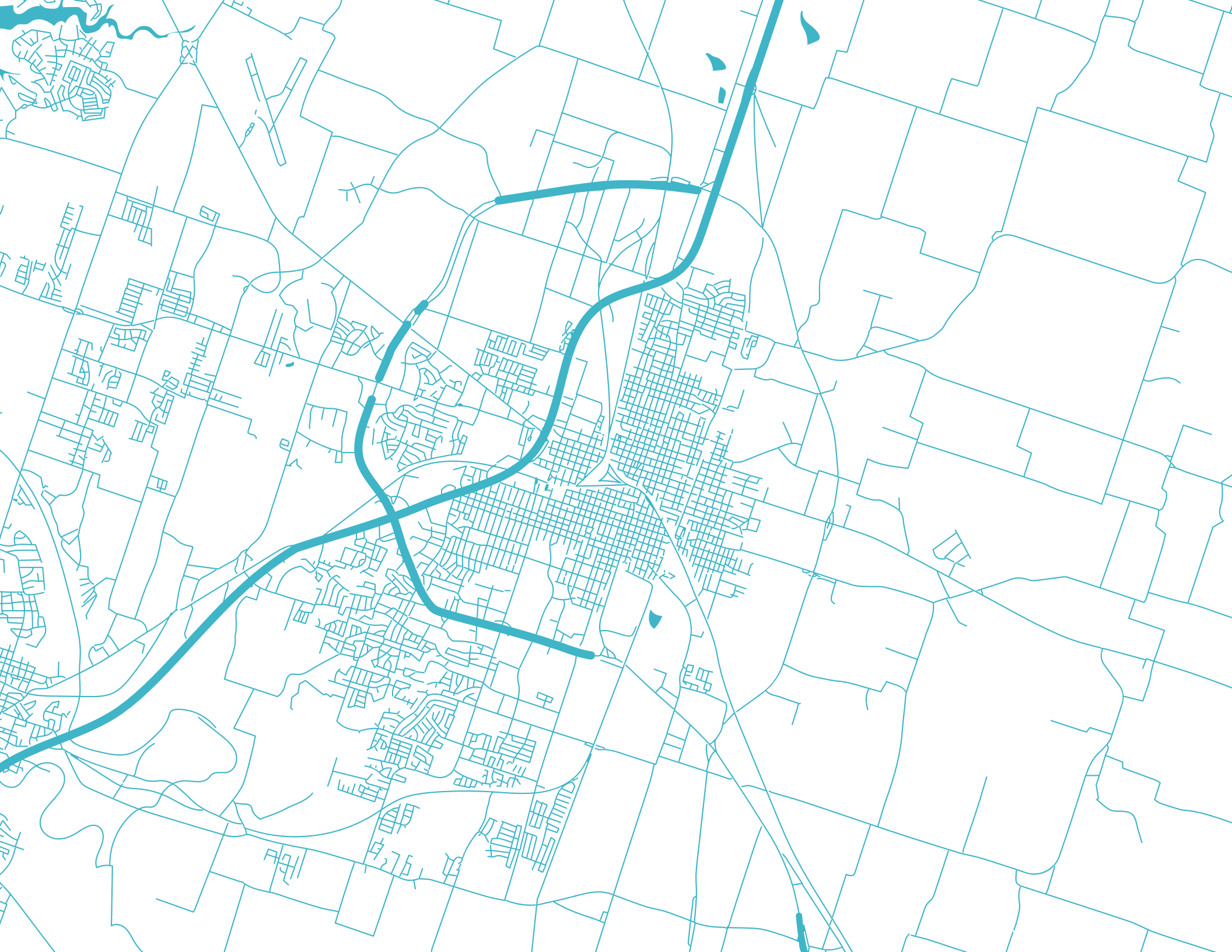
This plan is our guiding document as we face the challenges and capture the opportunities that lie ahead for the City of Temple.

Respectfully submitted,

A handwritten signature in black ink, reading "Brynn Myers". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

**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 comprehensive 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.

### FINANCIAL PLAN

The Financial Plan links the City's strategic focus areas to a six-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 five strategic focus areas, estimates available revenue over the six-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

For the proposed budget, this section includes the budget and tax rate adoption documents, tax rate calculation form, changes between filed and adopted budget, financial and budgetary policy, the investment policy, 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 City 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, six-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 2023 Budget was comprised of several key steps:

- Leadership Team Budget Retreat
- City Council Budget Retreat

- Departments Develop Budget Requests
- Department Budget Review Sessions
- 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 in the amount of \$5,000 and greater 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.

## LEGAL LEVEL OF BUDGET CONTROL

The legal level of budgetary control (i.e., the level at which expenditures may not legally exceed appropriations) is maintained at the department level.

## BUDGET CALENDAR

### FEBRUARY

- 24** Leadership Team Budget Retreat, Day 1
- 25** Leadership Team Budget Retreat, Day 2

### MARCH

- 1-8** OpenGov Training for Budget Operators
- 2-29** Department Budget Review Sessions
- 3** Council Work Session
- 17** Council Work Session
- 24** Council Budget Retreat, Day 1
- 25** Council Budget Retreat, Day 2

### APRIL

- 7** Council Work Session
- 21** Council Work Session
- 18** Department Budgets Due
- 25** City Receives Preliminary Tax Roll

### MAY

- 5** Council Work Session
- 9** Budget Review - IT Related Requests
- 12** CIP - Facility Review
- 18** CIP - Drainage/Transportation Review
- 19** Council Work Session
- 26** CIP - Water/Wastewater Review

### JUNE

- 2** Council Work Session
- 16** Council Work Session
- 23** File Proposed FY 2023 Budget & CIP Documents with City Secretary

### JULY

- 7** Council Work Session  
Schedule Public Hearings on City's Proposed Budget
- 10** Publish Ad - "Notice of Public Hearing on Budget"
- 21** Council Work Session  
Initial Public Hearing on City's Budget
- 25** City Receives Certified Tax Roll

### AUGUST

- 4** Council Work Session  
Council Vote - Proposed Tax Rate  
1st Reading – Approving the Tax Roll & Levying Taxes  
1st Reading – Setting the Tax Rate
- 5** 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"
- 18** Final Public Hearing and Adoption of FY 2023 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

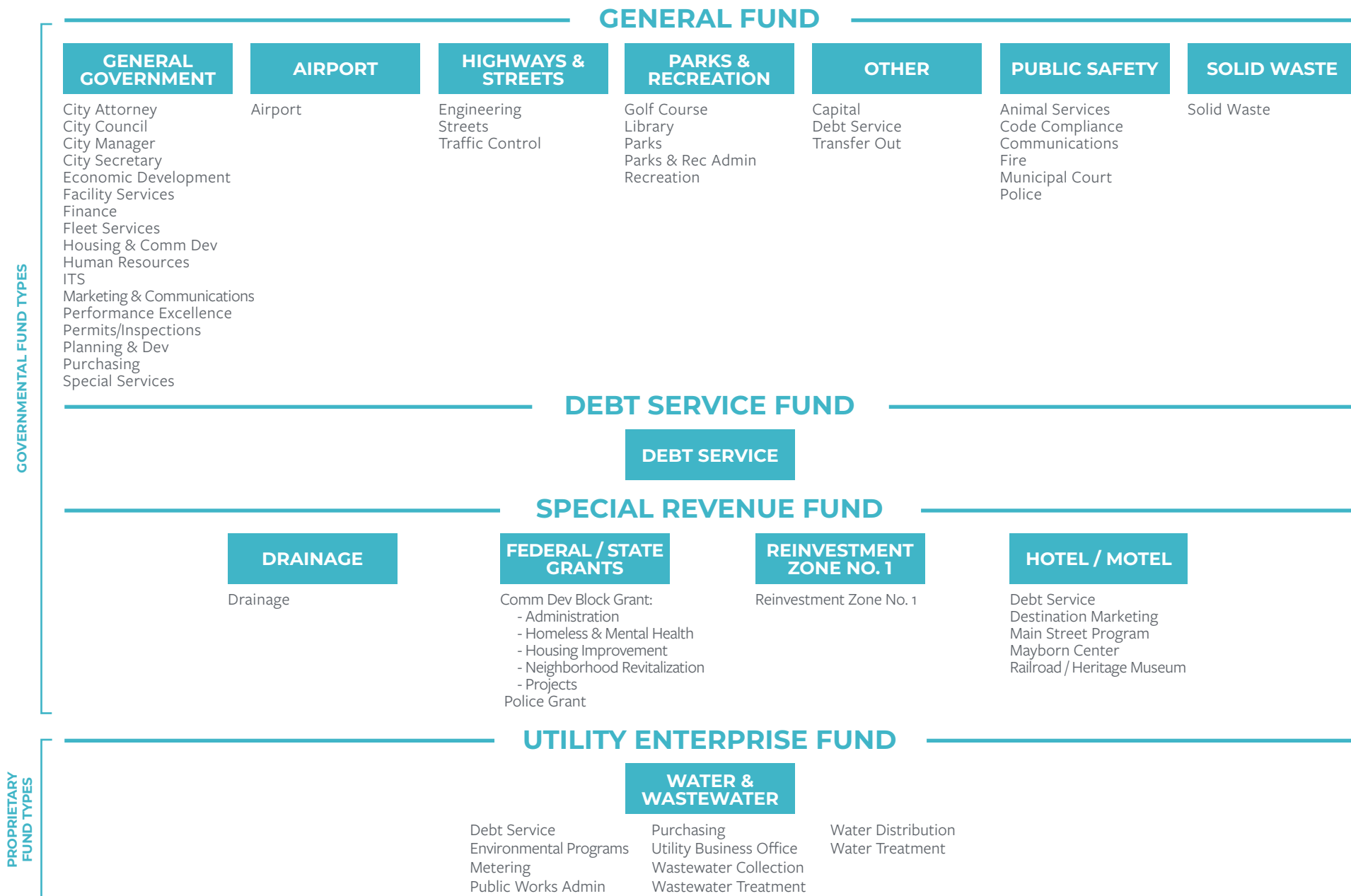
Proprietary funds are used to account for the City's ongoing organizations and activities, which are similar to those found in the private sector. The measurement focus is upon determination of net income and capital maintenance. The following proprietary fund type is maintained by the City:

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.

# EXHIBIT I: DEPARTMENT/FUND RELATIONSHIP





## BASIS OF ACCOUNTING

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.

## REVENUE AND EXPENDITURES

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" (GAAP).

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 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 Annual Comprehensive Financial Report (ACFR) shows the status of the City's finances on the basis of GAAP. In most cases this conforms to the way the City prepares its budget. Two exceptions are treated slightly different in the budget and ACFR, (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 ACFR for enterprise funds) and (2) compensated absences (accrued but unused sick leave). The ACFR 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 and 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 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.**

In September 2019, the City Council adopted the City of Temple 2020 Strategic Plan. The plan includes the City’s vision, mission, values, and strategic focus areas for fiscal years 2020 through 2028. To create the Plan, City leaders began by developing high-level focus areas and goals for the City of Temple. From those focus areas and goals, City staff identified the specific initiatives and priorities necessary to accomplish the goals. While the focus areas and goals of the City’s Strategic plan will be re-evaluated every five years, the

initiatives and priorities that ensure the implementation of the Plan are evaluated annually during the budgeting process.

The Strategic Plan sets our direction for the future and guides the City’s multi-year Business 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. It is through the multi-year planning process that the City’s Strategic Plan is put into action, adding further detail for the accountability, timing, and resourcing of each initiative and priority. On an ongoing basis, the City reports on the execution of the Strategic Plan to demonstrate the progress being made each year and to showcase how this work is making a difference in the community.

# Focus Areas



## HIGH-PERFORMING ORGANIZATION

The High-Performing Organization focus area reflects our commitment to organizational excellence, data-driven decision making, and continuous improvement within our organization to ensure we provide exceptional service without exception.



## COMMUNICATION & COLLABORATION

The Communication & Collaboration focus area reflects our commitment to building strong community connections and expanding opportunities for engagement and participation. We are committed to responsive and transparent communications with our community.



## PLACES & SPACES

The Places & Spaces focus area reflects our commitment to making Temple a place you love to call home. We are committed to fostering vibrant neighborhoods, beautiful spaces, and unique experiences to ensure that Temple is a unique place with amazing arts, culture, dining, and recreation.



## PUBLIC SAFETY

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.



## SMART GROWTH

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



# 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.
- Achieve CPSE accreditation for the Fire Department.
- Achieve CAPRA accreditation for the Parks & Recreation Department.
- Achieve CALEA accreditation for the Police Department.
- Achieve APWA accreditation for the Public Works Department.
- Obtain Texas Best Practices Recognition for the Fire Department.
- Develop a comprehensive survey program.
- Utilize data to make decisions and drive innovation.

Provide exceptional customer service and foster an organizational culture of inclusion and cultural competency.

- Develop an organization-wide Customer Service Excellence program.
- Implement an organization-wide core values initiative.
- Implement the Fixed Base Operations Strategic Business Plan to include the establishment of an enhanced professional-level customer service program.
- Develop a Diversity, Equity, and Inclusion strategic roadmap and strategy.





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

- Develop a Technology Master Plan.
- Convert paper-based personnel files to digital format.
- Convert paper-based records of plans and permits to digital format.
- 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 software.
  - » 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 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.
  - » An Integrated Library System to provide patrons with an electronic bibliographic database containing resources available at the library.
  - » A new Police Department digital records management system.
  - » A lease management software.
  - » A debt management software.
  - » A new fire department response and reporting software.
  - » A new visual marketing software platform.
  - » A crime analysis software.
  - » A contract management software.
  - » A traffic monitoring software system.
  - » A new event design and billing software.
  - » A new police officer management software.

## HIGH-PERFORMING ORGANIZATION



- Replace the video and audio system in the Council Chambers.
- Develop a Smart City Strategy.
- Continue to invest in the resources necessary to ensure the strategic and effective use of technology in support of performance excellence.
- Enhance the use of Microsoft 365 to promote stronger collaboration among City departments.
- Replace police and fire mobile data laptops.
- Continue to invest in the resources necessary to prioritize cyber security.

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

- Establish a fleet and equipment sharing program.
- Develop a program to improve employee accountability for fleet condition and operation.
- Invest in the continued maintenance and replacement of the City's fleet and equipment.





# AN EFFICIENT, TRANSPARENT, AND ACCOUNTABLE GOVERNMENT

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

- 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.
- Develop clear processes for routing and evaluating public-private partnership requests.
- Develop a community organization partnership policy.
- Explore the possibility of creating neighborhood-based voting locations to improve the voter experience and make it easier for citizens to vote.
- Establish a records management division within the City Secretary's Office and overhaul records management processes to incorporate up-to-date technologies and best practices.
- Review and update airport lease agreement templates to reflect current City ordinances and rate & fee schedule.
- Transition applications for birth and death certificates, and food vendor permits online.

- Align staff work plans to strategic plan commitments.
- Develop or update standard operating procedures for each department.
- Provide transparent, predictable, and efficient processes to make it easier for citizens and businesses to interact and do business with the City.
- Ensure personnel policies are up-to-date.

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

- Develop recommendations to reduce overtime expenditures.
- Conduct a cost of service study for all rates and fees.
- 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.
- Conduct cost comparisons between in-house and contract service delivery.





## 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.
- Establish an employee health center.
- Enrich the employee experience through an active employee engagement program.
- Conduct annual compensation studies to ensure competitive compensation.
- Conduct a proposal request process for employee benefits.
- Update meet and confer agreements.
- Continue to support recruitment and retention efforts by establishing non-compensation recruitment incentives.

### Invest in employee development and training programs.

- Create a leadership development and mentorship 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.



# Communication & Collaboration



## EMPOWERED COMMUNITY LEADERS WHO FOSTER COLLABORATION, ENGAGEMENT, AND PARTICIPATION

**Build strong community connections to cultivate a collaborative approach to governance and enhance access to services in the community.**

- Facilitate the development of a county-wide strategic action plan on mental health and homelessness.
- Implement a Social Navigator program to improve access to existing programs and resources for vulnerable populations.
- Establish a regional legislative task force.
- Establish an intergovernmental relations program to represent the City's interests with various government agencies and officials.
- Proactively engage with other governmental officials, key stakeholders, educational partners, and community organizations.

**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 boards and commissions 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.

**Expand opportunities for engagement and participation in the community.**

- Develop a community engagement program.
- Develop a citizen's leadership academy.
- Implement a city-wide volunteer management program.
- Broaden methods of community engagement with additional consideration to diverse backgrounds, languages, and needs.
- Continue to support the Leadership Temple program to help educate current and future leaders about key issues and service opportunities.





## OPEN AND RESPONSIVE COMMUNICATION WITH OUR COMMUNITY

**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.
- Create a new city website.
- Develop a crisis communication plan.
- Develop a speaker's bureau.
- Establish an audiovisual production studio to create original programming to enhance public outreach and better communicate City news.
- Maintain positive working relationships with members of the media.
- Produce a quarterly City news publication to help keep citizens informed.
- Ask citizens for regular feedback by conducting citizen surveys.
- Provide additional channels for citizen input and communication.
- Develop marketing and communication action plans for identified City departments, facilities, programs, and events.

**Promote an excellent image by strengthening Temple's brand identity.**

- Develop a community brand and marketing assessment.
- Update the City of Temple brand and establish brand guidelines.
- Create an attractive, information-packed resource for new residents.
- Maintain a library of high-resolution imagery for use in digital collateral and other marketing efforts.
- Ensure that local real estate professionals have the information they need to accurately represent Temple's amenities.
- Pursue award and recognition programs.
- Develop or update brands for identified City facilities, programs, and events to increase awareness and enhance promotional efforts.

# 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.
- Develop a strategic plan for the Parks and Recreation Department.
- Develop a master plan for the Summit Recreation Center.
- Evaluate the potential of managing Temple Lake Park.
- Develop a master plan for Hillcrest Cemetery.
- Develop a master plan for Bend of the River.
- Establish a park ranger program.
- Plan for, design, construct, and invest in the continued maintenance of and improvement to the City's park, recreation, greenspace, and trail system.
- Expand the wildflower initiative within City parks, trails, greenspace.

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

- Evaluate the potential for establishing an arts coalition to leverage partnerships with other community organizations in providing culture and art programming.

- Develop a Destination Strategic Plan and update our destination brand.
- Create a new destination website.
- Develop a North Arts District plan.
- Develop a Placemaking Strategy to inform and guide our tourism efforts by capitalizing on Temple's unique character.
- Develop a destination events strategy.
- Develop a destination sports strategy.
- Evaluate the potential for establishing an Arts Commission.
- Host the Draughton-Miller Central Texas Regional Airport 75th anniversary air show.
- Expand community and special events and attractions to bring neighbors together and encourage additional tourism.
- Provide a wide variety of high quality recreation services and opportunities.
- Invest in public art and community gateway enhancements.
- Leverage athletic facilities to attract sports tourism opportunities.
- Develop or update destination marketing strategies to support tourism in Temple.



### **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.
- 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.
- Develop 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.
- Develop a downtown wayfinding and signage master plan.
- Expand the Downtown Transform Temple initiative to include an evening crew.
- Construct a parking garage system in Downtown Temple.
- Develop a management plan for the downtown farmers market facility.
- Conduct a historic resources survey to support historic preservation.

- Encourage distinctive, attractive, and functional building and streetscape design while preserving valuable historic resources.
- Plan for, design, construct, and maintain high quality public infrastructure and services in Downtown Temple.

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

- Develop a Library Master Plan.
- Update the library classification system to standard call numbers.
- Implement a digital marketing tool to use at the Temple Public Library to enhance library marketing efforts and communication with patrons.
- Design library programs, services, and collections based on the needs and interests of the community.
- Maintain welcoming, safe, and technology-enhanced library 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.**

- Develop a master plan for each Neighborhood Planning District that meets the needs of the community and supports a high quality of life.
- Develop neighborhood-specific zoning ordinances to ensure design standards and land use regulations align with neighborhood master plans.
- Create a neighborhood leadership academy.
- Implement a Community Development Program pursuant to Texas Local Government Code Chapter 373.
- Establish a Real Estate Local Government Corporation to acquire, hold, and sell property.
- Implement the Places & Spaces Capital Improvement Program.
- Cultivate neighborhood coalition leaders in all neighborhood districts and develop a contact list accessible on the City's website.
- Develop programs and events to support strong neighborhoods.

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

- Develop a housing reinvestment strategy.
- Streamline and improve the substandard housing abatement process.
- 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.





# 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.
- Implement a ten district patrol system to provide more efficient police patrol services.
- Complete staffing of Violent Crimes Enforcement Squad.
- 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.
- Evaluate the potential for establishing the Temple Municipal Court as a court of record to streamline legal processes, enhance code enforcement protections, and promote public safety.
- Establish a Nuisance Abatement Team.
- Provide additional response capabilities to maintain emergency services in response to growth and increasing service demands.
- Promote public safety and animal health and welfare through an effective animal services program.
- 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.
- Maintain the Teen Court program to help reduce recidivism of juvenile offenders and spark an interest in the legal profession.
- Continue to support community connectivity and officer wellbeing through a Police Chaplaincy program.
- Implement policies and practices that promote procedural fairness for court users.





## INFRASTRUCTURE, FACILITIES, 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.
- Develop a Pavement Condition Assessment report.
- Develop regulations related to the implementation of a regional bike and scooter share program.
- Evaluate the most effective options for delivery of transit services.
- Update the Airport Land Use Plan.
- Develop standard street section designs that facilitate well-connected vehicular, pedestrian, bicycle, and transit systems.
- Establish an enhanced transit system.
- Establish a concrete maintenance program.
- Plan for, design, construct, and maintain high quality mobility infrastructure, systems, and services.
- Focus efforts on enhancing the I-14 corridor through collaboration with regional and state partners.

**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.
- 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 Capacity, Management, Operations, and Maintenance Program.
- Develop a comprehensive drainage modeling and assessment plan.
- Develop a city-wide System Evaluation and Capacity Assurance Plan.



- Develop a Drainage Area Master Plan.
- Expand the capacity of the Doshier Farm wastewater treatment plant.
- Implement a leak detection program.
- Evaluate our wastewater treatment operations and develop a recommendation for the most efficient and fiscally sound way to provide this service.
- Complete sewer basin assessments and repair identified deficiencies.
- 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.
- Plan for a sufficient wastewater treatment capacity to sustain existing development and support future growth.

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

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

### **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 for each city facility.
- Construct a new Solid Waste Complex and update the recycling drop-off centers.
- Construct a new executive airport terminal, aircraft rescue and firefighting 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 & Recreation Department administrative facility.
- Expand the Public Safety Training Center and shooting range.
- Expand and update the Animal Shelter and Pet Adoption Center.
- Develop space utilization standards and conduct a space use analysis.
- Construct a new Parks and Recreation maintenance building.
- Construct Taxiway D improvements.
- Redevelop the Frank W. Mayborn Civic and Convention Center.
- Invest in the continued maintenance of and improvement to the City's facilities.



## 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.**

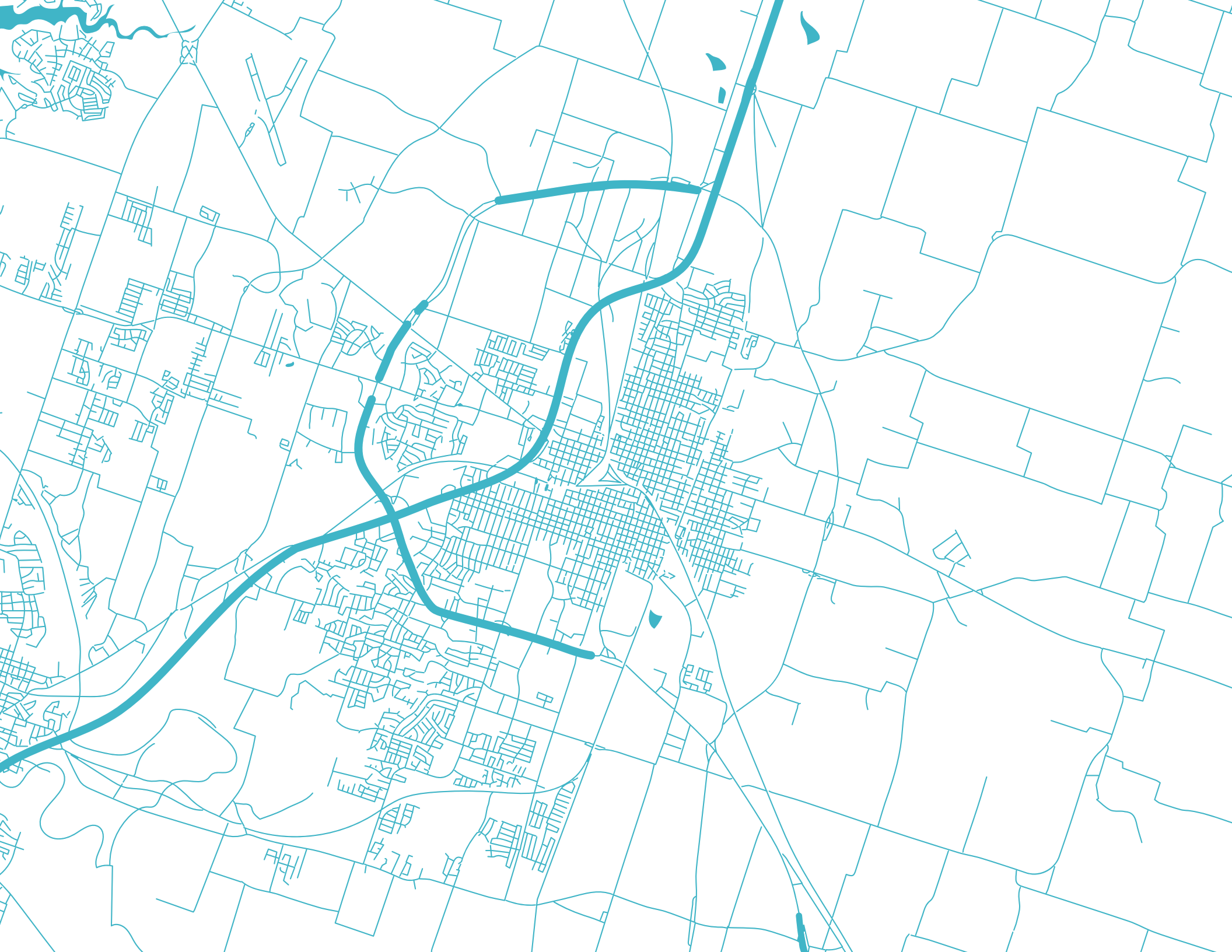
- Update the Strategic Investment Zone program and establish a formal return-on-investment assessment as part of the grant application evaluation process.
- Develop a prospectus and marketing materials to promote economic development in Temple's Strategic Investment and Opportunity Zones.
- Update the City's Economic Development Policy.
- Actively engage in a comprehensive business recruitment and retention program.



**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.
- 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.
- Update interlocal agreement with Bell County related to subdivision plat jurisdiction.
- Establish a small business engagement program.
- Develop policies to establish a comprehensive growth management program.
- Streamline and enhance development review and inspection services.
- Promote higher-density, mixed-use development in targeted areas of the city, blending residential, commercial, and retail uses.





# PERFORMANCE REPORT



**The FY 2022 Performance Report is comprised of two sections -  
(1) Strategic Plan Progress; (2) Departmental Performance**

The Strategic Plan Progress section details the target completion date, lead department, and current status of every initiative and priority outlined in the Strategic Plan. This section is intended to honor our commitment to report on the execution of the Strategic Plan and demonstrate the progress made each year.

The City of Temple's Strategic Plan is not a static plan, but rather a dynamic list of specific projects (initiatives) and priorities that the City plans to implement in order to achieve the goals of the Strategic Plan. As such, new initiatives and priorities are added each year as needed. This flexible planning process ensures the initiatives of the Plan match the current needs of the community, the priorities of City Council, and the dynamic financial and economic environment.

The Departmental Performance section provides detailed information about the accomplishments and Key Performance Indicators (KPIs) of each City department. KPIs are selected by department directors and managers. In general, selected KPIs are either common industry performance measures, or based on data frequently requested by City leaders and citizens.

The Performance Excellence Department is responsible for compiling the data and information necessary to produce the annual performance report; however, the commitment to benchmarking organizational performance, identifying areas for performance improvement, and providing transparent performance reporting to the public is a city-wide endeavor.

In FY 2021, the City of Temple was awarded a Certificate of Achievement in Performance Management by the ICMA - International City/County Management Association. This award is a testament to the efforts of City leaders and staff across all departments to incorporate principles of performance management and effective communication in public reporting, training, and planning.

In FY 2022, the City made even greater progress toward transparent performance reporting by launching interactive, web-based dashboards detailing [key performance indicators](#) for select departments and providing the real-time status of every [strategic initiative](#). Unfortunately, ICMA paused their performance management certificate program in FY 2022, and the City was not able to receive formal recognition for the progress made during the year. However, we are confident that when ICMA resumes this certificate program, the City of Temple will be recognized at a higher proficiency level than in FY 2021.



## HIGH PERFORMING ORGANIZATION

GOAL 1: AN ORGANIZATION COMMITTED TO PERFORMANCE EXCELLENCE													
Commitment 1: Pursue innovation and continuous improvement to drive performance excellence													
Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
1.1.SI1	Implement the Baldrige Performance Excellence program framework	Performance Excellence	----						✓	✓			<i>Future Year</i>
1.1.SI2	Develop department-specific Performance Excellence plans	Performance Excellence	----						✓	✓			<i>Future Year</i>
1.1.SI3	Achieve CPSE accreditation for the Fire Department	Fire	Performance Excellence	✓	✓	✓	✓	✓	✓	✓			On Track
1.1.SI4	Achieve CAPRA accreditation for the Parks and Recreation Department	Parks & Recreation	Performance Excellence	✓	✓	✓	✓	✓					On Track
1.1.SI5	Achieve CALEA accreditation for the Police Department	Police	Performance Excellence	✓	✓	✓	✓	✓	✓	✓	✓	✓	On Track
1.1.SI6	Achieve APWA accreditation for the Public Works Department	Public Works Admin	Performance Excellence	✓	✓	✓	✓						On Track
1.1.SI7	Obtain Texas Best Practices Recognition for the Fire Department	Fire	----		✓	✓	✓						Delayed <sup>1</sup>
1.1.SI8	Develop a comprehensive survey program	Performance Excellence	Human Resources, Marketing & Communications			✓	✓	✓					<b>NEW FY23</b>
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
1.1.OP1	Utilize data to make decisions and drive innovation		Performance Excellence	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

<sup>1</sup> - Though originally scheduled to be completed in FY 2022, operational demands of Temple Fire & Rescue forced the department to temporarily put this initiative on hold. Expected completion FY 2023.

## HIGH PERFORMING ORGANIZATION

## GOAL 1: AN ORGANIZATION COMMITTED TO PERFORMANCE EXCELLENCE

Commitment 2: Provide exceptional customer service and foster an organizational culture of inclusion and cultural competency

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date										Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028		
1.2.SI1	Develop an organization-wide Customer Service Excellence program	Performance Excellence	----						✓	✓				Future Year
1.2.SI2	Implement an organization-wide core values initiative	Performance Excellence	----	✓	✓	☑								Complete
1.2.SI3	Implement the Fixed Base Operations Strategic Business Plan to include the establishment of an enhanced professional-level customer service program	Airport	----			✓	✓							On Track
1.2.SI4	Develop a Diversity, Equity, and Inclusion strategic roadmap and strategy	Performance Excellence	----		✓	✓	✓	✓						Delayed <sup>1</sup>
1.2.SI5	Create an equity action team composed of city employees and community members	Performance Excellence	----		✓	✓	✓	✓						CANCELED FY23
1.2.SI6	Conduct an equity indicator assessment to inform equity reports and equity action plans	Performance Excellence	----					✓						CANCELED FY23
Organizational Priority			Involved Department(s)/ Division(s)	Target Date										Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028		
1.2.OP1	Utilize data to measure and identify potential patterns of structural inequities in City services, policies, and practices		Performance Excellence					✓	✓	✓	✓	✓		CANCELED FY23
1.2.OP2	Conduct regular departmental equity assessments		Performance Excellence					✓	✓	✓	✓	✓		CANCELED FY23

<sup>1</sup> - On hold while city leaders re-evaluate this initiative.



## HIGH PERFORMING ORGANIZATION

## GOAL 1: AN ORGANIZATION COMMITTED TO PERFORMANCE EXCELLENCE

Commitment 3: Optimize the use of technology to improve service and protect mission critical infrastructure

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date										Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028		
1.3.SI1	Develop a Technology Master Plan	Information Technology	----					✓	✓					<i>Future Year</i> <sup>1</sup>
1.3.SI2	Convert paper-based personnel files to digital format	Human Resources	----	✓	✓	✓	✓	✓						On Track <sup>2</sup>
1.3.SI3	Convert paper-based records of plans and permits to digital format	Planning & Development	----	✓	✓	✓	✓	✓						On Track
1.3.SI4	Enhance the use of our asset management system to better manage, track, and analyze our infrastructure assets	Information Technology	Airport, Parks & Recreation, Purchasing & Facility Services, Transportation, Utilities	✓	✓	✓	✓	✓						On Track <sup>3</sup>
1.3.SI5	Implement a hydraulic and hydrologic modeling system	Information Technology	Engineering	☑										Complete
1.3.SI6	Implement a solid waste management and route optimization system	Information Technology	Solid Waste	☑										Complete
1.3.SI7	Implement a performance management system to track and report strategic plan progress and key performance measures	Performance Excellence	Information Technology	✓	✓	✓	✓	✓						On Track
1.3.SI8	Implement an interactive, web-based financial dashboard to promote understanding and confidence in the expenditure of public funds	Finance	Information Technology, Performance Excellence	✓	✓	✓	✓	✓						On Track
1.3.SI9	Implement an online community engagement platform	Information Technology	Marketing & Communications						✓					<i>Future Year</i> <sup>4</sup>

<sup>1</sup> - In FY 2022, the scope of this initiative was expanded to include a Smart City Strategy and budgeted to begin in FY 2024.<sup>2</sup> - In FY 2022, the scope of this initiative was expanded to include scanning historical personnel files. Expected completion FY 2024..<sup>3</sup> - In FY 2022, the scope of the initiative was expanded to include asset management for Parks & Recreation and Purchasing & Facility Services. Expected completion FY 2024.<sup>4</sup> - In FY 2022, during the budgeting process, funding for this item was pushed back by one fiscal year to FY 2025.

## HIGH PERFORMING ORGANIZATION

## GOAL 1: AN ORGANIZATION COMMITTED TO PERFORMANCE EXCELLENCE

Commitment 3: Optimize the use of technology to improve service and protect mission critical infrastructure

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date										Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028		
1.3.SI10	Implement an online bidding system	Information Technology	Finance, Purchasing & Facility Services	☑										Complete
1.3.SI11	Implement a shift scheduling software for Fire Department personnel	Information Technology	Finance, Fire	☑										Complete
1.3.SI12	Implement a new municipal court management system	Information Technology	Finance, Municipal Court	☑										Complete
1.3.SI13	Implement a new parks and recreation software	Information Technology	Finance, Parks & Recreation			✓	✓							CANCELED FY23 <sup>1</sup>
1.3.SI14	Implement a new digital records management system	Information Technology	City Secretary's Office						✓					Future Year
1.3.SI15	Implement a new human resources information system	Information Technology	Finance, Human Resources	✓	☑									Complete
1.3.SI16	Implement a new employee performance review software	Information Technology	Human Resources, Performance Excellence	✓	✓	☑								Complete
1.3.SI17	Implement an open records software	Information Technology	City Attorney's Office, City Secretary's Office	☑										Complete
1.3.SI18	Implement an agenda management software	Information Technology	City Attorney's Office, City Secretary's Office, Finance	☑										Complete
1.3.SI19	Implement a board and commission management software	Information Technology	City Secretary's Office	✓	✓	☑								Complete
1.3.SI20	Implement a cemetery management software	Information Technology	Parks & Recreation	☑										Complete

<sup>1</sup>- Parks & Recreation and Information Technology staff are assessing enhancements to existing software before exploring new software systems.

## HIGH PERFORMING ORGANIZATION

## GOAL 1: AN ORGANIZATION COMMITTED TO PERFORMANCE EXCELLENCE

Commitment 3: Optimize the use of technology to improve service and protect mission critical infrastructure

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date										Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028		
1.3.SI21	Implement an electronic document signing system	Information Technology	City Attorney's Office, City Secretary's Office	☑									Complete	
1.3.SI22	Implement a visitor management software	Information Technology	City Manager's Office	☑									Complete	
1.3.SI23	Replace the video and audio system in the Council Chambers	Information Technology	Marketing & Communications	☑									Complete	
1.3.SI24	Implement an Integrated Library System to provide patrons with an electronic bibliographic database containing resources available at the library	Library	Information Technology		☑								Complete	
1.3.SI25	Implement a new Police Department digital records management system	Information Technology	Police			✓	✓	✓					On Track	
1.3.SI26	Implement a lease management software	Finance	Information Technology, Purchasing & Facility Services			☑							Complete	
1.3.SI27	Implement a debt management software	Finance	Information Technology			✓	✓						On Track	
1.3.SI28	Implement a new fire department response and reporting software	Information Technology	Fire					✓	✓				NEW FY23	
1.3.SI29	Implement a visual marketing software platform	Information Technology	Marketing & Communications			✓	✓	✓					NEW FY23	
1.3.SI30	Implement a crime analysis software	Information Technology	Police				✓	✓					NEW FY23	
1.3.SI31	Implement a contract management software	City Manager's Office	City Attorney's Office, Finance, Information Technology, Purchasing & Facility Services						✓	✓			NEW FY23	
1.3.SI32	Implement a traffic monitoring software system	Information Technology	Police, Transportation						✓	✓	✓		NEW FY23	

## HIGH PERFORMING ORGANIZATION

## GOAL 1: AN ORGANIZATION COMMITTED TO PERFORMANCE EXCELLENCE

Commitment 3: Optimize the use of technology to improve service and protect mission critical infrastructure

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date								Status	
				2020	2021	2022	2023	2024	2025	2026	2027		2028
1.3.SI33	Implement a new event design and billing software	Information Technology	Parks & Recreation				✓	✓					NEW FY23
1.3.SI34	Implement a police officer management software	Information Technology	Police					✓					NEW FY23
1.3.SI35	Develop a Smart City Strategy	Information Technology	----					✓	✓				NEW FY23
Organizational Priority			Involved Department(s)/ Division(s)	Target Date								Status	
				2020	2021	2022	2023	2024	2025	2026	2027		2028
1.3.OP1	Continue to invest in the resources necessary to ensure the strategic and effective use of technology in support of performance excellence		Information Technology	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
1.3.OP2	Enhance the use of Microsoft 365 to promote stronger collaboration among City departments		Information Technology	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
1.3.OP3	Replace police and fire mobile data laptops		Fire, Information Technology, Police	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
1.3.OP4	Continue to invest in the resources necessary to prioritize cyber security		Information Technology				✓	✓	✓	✓	✓	✓	NEW FY23

## HIGH PERFORMING ORGANIZATION

## GOAL 1: AN ORGANIZATION COMMITTED TO PERFORMANCE EXCELLENCE

Commitment 4: Make strategic investments in fleet and equipment to increase efficiency, capitalize on technology advances, and improve safety

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
1.4.SI1	Establish a fleet and equipment sharing program	Fleet	----	✓	✓	✓	✓	✓					On Track
1.4.SI2	Develop a program to improve employee accountability for fleet condition and operation	Fleet	----	✓	✓	✓	✓	✓					On Track
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
1.4.OP1	Invest in the continued maintenance and replacement of the City’s fleet and equipment		Finance, Fleet	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing



## HIGH PERFORMING ORGANIZATION

## GOAL 2: AN EFFICIENT, TRANSPARENT, AND ACCOUNTABLE GOVERNMENT

Commitment 1: Create efficient, integrated, and streamlined regulations, policies, and processes

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date										Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028		
2.1.SI1	Develop a comprehensive, accurate, and easy to understand personnel policy manual	Human Resources	City Attorney's Office	☑										Complete
2.1.SI2	Implement a more efficient pre-employment screening process	Human Resources	----	✓	☑									Complete
2.1.SI3	Develop clear and effective Civil Service Local Rules	Human Resources	City Attorney's Office, City Manager's Office, Fire, Police		✓	✓	✓							On Track <sup>1</sup>
2.1.SI4	Update and modernize the Code of Ordinances	City Attorney's Office	----	✓	✓	✓	✓							On Track
2.1.SI5	Develop a comprehensive organization-wide communication, social media, and community engagement policy	Marketing & Communications	----	✓	☑									Complete
2.1.SI6	Develop clear processes for routing and evaluating public-private partnership requests	City Manager's Office	----	✓	✓	✓								Past Due <sup>2</sup>
2.1.SI7	Develop a community organization partnership policy	Marketing & Communications	----	✓	✓	✓	✓							On Track
2.1.SI8	Explore the possibility of creating neighborhood-based voting locations to improve the voter experience and make it easier for citizens to vote	City Secretary's Office	----	✓	☑									Complete
2.1.SI9	Establish a records management division within the City Secretary's Office and overhaul records management processes to incorporate up-to-date technologies and best practices	City Secretary's Office	----			✓	✓							On Track

<sup>1</sup> - In FY 2022, this project was re-organized and now includes a consultant that will review and make recommended updates to the Civil Service Local Rules. Expected completion FY 2023.<sup>2</sup> - Though the process for routing these requests was developed by the end of FY 2022, this initiative will continue into FY 2023 in order to complete and adopt a formal policy.

## HIGH PERFORMING ORGANIZATION

GOAL 2: AN EFFICIENT, TRANSPARENT, AND ACCOUNTABLE GOVERNMENT													
Commitment 1: Create efficient, integrated, and streamlined regulations, policies, and processes													
Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date								Status	
				2020	2021	2022	2023	2024	2025	2026	2027		2028
2.1.SI10	Review and update airport lease agreement templates to reflect current City ordinances and rate & fee schedule	Airport	City Attorney's Office, Finance		☑								Complete
2.1.SI11	Transition applications for birth and death certificates, and food vendor permits online	Information Technology	City Secretary's Office				✓						NEW FY23
Organizational Priority			Involved Department(s)/ Division(s)	Target Date								Status	
				2020	2021	2022	2023	2024	2025	2026	2027		2028
2.1.OP1	Align staff work plans to strategic plan commitments		All	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
2.1.OP2	Develop or update standard operating procedures for each department		All	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
2.1.OP3	Provide transparent, predictable, and efficient processes to make it easier for citizens and businesses to interact and do business with the City		All	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
2.1.OP4	Ensure personnel policies are up-to-date		Human Resources	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

## HIGH PERFORMING ORGANIZATION

## GOAL 2: AN EFFICIENT, TRANSPARENT, AND ACCOUNTABLE GOVERNMENT

Commitment 2: Employ fiscally-responsible practices and policies that ensure City investments are made based on sound review and analysis

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
2.2.SI1	Develop recommendations to reduce overtime expenditures	Finance	----	✓	✓	✓	✓						Delayed <sup>1</sup>
2.2.SI3	Conduct a cost of service study for all rates and fees	Finance	----				✓	✓					NEW FY23
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
2.2.OP1	Align the City's budgeting process with the strategic plan to ensure resource allocations are focused on City's strategic goals and commitments		Finance	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
2.2.OP2	Align capital improvement programs with adopted master plans		Engineering, Finance, Public Works Admin	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
2.2.OP3	Maximize resources by strategically pursuing grants		Finance, Housing & Community Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
2.2.OP4	Continue to invest in the resources necessary to ensure financial excellence		Finance	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
2.2.OP5	Maintain and strengthen the City's bond rating		Finance	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
2.2.OP6	Conduct cost comparisons between in-house and contract service delivery.		Finance	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing <sup>2</sup>

<sup>1</sup> - Critical staffing shortages in departments most impacted by overtime expenditures made it difficult to produce an accurate and meaningful analysis. Work towards accomplishing this initiative will continue into FY 2023.<sup>2</sup> - In FY 2022, the Strategic Initiative 2.2.SI2 was rewritten to be Organizational Priority 2.2.OP6. This change reflects the organization's priority to evaluate the cost of service delivery on a regular, ongoing basis.

## HIGH PERFORMING ORGANIZATION

GOAL 3: TALENTED AND DEDICATED EMPLOYEES WHO HAVE A HEART FOR SERVICE													
Commitment 1: Attract and retain talented employees													
Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date								Status	
				2020	2021	2022	2023	2024	2025	2026	2027		2028
3.1.SI1	Develop a talent recruitment strategy and employer branding program	Human Resources	Marketing & Communications, Performance Excellence		✓	✓	✓						On Track
3.1.SI2	Implement a performance review process that develops, engages, and rewards excellent employee performance	Performance Excellence	Human Resources	✓	✓	✓							Past Due <sup>1</sup>
3.1.SI3	Implement an onboarding system that ensures new employees are aligned with the organization’s core values	Human Resources	Performance Excellence		☑								Complete
3.1.SI4	Establish an employee health center	Human Resources	City Manager’s Office, Finance				✓	✓	✓	✓	✓	✓	NEW FY23
Organizational Priority			Involved Department(s)/ Division(s)	Target Date								Status	
				2020	2021	2022	2023	2024	2025	2026	2027		2028
3.1.OP1	Enrich the employee experience through an active employee engagement program		Performance Excellence	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
3.1.OP2	Conduct annual compensation studies to ensure competitive compensation		Human Resources	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
3.1.OP3	Conduct a proposal request process for employee benefits		Human Resources	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
3.1.OP4	Update meet and confer agreements		City Attorney’s Office, City Manager’s Office, Human Resources	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
3.1.OP5	Continue to support recruitment and retention efforts by establishing non-compensation recruitment incentives		Human Resources, Marketing & Communications, Performance Excellence				✓	✓	✓	✓	✓	✓	NEW FY23

<sup>1</sup> - This initiative is past due as a result of staff turnover in the position responsible for implementing the performance review process. Expected completion Quarter 1, FY 2023.

## HIGH PERFORMING ORGANIZATION

## GOAL 3: TALENTED AND DEDICATED EMPLOYEES WHO HAVE A HEART FOR SERVICE

Commitment 2: Invest in employee development and training programs

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
3.2.SI1	Create a leadership development and mentorship program	Performance Excellence	Human Resources			✓	✓						On Track
3.2.SI2	Develop a succession plan	Human Resources	Performance Excellence						✓				Future Year
3.2.SI3	Create an employee scholarship program	Performance Excellence	----						✓				Future Year
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
3.2.OP1	Continue to invest in training, licensing, and certification opportunities to support performance excellence		All	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

Commitment 3: Make safety a priority to ensure employees go home safe every day

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date										Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028		
3.3.SI1	Develop a comprehensive safety program	Performance Excellence	----	✓	✓	✓	✓						On Track	
3.3.SI2	Develop an Accident Prevention Plan	Performance Excellence	----			✓	✓						On Track	
3.3.SI3	Implement a departmental safety ambassador program	Performance Excellence	----			✓	✓						On Track	



## COMMUNICATION &amp; COLLABORATION

## GOAL 4: EMPOWERED COMMUNITY LEADERS WHO FOSTER COLLABORATION, ENGAGEMENT, AND PARTICIPATION

Commitment 1: Build strong community connections to cultivate a collaborative approach to governance and enhance access to services in the community

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date								Status	
				2020	2021	2022	2023	2024	2025	2026	2027		2028
4.1.SI1	Facilitate the development of a county-wide strategic action plan on mental health and homelessness	Housing & Community Development	City Manager’s Office, Police		✓	✓	✓						On Track <sup>1</sup>
4.1.SI2	Implement a Social Navigator program to improve access to existing programs and resources for vulnerable populations	Housing & Community Development	----			✓	✓	✓	✓	✓			On Track
4.1.SI3	Establish a regional legislative task force	City Manager’s Office	----				✓	✓	✓				NEW FY23
4.1.SI4	Establish an intergovernmental relations program to represent the City’s interests with various government agencies and officials	City Manager’s Office	----					✓	✓				NEW FY23
Organizational Priority			Involved Department(s)/ Division(s)	Target Date								Status	
				2020	2021	2022	2023	2024	2025	2026	2027		2028
4.1.OP1	Proactively engage with other governmental officials, key stakeholders, educational partners, and community organizations		City Manager’s Office	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

<sup>1</sup> - In FY 2022, the scope of this project was expanded to include coordination efforts with the City of Killeen and Bell County. Expected completion FY 2023.

## COMMUNICATION &amp; COLLABORATION

## GOAL 4: EMPOWERED COMMUNITY LEADERS WHO FOSTER COLLABORATION, ENGAGEMENT, AND PARTICIPATION

Commitment 2: Equip the City Council and board members with the knowledge and tools necessary for effective governance

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
4.2.SI1	Update the City’s governance policy	City Manager’s Office	City Attorney’s Office	✓	✓	✓							Past Due <sup>1</sup>
4.2.SI2	Update the City’s boards and commission policy	City Manager’s Office	----	✓	☑								Complete
4.2.SI3	Establish a boards and commissions orientation program	Performance Excellence	City Manager’s Office	✓	☑								Complete
4.2.SI4	Establish a continuing education and professional development program for City Council	Performance Excellence	City Manager’s Office			✓	✓						On Track
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
4.2.OP1	Establish clear goals and work plans for each City board, commission, and committee		City Manager’s Office	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

<sup>1</sup> - Though an updated governance policy was developed and presented to city council by the end of FY 2022 as planned, additional deliberation was held by the City Council in early FY 2023. This policy was formally adopted by the City Council on December 15, 2022, and this initiative is now complete.

## COMMUNICATION &amp; COLLABORATION

## GOAL 4: EMPOWERED COMMUNITY LEADERS WHO FOSTER COLLABORATION, ENGAGEMENT, AND PARTICIPATION

Commitment 3: Expand opportunities for engagement and participation in the community

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date								Status	
				2020	2021	2022	2023	2024	2025	2026	2027		2028
4.3.SI1	Develop a community engagement program	Marketing & Communications	----	✓	✓	✓	✓	✓	✓	✓			On Track <sup>1</sup>
4.3.SI2	Develop a citizen’s leadership academy	Marketing & Communications	----					✓	✓	✓			Future Year
4.3.SI3	Implement a city-wide volunteer management program	Housing & Community Development	Marketing & Communications			☑							Complete
Organizational Priority			Involved Department(s)/ Division(s)	Target Date								Status	
				2020	2021	2022	2023	2024	2025	2026	2027		2028
4.3.OP1	Broaden methods of community engagement with additional consideration to diverse backgrounds, languages, and needs		Marketing & Communications, Performance Excellence	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
4.3.OP2	Continue to support the Leadership Temple program to help educate current and future leaders about key issues and service opportunities		City Manager’s Office	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

<sup>1</sup> - In FY 2022, the expected completion for this initiative was extended to 2026 to align with the projected funding timeline for the Community Engagement Specialist that will accomplish this initiative.

## COMMUNICATION &amp; COLLABORATION

GOAL 5: OPEN AND RESPONSIVE COMMUNICATION WITH OUR COMMUNITY													
Commitment 1: 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													
Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date								Status	
				2020	2021	2022	2023	2024	2025	2026	2027		2028
5.1.SI1	Develop a coordinated communication, social media, and community engagement plan	Marketing & Communications	----	✓	☑								Complete
5.1.SI2	Create a new city website	Marketing & Communications	----	☑									Complete
5.1.SI3	Develop a crisis communication plan	Marketing & Communications	----	✓	☑								Complete
5.1.SI4	Develop a speaker’s bureau	Marketing & Communications	----							✓	✓		Future Year <sup>1</sup>
5.1.SI5	Establish an audiovisual production studio to create original programming to enhance public outreach and better communicate City news	Marketing & Communications	Information Technology			✓	✓						On Track
Organizational Priority			Involved Department(s)/ Division(s)	Target Date								Status	
				2020	2021	2022	2023	2024	2025	2026	2027		2028
5.1.OP1	Maintain positive working relationships with members of the media		Marketing & Communications	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
5.1.OP2	Produce a quarterly City news publication to help keep citizens informed		Marketing & Communications					✓	✓	✓	✓	✓	Future Year
5.1.OP3	Ask citizens for regular feedback by conducting citizen surveys		Marketing & Communications, Performance Excellence	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
5.1.OP4	Provide additional channels for citizen input and communication		Marketing & Communications	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
5.1.OP5	Develop marketing and communication action plans for identified City departments, facilities, programs, and events		Marketing & Communications	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

<sup>1</sup> - In FY 2022, this initiative was moved to FY 2026 - 2027 to align with the projected funding timeline for the Community Engagement Specialist that will accomplish this initiative.

## COMMUNICATION &amp; COLLABORATION

GOAL 5: OPEN AND RESPONSIVE COMMUNICATION WITH OUR COMMUNITY													
Commitment 2: Promote an excellent image by strengthening Temple’s brand identity													
Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
5.2.SI1	Develop a community brand and marketing assessment	Marketing & Communications	----	☑									Complete
5.2.SI2	Update the City of Temple brand and establish brand guidelines	Marketing & Communications	----	☑									Complete
5.2.SI3	Create an attractive, information-packed resource for new residents	Marketing & Communications	----	✓	☑								Complete
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
5.2.OP1	Maintain a library of high-resolution imagery for use in digital collateral and other marketing efforts		Marketing & Communications	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
5.2.OP2	Ensure that local real estate professionals have the information they need to accurately represent Temple’s amenities		Marketing & Communications	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
5.2.OP3	Pursue award and recognition programs		Marketing & Communications, Performance Excellence	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
5.2.OP4	Develop or update brands for identified City facilities, programs, and events to increase awareness and enhance promotional efforts		Marketing & Communications	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing



## PLACES &amp; SPACES

## GOAL 6: BEAUTIFUL SPACES AND UNIQUE EXPERIENCES

Commitment 1: Enhance and expand our infrastructure of parks, recreation centers, greenspaces, and trails to encourage active living and wellness

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
6.1.SI1	Develop a Parks and Trails Master Plan	Parks & Recreation	----	☑									Complete
6.1.SI2	Develop a strategic plan for the Parks and Recreation Department	Parks & Recreation	----				✓	✓					Future Year
6.1.SI3	Develop a master plan for the Summit Recreation Center	Parks & Recreation	----				✓	✓					Future Year
6.1.SI4	Evaluate the potential of managing Temple Lake Park	Parks & Recreation	----	☑									Complete
6.1.SI5	Develop a master plan for Hillcrest Cemetery	Parks & Recreation	----					✓	✓				Future Year <sup>1</sup>
6.1.SI6	Develop a master plan for Bend of the River	City Manager's Office	Parks & Recreation	✓	✓	✓	✓	✓					On Track <sup>2</sup>
6.1.SI7	Establish a park ranger program	Parks & Recreation	----							✓	✓		NEW FY23
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
6.1.OP1	Plan for, design, construct, and invest in the continued maintenance of and improvement to the City's park, recreation, greenspace, and trail system		Parks & Recreation	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
6.1.OP2	Expand the wildflower initiative within City parks, trails, greenspace		Parks & Recreation	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

<sup>1</sup> - In FY 2022, during the budgeting process, funding for this item was accelerated by one fiscal year to FY 2024.<sup>2</sup> - In FY 2022, the direction of this master planning effort substantially changed, and work on this plan will continue into FY 2023. Expected completion FY 2024.

## PLACES &amp; SPACES

## GOAL 6: BEAUTIFUL SPACES AND UNIQUE EXPERIENCES

Commitment 2: Develop and showcase Temple as a unique place with amazing arts, culture, dining, and recreation experiences and amenities

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
6.2.SI1	Evaluate the potential for establishing an arts coalition to leverage partnerships with other community organizations in providing culture and art programming	Parks & Recreation	City Manager's Office		☑								Complete
6.2.SI2	Develop a Destination Strategic Plan and update our destination brand	Marketing & Communications	----	☑									Complete
6.2.SI3	Create a new destination website	Marketing & Communications	----			☑							Complete
6.2.SI4	Develop a North Arts District plan	City Manager's Office	Parks & Recreation	✓	✓	✓	✓						On Track <sup>1</sup>
6.2.SI5	Develop a Placemaking Strategy to inform and guide our tourism efforts by capitalizing on Temple's unique character	City Manager's Office	Marketing & Communications, Parks & Recreation		✓	☑							Complete
6.2.SI6	Develop a destination events strategy	Marketing & Communications	----			✓	✓						On Track <sup>2</sup>
6.2.SI7	Develop a destination sports strategy	Marketing & Communications	----			✓	✓						On Track <sup>2</sup>
6.2.SI8	Evaluate the potential for establishing an Arts Commission	City Manager's Office	----					✓					NEW FY23
6.2.SI9	Host the Draughon-Miller Central Texas Regional Airport 75th anniversary air show	Airport	Marketing & Communications				✓						NEW FY23

<sup>1</sup> - In FY 2022, the scope of this project was expanded to include enhanced public engagement. Expected completion FY 2023.<sup>2</sup> - Coordination with a consultant began later in FY 2022 than originally anticipated, which caused both initiatives to extend into FY 2023. The destination sports strategy is expected to be completed by early FY 2023, and the destination events strategy is expected to be completed by late FY 2023.

## PLACES &amp; SPACES

## GOAL 6: BEAUTIFUL SPACES AND UNIQUE EXPERIENCES

Commitment 2: Develop and showcase Temple as a unique place with amazing arts, culture, dining, and recreation experiences and amenities

Organizational Priority		Involved Department(s)/ Division(s)	Target Date									Status
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
6.2.OP1	Expand community and special events and attractions to bring neighbors together and encourage additional tourism	Marketing & Communications, Parks & Recreation	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
6.2.OP2	Provide a wide variety of high-quality recreation services and opportunities	Parks & Recreation	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
6.2.OP3	Invest in public art and community gateway enhancements	Parks & Recreation, Planning & Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
6.2.OP4	Leverage athletic facilities to attract sports tourism opportunities	Marketing & Communications, Parks & Recreation	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
6.2.OP5	Develop or update destination marketing strategies to support tourism in Temple	Marketing & Communications	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

## PLACES &amp; SPACES

## GOAL 6: BEAUTIFUL SPACES AND UNIQUE EXPERIENCES

Commitment 3: Cultivate and promote Downtown Temple as a unique destination where commerce, culture, and recreation intersect

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
6.3.SI1	Update the Downtown Temple brand and establish brand guidelines	Marketing & Communications	----	✓									Complete
6.3.SI2	Create a new downtown website	Marketing & Communications	----	✓									Complete
6.3.SI3	Evaluate the structure and strategic plan for the Temple Main Street Program to align with other downtown initiatives and maximize program effectiveness	Planning & Development	----	✓	✓	✓							Complete
6.3.SI4	Develop a downtown zoning ordinance to ensure design standards and land use regulations align with the Downtown Master Plan	Planning & Development	City Attorney's Office	✓	✓								Complete
6.3.SI5	Develop a Downtown Parking Action Plan	Transform Temple	Planning & Development, Police, Transportation		✓	✓	✓						On Track
6.3.SI6	Evaluate the potential to redevelop the Historic MKT Depot	Planning & Development	City Manager's Office	✓	✓	✓	✓						On Track
6.3.SI7	Develop a reuse program for historic brick street pavers	Planning & Development	----	✓	✓	✓							Past Due <sup>1</sup>
6.3.SI8	Update the Temple Commercial National Register District for the historic tax credit program	Planning & Development	----						✓	✓			Future Year
6.3.SI9	Develop a downtown wayfinding and signage master plan	City Manager's Office	Marketing & Communications, Planning & Development, Transform Temple					✓					Future Year <sup>2</sup>

<sup>1</sup> - Though the plan for this program was developed by the end of FY 2022 as planned, this initiative will continue into FY 2023 in order to complete and adopt a formal policy regarding historic brick pavers.<sup>2</sup> - In FY 2022, the scope of this initiative was expanded to be a complete master planning effort and budgeted to begin in FY 2024.

## PLACES &amp; SPACES

## GOAL 6: BEAUTIFUL SPACES AND UNIQUE EXPERIENCES

Commitment 3: Cultivate and promote Downtown Temple as a unique destination where commerce, culture, and recreation intersect

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
6.3.SI10	Expand the Downtown Transform Temple initiative to include an evening crew	Transform Temple	----	✓	☑								Complete
6.3.SI11	Construct a parking garage system in Downtown Temple	Engineering	City Manager's Office	✓	✓	✓	✓						On Track
6.3.SI12	Develop a management plan for the downtown farmers market facility	City Manager's Office	----					✓					NEW FY23
6.3.SI13	Conduct a historic resources survey to support historic preservation	Planning & Development	----				✓	✓	✓				NEW FY23
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
6.3.OP1	Encourage distinctive, attractive, and functional building and streetscape design while preserving valuable historic resources		Planning & Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
6.3.OP2	Plan for, design, construct, and maintain high quality public infrastructure and services in Downtown Temple		Planning & Development, Transform Temple	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing



## PLACES &amp; SPACES

## GOAL 6: BEAUTIFUL SPACES AND UNIQUE EXPERIENCES

Commitment 4: Cultivate a library system where reading, learning, and imagination thrive

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
6.4.SI1	Develop a Library Master Plan	Library	City Manager’s Office			✓	✓						On Track <sup>1</sup>
6.4.SI2	Update the library classification system to standard call numbers	Library	----		✓	✓	✓						Delayed <sup>2</sup>
6.4.SI3	Implement a digital marketing tool to use at the Temple Public Library to enhance library marketing efforts and communication with patrons	Marketing & Communications	Library					✓					<i>Future Year</i>
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
6.4.OP1	Design library programs, services, and collections based on the needs and interests of the community		Library	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
6.4.OP2	Maintain welcoming, safe, and technology-enhanced library spaces for learning and exploration		Library	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

<sup>1</sup> - After the preliminary results of the master plan were reviewed, the scope of the plan was expanded to include recommendations of a few specific items. Expected completion late FY 2023.<sup>2</sup> - Staff turnover caused this initiative to be delayed. Expected completion late FY 2023.

## PLACES &amp; SPACES

## GOAL 7: NEIGHBORHOODS WHERE PEOPLE LOVE TO LIVE

Commitment 1: Foster cohesive, distinct, vibrant, safe, and attractive neighborhoods where citizens take pride and are engaged with their community

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
7.1.SI1	Develop a master plan for each Neighborhood Planning District that meets the needs of the community and supports a high quality of life	City Manager's Office	Engineering, Housing & Community Development, Planning & Development, Transform Temple	✓	✓	✓	✓	✓					On Track
7.1.SI2	Develop neighborhood-specific zoning ordinances to ensure design standards and land use regulations align with neighborhood master plans	Planning & Development	City Attorney's Office, City Manager's Office		✓	✓	✓	✓	✓				On Track
7.1.SI3	Create a neighborhood leadership academy	Housing & Community Development	Marketing & Communications		✓	☑							Complete
7.1.SI4	Implement a Community Development Program pursuant to Texas Local Government Code Chapter 373	Housing & Community Development	City Manager's Office		✓	☑							Complete
7.1.SI5	Establish a Real Estate Local Government Corporation to acquire, hold, and sell property	City Manager's Office	Finance, Housing & Community Development	✓	✓	☑							Complete
7.1.SI6	Implement the Places & Spaces Capital Improvement Program	City Manager's Office	Finance, Housing & Community Development, Parks & Recreation				✓	✓	✓	✓			NEW FY23
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
7.1.OP1	Cultivate neighborhood coalition leaders in all neighborhood districts and develop a contact list accessible on the City's website		Housing & Community Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
7.1.OP2	Develop programs and events to support strong neighborhoods		Housing & Community Development				✓	✓	✓	✓	✓	✓	NEW FY23

## PLACES &amp; SPACES

## GOAL 7: NEIGHBORHOODS WHERE PEOPLE LOVE TO LIVE

Commitment 2: Improve access to a wide variety of housing types that are safe, accessible, and affordable

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
7.2.SI1	Develop a housing reinvestment strategy	Housing & Community Development	----	☑									Complete
7.2.SI2	Streamline and improve the substandard housing abatement process	Transform Temple	----	☑									Complete
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
7.2.OP1	Coordinate with other agencies and organizations to improve access to affordable housing and leverage existing programs and resources		Housing & Community Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
7.2.OP2	Continue a growth management approach that encourages infill and redevelopment and maximizes the efficient use of public infrastructure		Housing & Community Development, Planning & Development, Transform Temple	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

## PUBLIC SAFETY

## GOAL 8: A SAFE AND HEALTHY COMMUNITY

Commitment 1: Enhance our public safety services to create a safer community and foster public trust

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date										Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028		
8.1.SI1	Implement a neighborhood, downtown, and park community policing program	Police	Housing & Community Development		✓	✓	✓	✓	✓				On Track	
8.1.SI2	Implement a ten district patrol system to provide more efficient police patrol services	Police	----			✓	✓	✓	✓				On Track	
8.1.SI3	Complete staffing of Violent Crimes Enforcement Squad	Police	----							✓	✓		<i>Future Year</i> <sup>1</sup>	
8.1.SI4	Develop a Fire Master Plan	Fire	----		✓	✓							Past Due <sup>2</sup>	
8.1.SI5	Install a new station alerting system to help reduce emergency response times	Fire	----			✓	✓						On Track	
8.1.SI6	Update and expand the outdoor warning siren system	Fire	----	✓	✓	✓	✓		✓	✓	✓		On Track <sup>3</sup>	
8.1.SI7	Request that the Insurance Services Office perform an updated assessment of Temple’s public protection classification.	Fire	----	✓	☑								Complete	
8.1.SI8	Evaluate the potential for establishing the Temple Municipal Court as a court of record to streamline legal processes, enhance code enforcement protections, and promote public safety.	Municipal Court	City Attorney’s Office			✓	✓	✓					On Track	
8.1.SI9	Establish a Nuisance Abatement Team	City Manager’s Office	Transform Temple				✓						<i>NEW FY23</i>	

<sup>1</sup> - Positions budgeted for FY 2027 and FY 2028 were both accelerated by one fiscal year.<sup>2</sup> - Delivery of the final version took longer than expected from the consultant. Expected completion early FY 2023.<sup>3</sup> - In FY 2022, additional outdoor warning sirens were budgeted for FY 2026 and 2027.

## PUBLIC SAFETY

## GOAL 8: A SAFE AND HEALTHY COMMUNITY

Commitment 1: Enhance our public safety services to create a safer community and foster public trust

Organizational Priority		Involved Department(s)/ Division(s)	Target Date										Status
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
8.1.OP1	Provide additional response capabilities to maintain emergency services in response to growth and increasing service demands	Fire, Police	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	
8.1.OP2	Promote public safety and animal health and welfare through an effective animal services program	Police	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	
8.1.OP3	Implement innovative programs and techniques to achieve compliance with City codes and regulations	Transform Temple	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	
8.1.OP4	Engage citizens in ways that promote trust and community connectivity	Fire, Police	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	
8.1.OP5	Provide educational programs and information to enhance public health and safety awareness	Fire, Police	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	
8.1.OP6	Maintain the Teen Court program to help reduce recidivism of juvenile offenders and spark an interest in the legal profession	Municipal Court	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	
8.1.OP7	Continue to support community connectivity and officer wellbeing through a Police Chaplaincy program	Police				✓	✓	✓	✓	✓	✓	NEW FY23	
8.1.OP8	Implement policies and practices that promote procedural fairness for court users	Municipal Court				✓	✓	✓	✓	✓	✓	NEW FY23	



## SMART GROWTH

## GOAL 9: INFRASTRUCTURE, FACILITIES, AND SYSTEMS THAT SUPPORT EXCEPTIONAL SERVICES AND COMMUNITY GROWTH

Commitment 1: Develop a safe, connected, and well-maintained mobility system that incorporates all modes of travel including vehicular, pedestrian, bicycle, transit, and air

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
9.1.SI1	Develop a Mobility Master Plan	Engineering	Planning & Development, Purchasing & Facility Services	✓	✓	☑							Complete
9.1.SI2	Develop a Pavement Condition Assessment report	Transportation	City Manager's Office	✓	☑								Complete
9.1.SI3	Develop regulations related to the implementation of a regional bike and scooter share program	Planning & Development	----		✓	✓	✓						On Track
9.1.SI4	Evaluate the most effective options for delivery of transit services	City Manager's Office	----	✓	☑								Complete
9.1.SI5	Update the Airport Land Use Plan	Airport	----			✓	✓						On Track <sup>1</sup>
9.1.SI6	Develop standard street section designs that facilitate well connected vehicular, pedestrian, bicycle, and transit systems	Planning & Development	Engineering	✓	✓	✓	✓						On Track
9.1.SI7	Establish an enhanced transit system	City Manager's Office	Planning & Development				✓	✓					NEW FY23
9.1.SI8	Establish a concrete maintenance program	Transportation	----				✓	✓					NEW FY23
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
9.1.OP1	Plan for, design, construct, and maintain high quality mobility infrastructure, systems, and services		Airport, Engineering, Finance	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
9.1.OP2	Focus efforts on enhancing the I-14 corridor through collaboration with regional and state partners		City Manager's Office	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

<sup>1</sup> - In FY 2022, this initiative was changed from a complete master plan update to only an update of the land use portion of the Airport Master Plan. Budgeted for FY 2023.

## SMART GROWTH

## GOAL 9: INFRASTRUCTURE, FACILITIES, AND SYSTEMS THAT SUPPORT EXCEPTIONAL SERVICES AND COMMUNITY GROWTH

Commitment 2: 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

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date										Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028		
9.2.SI1	Develop a Water and Wastewater Master Plan	Engineering	----	<input checked="" type="checkbox"/>										Complete
9.2.SI2	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	Engineering	----	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	On Track
9.2.SI3	Expand the advanced metering infrastructure program	Utility Business Office & Metering	Finance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						On Track
9.2.SI4	Expand the capacity of the water treatment membrane plant	Engineering	Utilities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>							On Track
9.2.SI5	Expand the capacity of the Temple-Belton wastewater treatment plant	Engineering	Utilities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						On Track
9.2.SI6	Implement a program to improve response time to non-emergency water line breaks	Utilities	----	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>									Complete
9.2.SI7	Implement a Capacity, Management, Operations, and Maintenance Program	Utilities	----	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>							On Track
9.2.SI8	Develop a comprehensive drainage modeling and assessment plan	Engineering	Information Technology, Transportation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				Delayed <sup>1</sup>
9.2.SI9	Develop a city-wide System Evaluation and Capacity Assurance Plan	Utilities	Engineering, Finance	<input checked="" type="checkbox"/>										Complete

<sup>1</sup> - This initiative is delayed due to on-going drought conditions that have prevented the calibration of stream gauges.

## SMART GROWTH

## GOAL 9: INFRASTRUCTURE, FACILITIES, AND SYSTEMS THAT SUPPORT EXCEPTIONAL SERVICES AND COMMUNITY GROWTH

Commitment 2: 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

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date										Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028		
9.2.SI10	Develop a Drainage Area Master Plan	Engineering	Public Works Admin, Transportation	✓	✓	✓	✓	✓	✓				On Track	
9.2.SI11	Expand the capacity of the Doshier Farm wastewater treatment plant	Engineering	Utilities			✓			✓				On Track	
9.2.SI12	Implement a leak detection program	Utilities	----	✓	✓	✓	✓	✓					On Track	
9.2.SI13	Evaluate our wastewater treatment operations and develop a recommendation for the most efficient and fiscally sound way to provide this service	Utilities	Engineering, Finance, Public Works Admin			☑							Complete	
9.2.SI14	Complete sewer basin assessments and repair identified deficiencies.	Utilities	Engineering, Finance, Public Works Admin	✓	✓	✓	✓	✓	✓	✓	✓	✓	On Track	
Organizational Priority			Involved Department(s)/ Division(s)	Target Date										Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028		
9.2.OP1	Invest in the continued maintenance, replacement, and improvement of the City’s water, wastewater, and drainage infrastructure		Engineering, Finance	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	
9.2.OP2	Ensure a high-quality and sufficient water supply to sustain existing development and support future growth		Utilities	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	
9.2.OP3	Plan for a sufficient wastewater treatment capacity to sustain existing development and support future growth		Utilities	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	

## SMART GROWTH

## GOAL 9: INFRASTRUCTURE, FACILITIES, AND SYSTEMS THAT SUPPORT EXCEPTIONAL SERVICES AND COMMUNITY GROWTH

Commitment 3: Provide responsive solid waste and recycling services

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
9.3.SI1	Develop a Solid Waste Management Plan	Solid Waste	----	✓	☑								Complete
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
9.3.OP1	Strategically add solid waste routes and resources to prepare for and respond to growth		Solid Waste	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

## SMART GROWTH

## GOAL 9: INFRASTRUCTURE, FACILITIES, AND SYSTEMS THAT SUPPORT EXCEPTIONAL SERVICES AND COMMUNITY GROWTH

Commitment 4: Plan for, design, construct, and maintain high quality facilities that meet the needs of the community now and in the future

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date										Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028		
9.4.SI1	Develop a Facility Master Plan for each city facility	Purchasing & Facility Services	----		✓	✓	✓	✓						On Track
9.4.SI2	Construct a new Solid Waste Complex and update the recycling drop-off centers	Purchasing & Facility Services	Solid Waste	✓	✓	✓	✓							On Track
9.4.SI3	Construct a new executive airport terminal, aircraft rescue and firefighting facility	Airport	Purchasing & Facility Services			✓	✓							On Track
9.4.SI4	Construct an expansion to the Service Center facility	Purchasing & Facility Services	Public Works Admin	✓	✓	✓	✓							On Track
9.4.SI5	Construct an expansion to the Municipal Building or the addition of a City Hall annex	Purchasing & Facility Services	City Manager’s Office		✓	✓	✓	✓						On Track
9.4.SI6	Acquire a new Parks and Recreation Department administrative facility	Purchasing & Facility Services	Parks & Recreation	☑										Complete
9.4.SI7	Expand the Public Safety Training Center and shooting range	Purchasing & Facility Services	Finance, Fire, Police			✓	✓	✓	✓					On Track
9.4.SI8	Expand and update the Animal Shelter and Pet Adoption Center	Purchasing & Facility Services	Finance, Police		✓	✓	✓							On Track
9.4.SI9	Develop space utilization standards and conduct a space use analysis	Purchasing & Facility Services	----		✓	✓	✓							On Track <sup>1</sup>

<sup>1</sup> - In FY 2022, the scope of this project was expanded and will now carry over into FY 2023.

## SMART GROWTH

## GOAL 9: INFRASTRUCTURE, FACILITIES, AND SYSTEMS THAT SUPPORT EXCEPTIONAL SERVICES AND COMMUNITY GROWTH

Commitment 4: Plan for, design, construct, and maintain high quality facilities that meet the needs of the community now and in the future

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
9.4.SI10	Construct a new Parks and Recreation maintenance building	Purchasing & Facility Services	Parks & Recreation			✓	✓						NEW FY23
9.4.SI11	Construct Taxiway D improvements	Airport	----				✓	✓	✓				NEW FY23
9.4.SI12	Redevelop the Frank W. Mayborn Civic and Convention Center	Purchasing & Facility Services	City Manager's Office, Parks & Recreation					✓	✓				NEW FY23
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
9.4.OP1	Invest in the continued maintenance of and improvement to the City's facilities		Finance, Purchasing & Facility Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing



## SMART GROWTH

## GOAL 10: A CITY THAT SUPPORTS WELL-MANAGED GROWTH AND DEVELOPMENT TO PROMOTE A THRIVING ECONOMY

Commitment 1: Encourage high-quality, stable jobs and strengthen the sales and property tax base through business retention, expansion, and attraction efforts

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
10.1.SI1	Update the Strategic Investment Zone program and establish a formal return-on-investment assessment as part of the grant application evaluation process	Planning & Development	----	✓	☑								Complete
10.1.SI2	Develop a prospectus and marketing materials to promote economic development in Temple's Strategic Investment and Opportunity Zones	Housing & Community Development	City Manager's Office, Marketing & Communications, Planning & Development	✓	☑								Complete
10.1.SI3	Update the City's Economic Development Policy	City Manager's Office	City Attorney's Office , Finance				✓						NEW FY23
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
10.1.OP1	Actively engage in a comprehensive business recruitment and retention program		City Manager's Office	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

## SMART GROWTH

## GOAL 10: A CITY THAT SUPPORTS WELL-MANAGED GROWTH AND DEVELOPMENT TO PROMOTE A THRIVING ECONOMY

Commitment 2: Facilitate high quality, safe, and strategic community growth

Strategic Initiative		Lead Department/ Division	Involved Department(s)/ Division(s)	Target Date										Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028		
10.2.SI1	Develop a Comprehensive Plan	Planning & Development	----	☑										Complete
10.2.SI2	Update the unified development code to ensure community design standards and land use regulations align with the Comprehensive Plan	Planning & Development	City Attorney's Office		✓	✓	✓	✓						On Track
10.2.SI3	Implement a Business Navigator program to provide increased support to small and start-up businesses	Planning & Development	----								✓			Future Year
10.2.SI4	Establish an enhanced certificate of occupancy process to ensure that development and construction activity are consistent with adopted building codes and land use regulations	City Manager's Office	Fire, Planning & Development	✓	✓	✓	✓							On Track <sup>1</sup>
10.2.SI5	Update interlocal agreement with Bell County related to subdivision plat jurisdiction	Planning & Development	City Attorney's Office, City Manager's Office		✓	☑								Complete
10.2.SI6	Establish a small business engagement program	City Manager's Office	----				✓	✓	✓	✓				NEW FY23
10.2.SI7	Develop policies to establish a comprehensive growth management program	City Manager's Office	----				✓	✓	✓	✓				NEW FY23
Organizational Priority			Involved Department(s)/ Division(s)	Target Date										Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028		
10.2.OP1	Streamline and enhance development review and inspection services		Planning & Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
10.2.OP2	Promote higher-density, mixed-use development in targeted areas of the city, blending residential, commercial, and retail uses		Planning & Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

<sup>1</sup> - In FY 2022, the scope of this project was expanded to include enhanced public engagement. Expected completion FY 2023.



## M. Sean Parker

### DIRECTOR OF AIRPORT

The Draughon-Miller Central Texas Regional Airport is a modern and award-winning aviation facility. It also serves as an Automated Weather Observation Station. 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 7 a.m. to 8 p.m. The Airport sits on roughly 922 acres and consists of excellent runway and taxiway accommodations, modern Instrument Landing Systems (ILS), 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.

#### FY 2022 - ACCOMPLISHMENTS

- Implemented an asset management system to better manage, track, and analyze airport infrastructure assets
- Updated the Airport Emergency Plan
- Planned for, designed, constructed, and maintained high quality air mobility infrastructure, systems, and services
  - Completed appraisal on existing commercial hangar facility which enabled the airport to finalize a long-term lease with an aviation business
  - Began construction on a new executive airport terminal and aircraft rescue and firefighting facility that will meet the needs of the community's rapid growth
  - Began construction of the corporate hangar area expansion to provide shovel ready hangar plots to future and waiting customers

#### FY 2023 - FOCUS

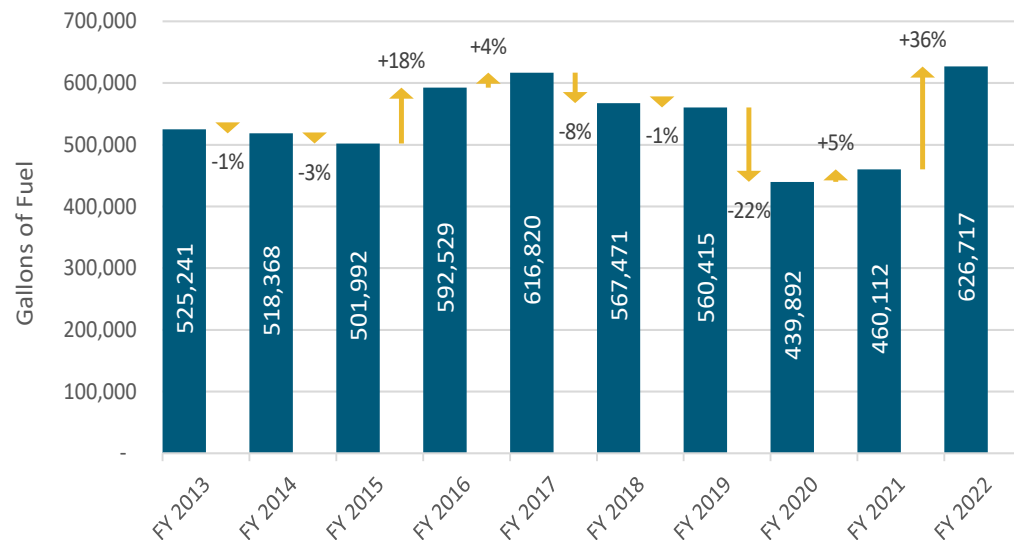
- Implement the Fixed Base Operations Strategic Business Plan to include the establishment of an enhanced professional-level customer service program
- Host the Draughon-Miller Central Texas Regional Airport 75th anniversary air show
- Update the Airport Land Use Plan
- Plan for, design, construct, and maintain high quality mobility infrastructure, systems, and services
  - Complete construction of corporate hangar area shovel ready hangar plots
  - Complete design of Taxiway D improvements
  - Complete necessary maintenance on ramp and airfield areas to extend the life of airport infrastructure and provide a safe environment for pilots and passengers
- Complete construction of a new executive airport terminal, aircraft rescue and firefighting facility

## ANNUAL AIRPORT FUEL SALES

FY 2013 - FY 2022

JET FUEL AND AVGAS (IN GALLONS)

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 2022, fuel sales rebounded 36% over the previous year's sales total.

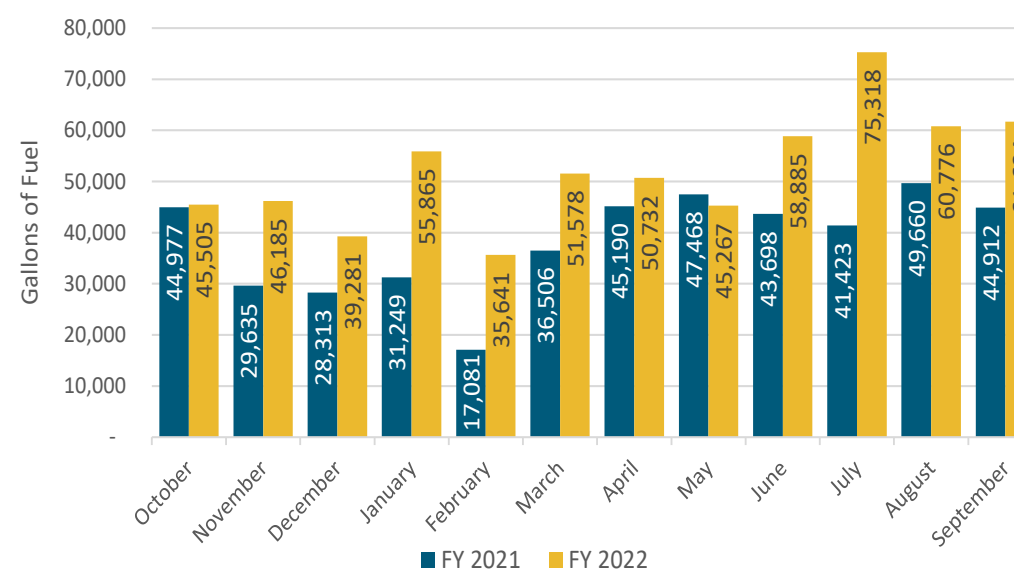


## MONTHLY AIRPORT FUEL SALES

FY 2021 & FY 2022

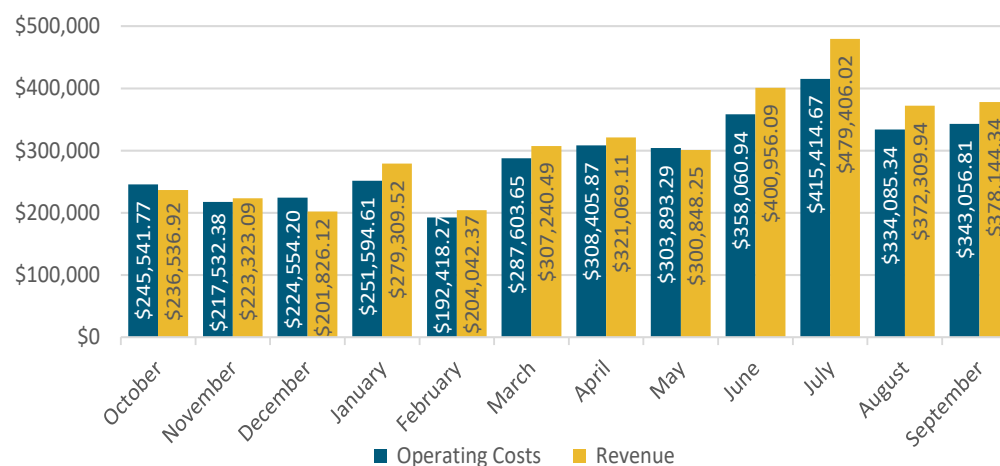
JET FUEL AND AVGAS (IN GALLONS)

Fuel sales for FY 2022 showed a return to pre-COVID 19 Pandemic levels. In fact, FY 2022 marked a ten-year high in annual fuel sales.



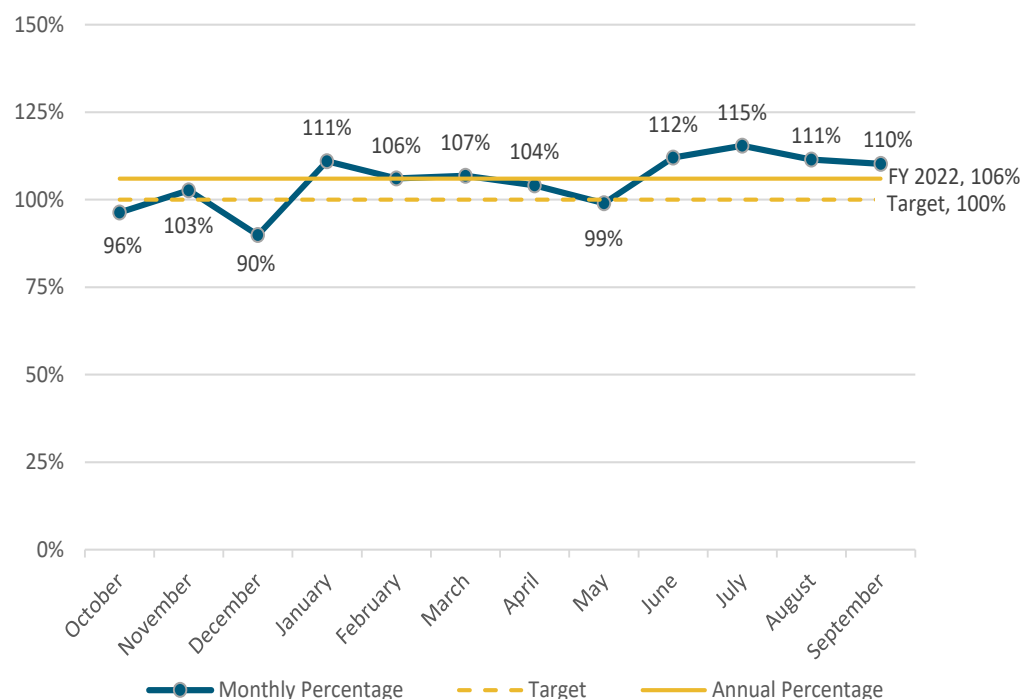
## AIRPORT OPERATING COSTS AND REVENUE FY 2022

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.



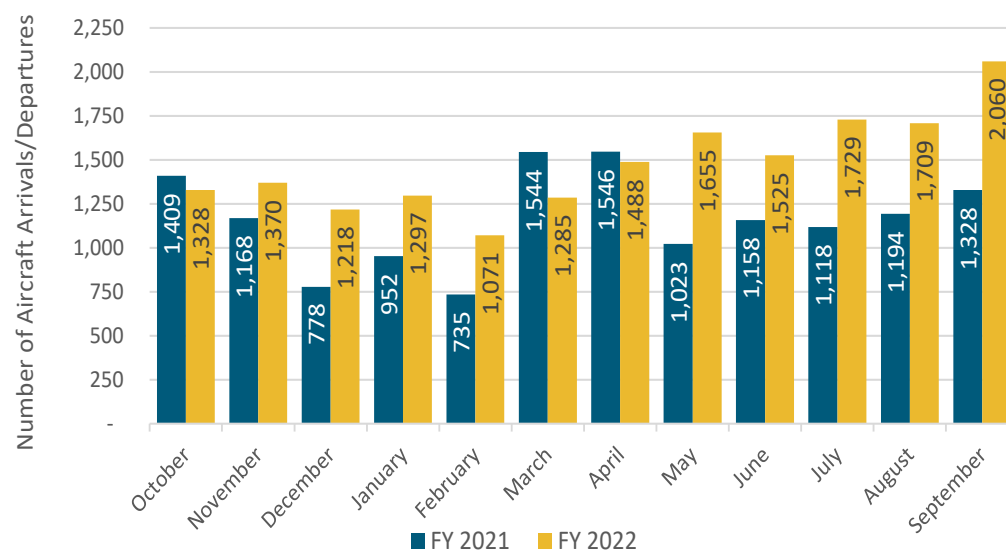
## PERCENTAGE OF OPERATING COSTS COVERED BY REVENUE FY 2022

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 2022, total operating expenses for the year only exceeded revenues by 6%—approximately \$222,850.



## OPERATIONS - NUMBER OF AIRCRAFT ARRIVALS/DEPARTURES FY 2021 & FY 2022

The Airport tracks flight operations as an indicator of the airport's financial health in fuel sales. If traffic numbers are high, but fuel sales are low, airport staff can adjust pricing and/or marketing strategies to capitalize on fuel sales to those aircraft utilizing the Temple airport.







# Kathryn Davis

## CITY ATTORNEY

The City Attorney serves as the chief legal officer for the City. The City Attorney also leads the legal team in providing counsel to officials, employees, and appointed board and commission members regarding legal and risk management matters related to daily government activities. The legal team assists the City Manager in implementing 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 City Council consideration to ensure compliance with state, federal, and local laws.

### FY 2022 - ACCOMPLISHMENTS

- Created the Central Texas City Attorneys Association in partnership with two neighboring cities
  - Planned and hosted the inaugural meeting
- Resolved two major airport disputes, three major permitting disputes, and two police department employment disputes without the need for formal legal action
- Implemented the STEPS program together with the Police Department's Crime Victim Liaison Office and Aware Central Texas to provide access to resources for victims of domestic violence
- Completed contract negotiations, drafting, and approval for the new Police Department records management system
- Completed right of way acquisition for four major capital improvement projects which enable construction to proceed

### FY 2023 - FOCUS

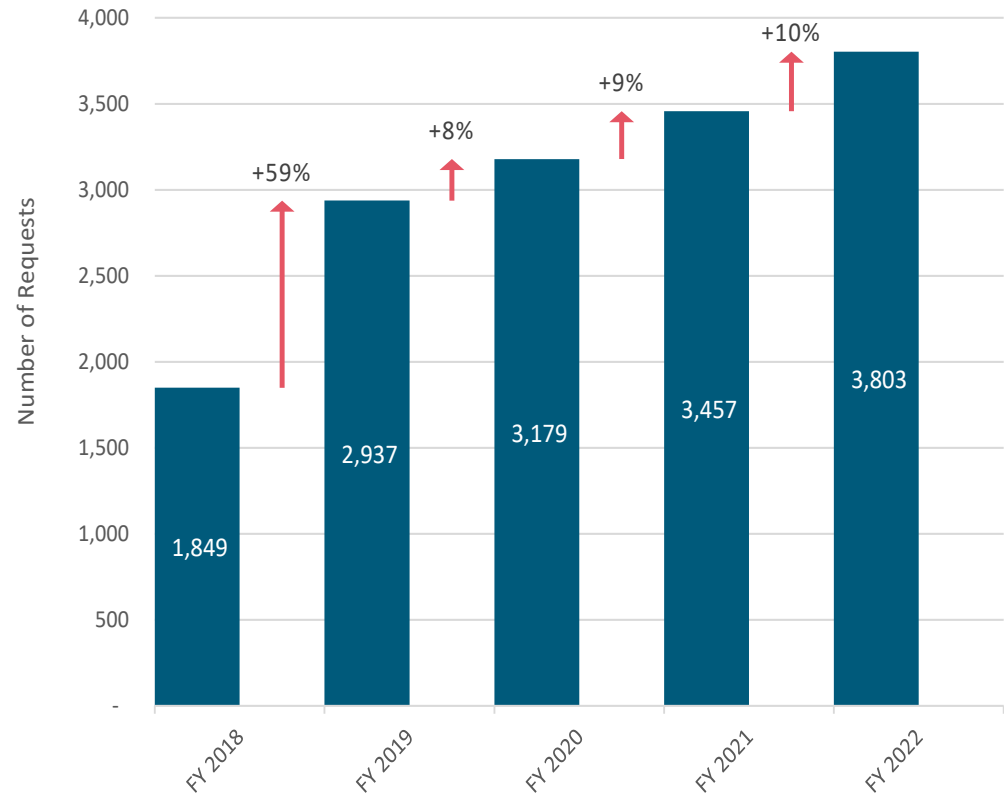
- Continue work towards developing clear and effective Civil Service Local Rules
- Update and modernize the Code of Ordinances—Amend, comprehensively review, or create ordinance chapters
  - Chapter 5 - Ambulance Services
  - Chapter 6 - Animals
  - Chapter 37 - Traffic
- Assist the Municipal Court with enhancing the Teen Court program to help reduce recidivism of juvenile offenders and spark an interest in the legal profession
- Develop and conduct city-wide open records training
- Evaluate and streamline the process for drafting and executing city contracts
- Assist with updating the City's safety policy manual

## PUBLIC INFORMATION ACT (PIA) REQUESTS PROCESSED FY 2018 - FY 2022

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.”

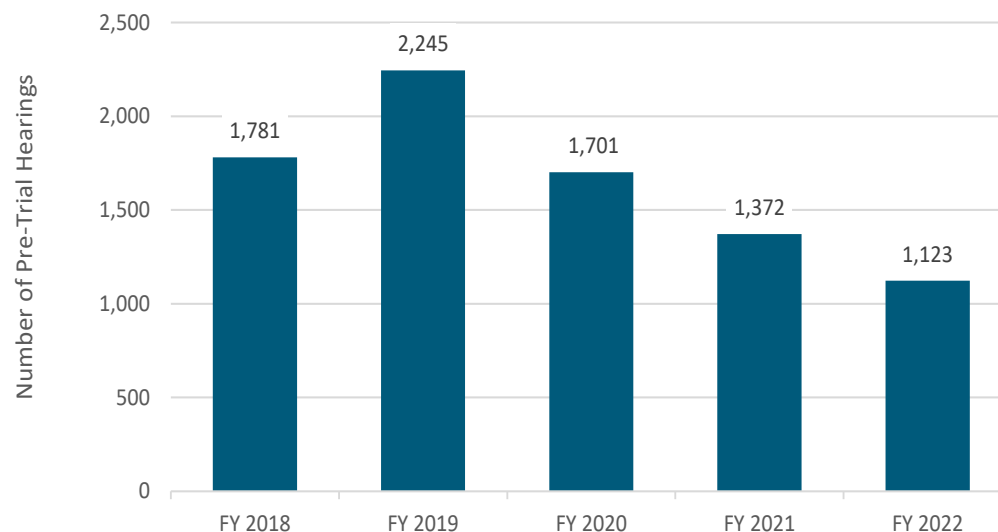
Although City information is presumed public, there are many exceptions to disclosure contained within the Act, which also incorporates other laws that make information confidential; some of these exceptions are discretionary while others are mandatory. If an exception applies to the disclosure of information, 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.



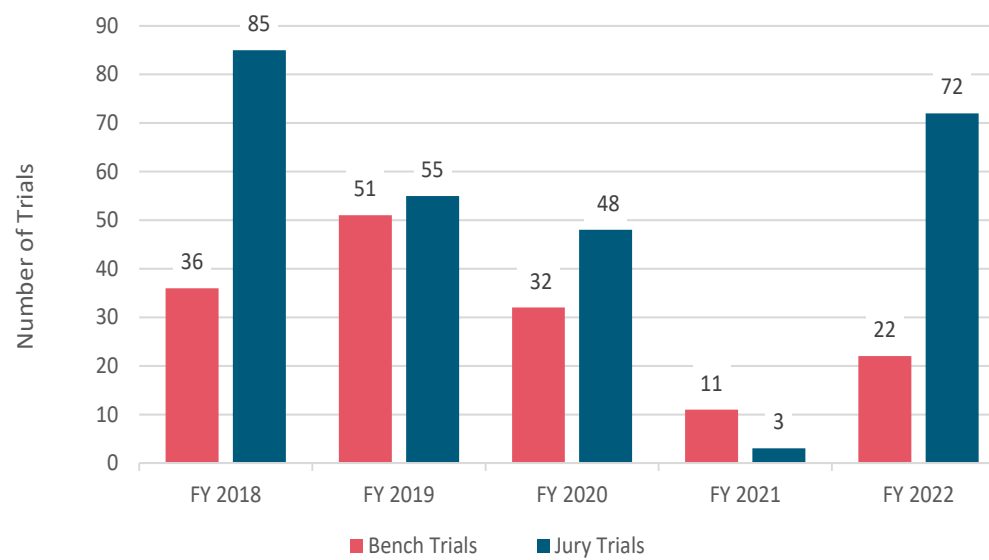
## MUNICIPAL COURT PRE-TRIAL HEARINGS FY 2018 - FY 2022

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 2018 - FY 2022

A defendant in a criminal case is afforded a bench trial (trial before a Judge) or Jury trial on a plea of not guilty. 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 they may present evidence that causes a legal resolution before trial.

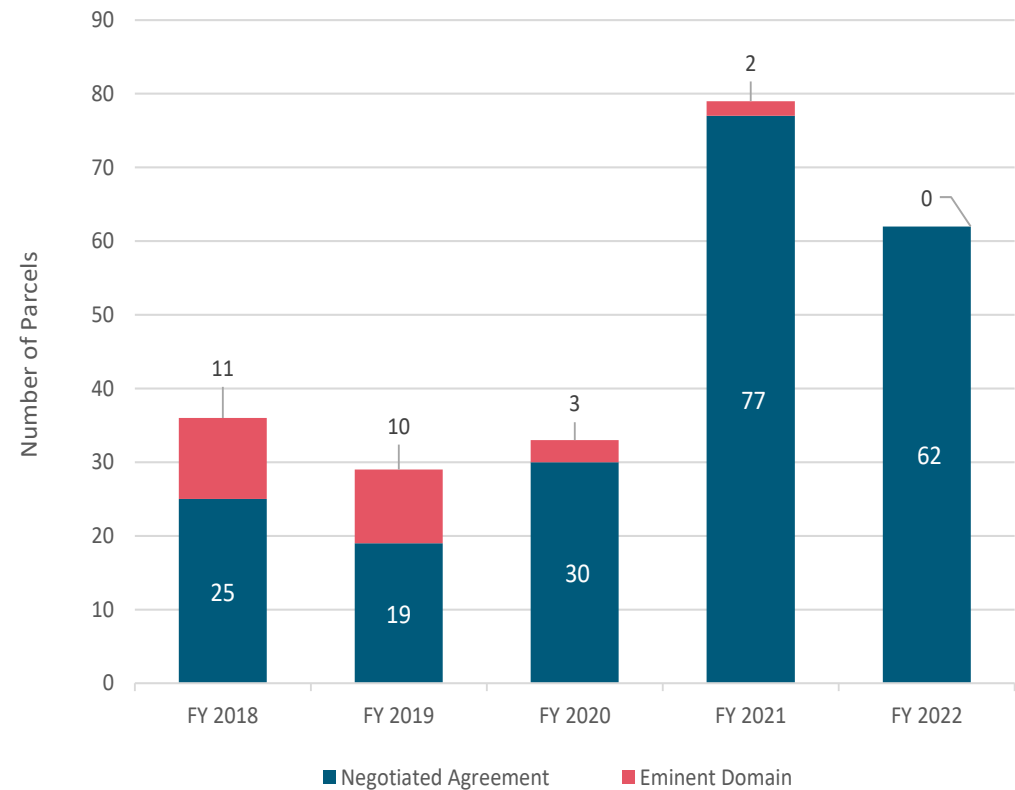


## PARCELS ACQUIRED BY THE CITY FY 2018 - FY 2022

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 FY21 or earlier were completed in FY22.

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

The City Manager serves as the Chief Executive Officer of the City. Besides managing an annual business plan of nearly \$215 million and staff of over 900 full and part-time employees, the City Manager 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.

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**Erin Smith**  
ASSISTANT CITY MANAGER



**David Olson**  
ASSISTANT CITY MANAGER

## FY 2022 - ACCOMPLISHMENTS

- Conducted a project scoring process and developed a Places and Spaces Capital Improvement Program to fund projects identified in the Parks and Trails Master Plan and Neighborhood Planning District
- Developed a Placemaking Strategy to inform and guide our tourism efforts by capitalizing on Temple's unique character
- Began construction of a parking garage system in Downtown Temple
- Developed a master plan for three Neighborhood Planning Districts
  - Completed Master Plans for the Downtown, TMED, and Jackson Park Neighborhood Districts
- Established a Real Estate Local Government Corporation to acquire, hold, and sell property
- Coordinated Community Project Funding submissions with Senator John Carter's Office
- Developed a Mobility Master Plan
- Began construction of a new Solid Waste Complex
- Coordinated the site selection for the new City Hall and Bell County Annex buildings
- Actively engaged in a comprehensive business recruitment and retention program
  - Executed economic development agreements for the Meta Data Center project

## FY 2023 - FOCUS

- Update meet and confer agreements
  - Negotiate and execute an agreement with the Temple Police Association
- Plan for, design, construct, and invest in the improvement to the City's park, recreation, greenspace, and trail system
  - Complete design for area around Central Downtown, the Santa Fe Linear Trail, the Santa Fe Community Market, the downtown Wayfinding Signage Master Plan, and the Santa Fe Park located next to the Temple Children's Museum
- Develop a destination events strategy
- Develop a destination sports strategy
- Complete construction of a parking garage system in Downtown Temple
- Develop a master plan for three Neighborhood Planning Districts
  - Complete Master Plans for the Temple Heights, Silo, and Bird Creek Neighborhood Districts
- Establish an enhanced transit system
  - Evaluate options for micro-mobility zones
- Focus efforts on furthering the construction of I-14 through Temple
- Establish an enhanced certificate of occupancy process to ensure that development and construction activity are consistent with adopted building codes and land use regulations



## INCENTIVIZED CAPITAL INVESTMENT AND JOB CREATION

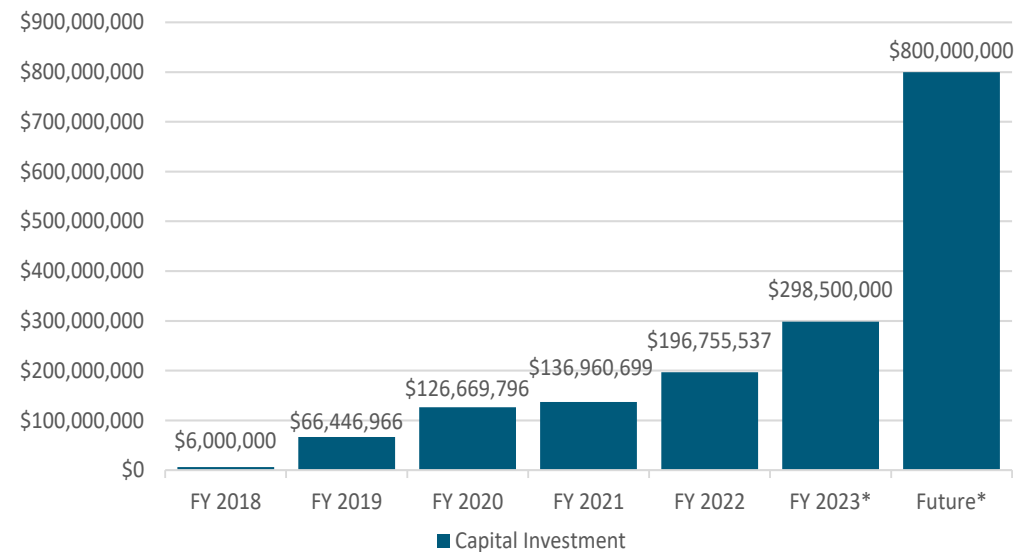
The City of Temple actively engages in a comprehensive business retention and recruitment effort to improve the economic wellbeing and quality of life of a community by creating and retaining jobs, diversifying the economy, and building the local tax base.

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 & rescue, parks & recreation, and library services. The increased tax revenue also funds community projects and local infrastructure.

Better infrastructure, 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	\$66,446,966	120
2020	2	\$126,669,796	156
2021	5	\$136,960,699	77
2022	4	\$196,755,537	561
2023*	6	\$298,500,000	272
Future*	1	\$800,000,000	40

\*Fiscal Years 2023 and beyond are estimated





# Jana Lewellen

## CITY SECRETARY

The City Secretary is the administrator of all official municipal records, including the publication and posting of authorized legal notices 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 requests from 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, as well as maintaining the records relating to these appointments.

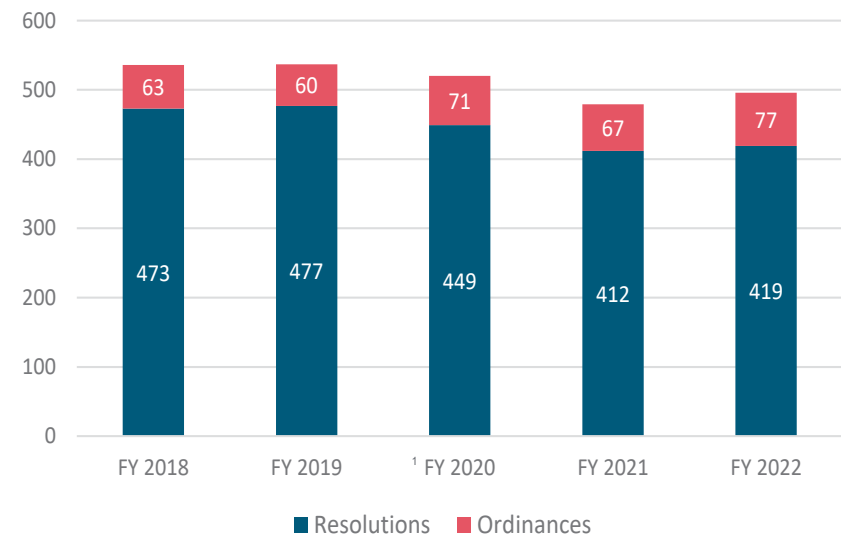
### FY 2022 - ACCOMPLISHMENTS

- Presented the Boards and Commissions Annual Report to Council
- Conducted city-wide records destruction in accordance with state and local laws
- Converted over 32,000 paper-based records to digital format

### FY 2023 - FOCUS

- Transition applications for birth and death certificates online
- Provide transparent, predictable, and efficient processes
  - Develop and implement a records management policy
  - Complete SOP manual for the Office of the City Secretary
- Complete implementation of board and commission management software

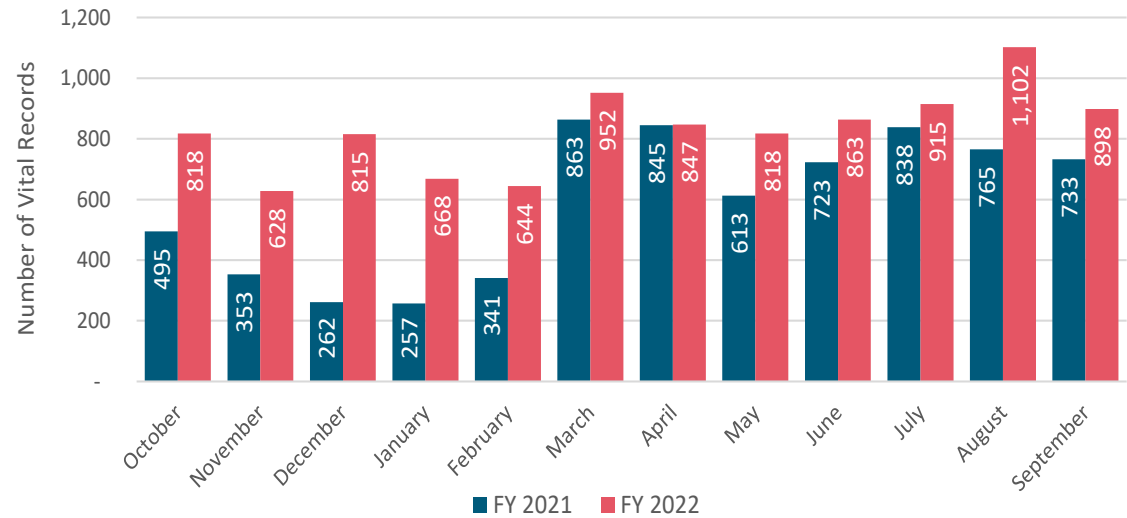
### RESOLUTIONS AND ORDINANCES APPROVED FY 2018 - FY 2022



<sup>1</sup> - FY 2020 data corrected from FY 2020 & FY2021 Performance Report.

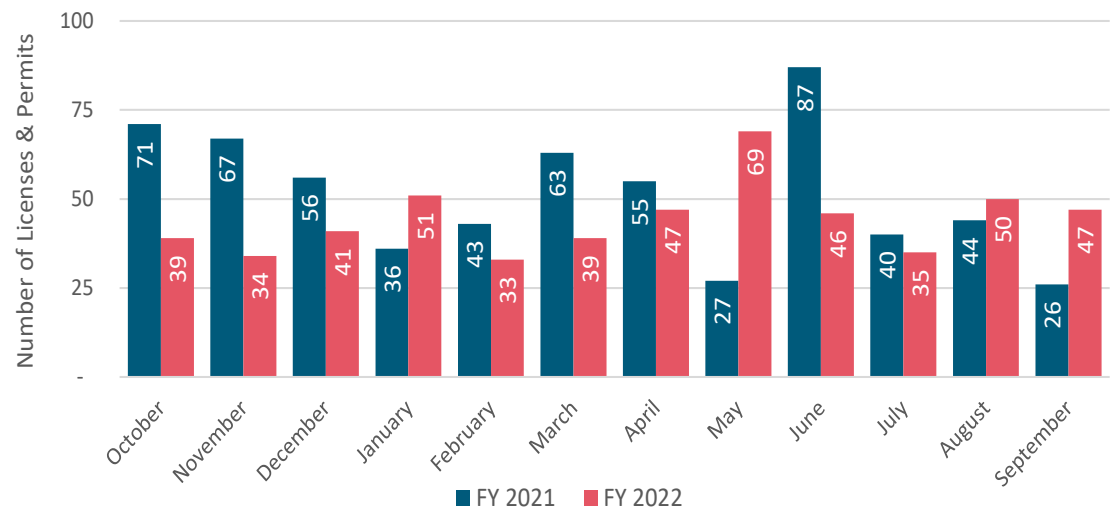
## VITAL RECORDS PROCESSED FY 2021 & FY 2022

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 2021 & FY 2022

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

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 and debt management, and preparation of the Annual Comprehensive Financial Report (ACFR). The Finance department compiles timely reports in a format that effectively and efficiently communicates financial data to Council, citizens, bond holders, and other interested users. The Finance department also assist the City Manager in development of the City's Annual Budget, as well as monitors budgetary compliance throughout the fiscal year.

#### FY 2022 - ACCOMPLISHMENTS

- Continued to implement Business Plan and Capital Improvement Programs
  - Facilitated bond issuance to support the funding of projects slated for FY 2022 in the Capital Improvement Program for Mobility, Facilities, Equipment, and Reinvestment Zone No. 1
- Developed the Reinvestment Zone No. 1 financing plans and amendments in support of economic development projects
- Implemented a lease management software in compliance with GASB 87
- Developed an outlay plan for the Coronavirus State and Local Fiscal Recovery Funds (part of American Rescue Plan Act)
- Managed Construction Manager at Risk contracts of new and expanding City facilities
- Implemented adjustments to General Government and Civil Service Compensation pay plans

#### FY 2023 - FOCUS

- Continue to fund Capital Improvement Programs and ensure they are aligned with adopted master plans
- Implement updates to the General Government Compensation Plan, as well as evaluate the Civil Service Compensation Plan
- Implement phases of an interactive, web-based financial dashboard to promote understanding and confidence in the expenditure of public funds
- Obtain recognition from the Texas Comptroller's Office through the Transparency Stars program
- Select and implement a debt management software
- Expand the advanced metering infrastructure program to include 3" meters
- Perform a cost-of-service study for all City fees and services
- Conduct a stormwater utility fee and rate study

## PORTFOLIO YIELD ABOVE BENCHMARK FY 2019 - FY 2023

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.

	FY19	FY20	FY21	FY22	*FY23
1 <sup>st</sup> Quarter	✗	✓	✓	✓	*✗
2 <sup>nd</sup> Quarter	✓	✓	✓	✗	*✓
3 <sup>rd</sup> Quarter	✓	✓	✓	✗	*✓
4 <sup>th</sup> Quarter	✓	✓	✓	✗	*✗
# Quarters Portfolio Yield Exceeded Benchmark Yield	3	4	4	1	*2

## BUDGET & REPORTING FY 2019 - FY 2023

^2022 projected  
\*2023 forecasted

FY19	FY20	FY21	FY22	*FY23
✓	✓	✓	✓	✓

### BUDGET AWARD RECEIVED

GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal. To earn recognition, budget documents must meet program criteria and excel as a policy document, financial plan, operations guide, and communication tool.

FY19	FY20	FY21	FY22	*FY23
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 quarters financial entries.

FY19	FY20	FY21	^FY22	*FY23
✓	✓	✓	✓	✓

### ACFR AWARD RECEIVED

The GFOA established the Certificate of Achievement for Excellence in Financial Reporting Program (ACFR Program) in 1945 to encourage and assist state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare Annual Comprehensive Financial Reports that evidence the spirit of transparency and full disclosure and then to recognize individual governments that succeed in achieving that goal. 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.

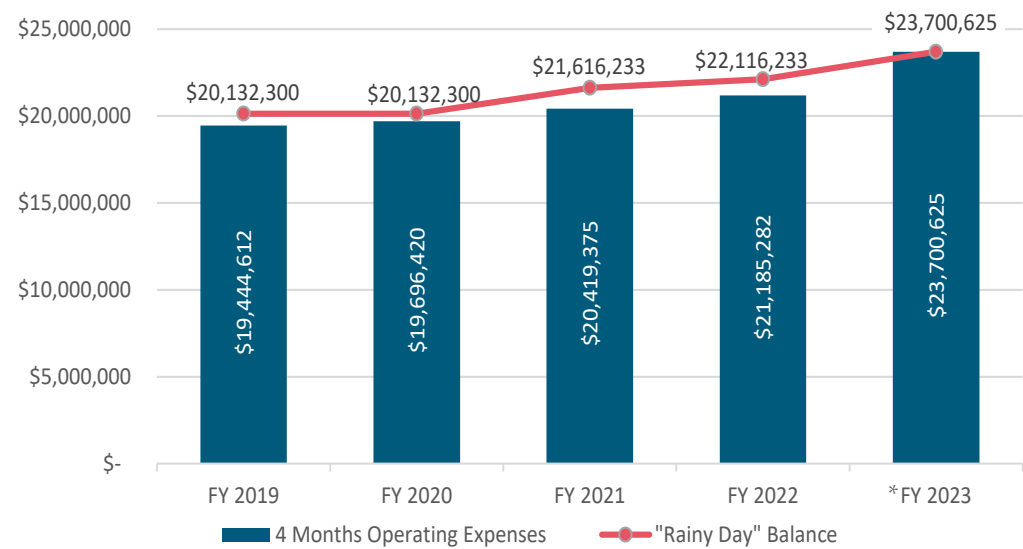
FY19	FY20	FY21	^FY22	*FY23
✓	✓	✓	✓	✓

### "UNQUALIFIED" AUDIT OPINION RECEIVED

The Annual Comprehensive Financial Report (ACFR) is prepared by the Finance Department. The combined financial statements and related notes are 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 GASB 34, the independent auditors express an opinion on each major reporting unit (fund).

"RAINY DAY" FUND BALANCE  
FY 2019 - FY 2023

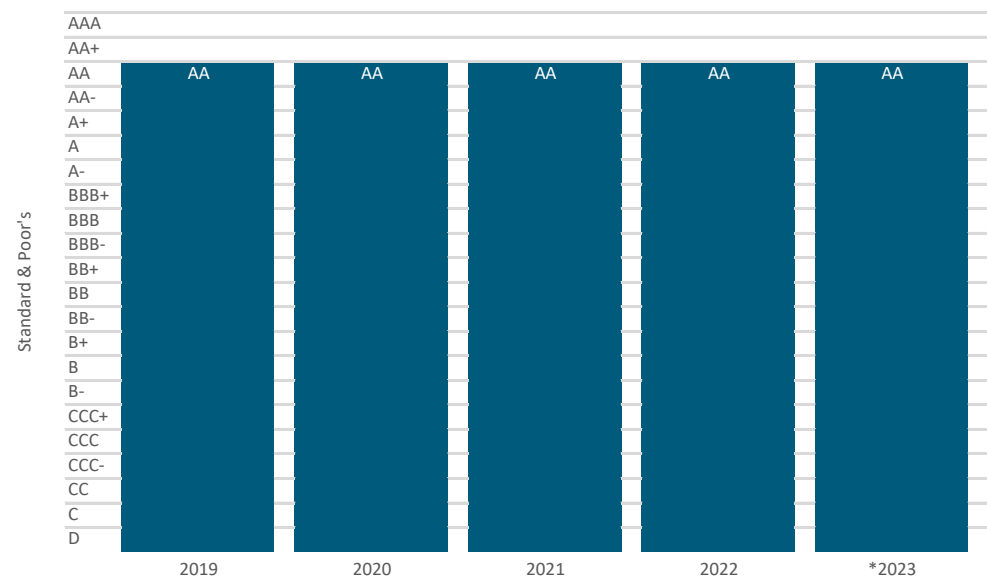
A rainy day fund is a reserved amount of money set aside, especially by a government, to be used during a time of revenue shortfalls or budget deficits in order for typical operations to continue.



\*Forecasted

GENERAL OBLIGATION BOND RATING  
FY 2019 - FY 2023

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.

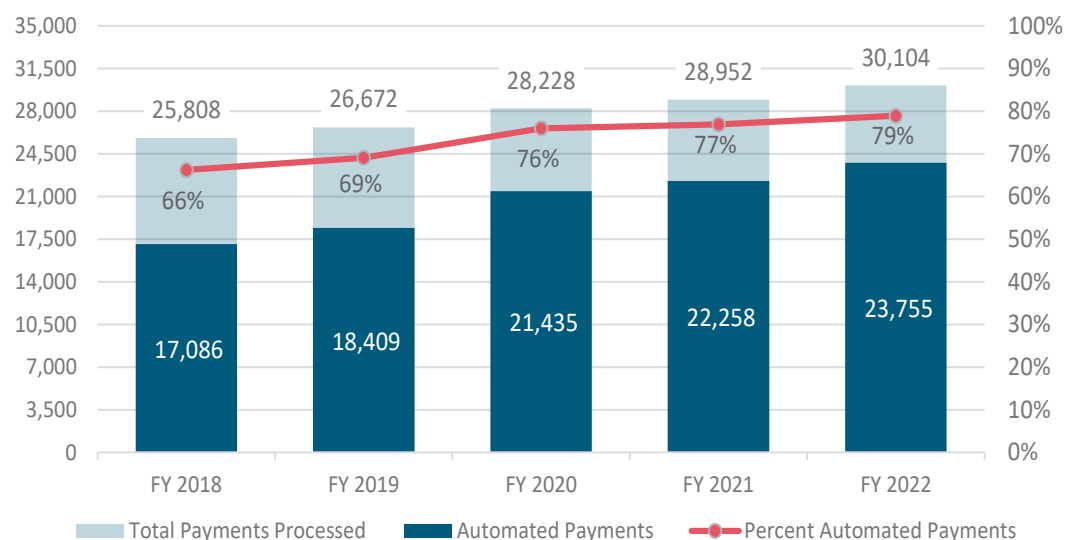


\*Forecasted



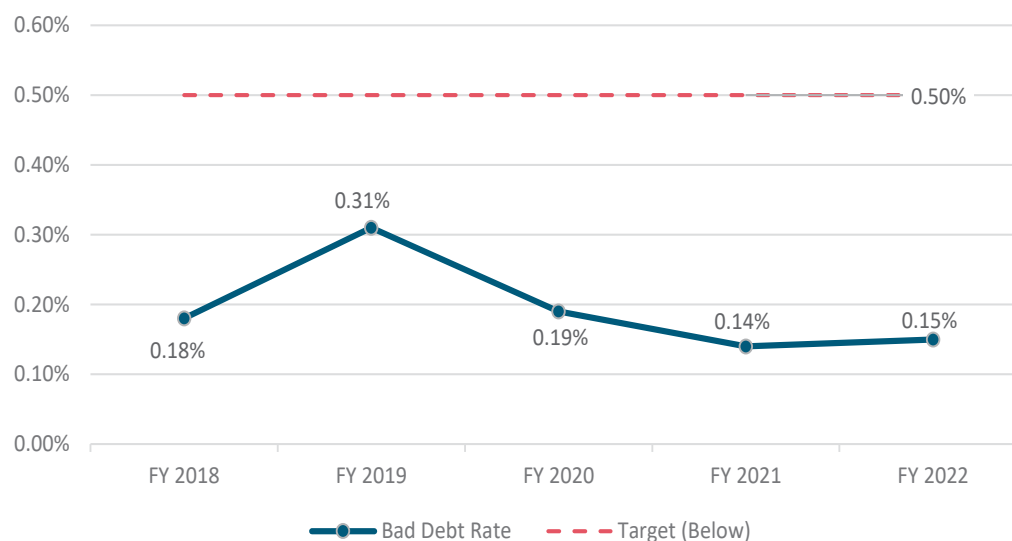
## UTILITY BUSINESS OFFICE PAYMENTS PROCESSED FY 2018 - FY 2022

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.



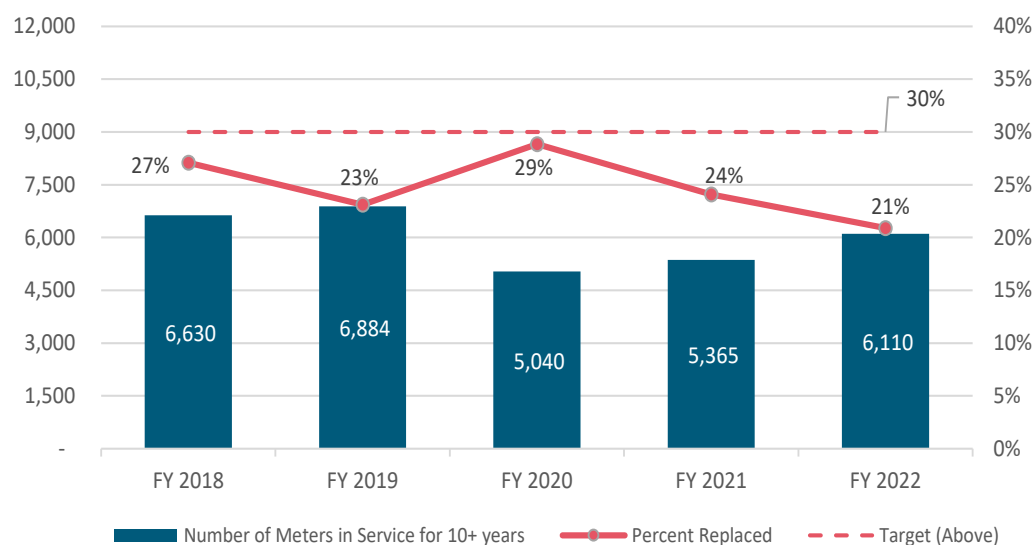
## UTILITY BUSINESS OFFICE BAD DEBT RATE FY 2018 - FY 2022

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 2018 - FY 2022

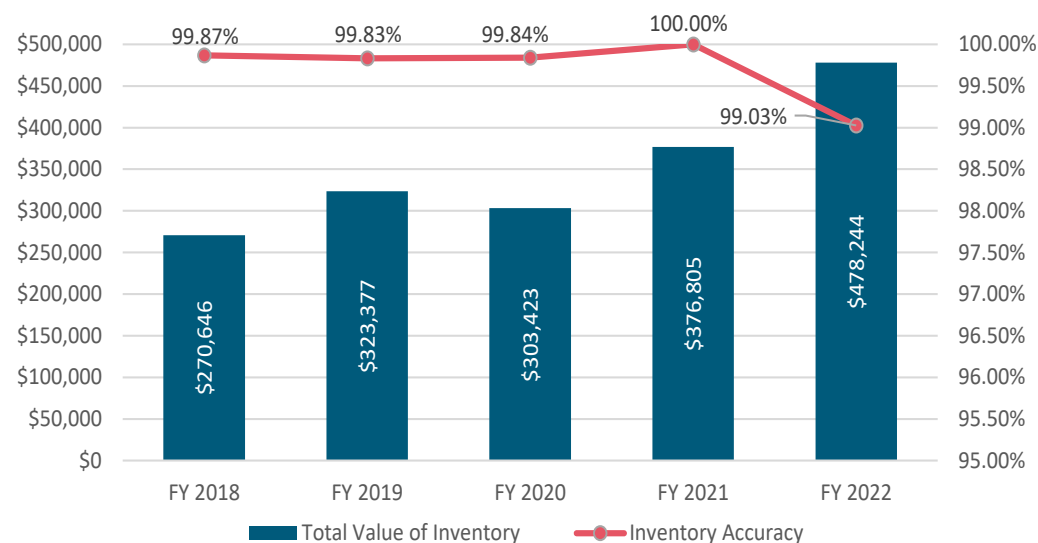
Over time, water meters slow down and become less accurate. The Metering Division conducts a change out program where aged meters (meters in service for more than 10 years) are replaced. The goal is to change out approximately 30% of aged meters each year.



## WAREHOUSE INVENTORY ACCURACY FY 2018 - FY 2022

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 \$478,000, 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.





# Mitch Randles

## FIRE CHIEF

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. Fire & Rescue responds to over 14,000 requests per year (average of 40 per day) from 8 fire stations strategically located throughout the City. Fire & Rescue provides comprehensive preventive and educational programs for businesses, school, and citizens. Staff also works with commercial and manufacturing industries to reduce the hazard of fires through inspection and code compliance programs.

### FY 2022 - ACCOMPLISHMENTS

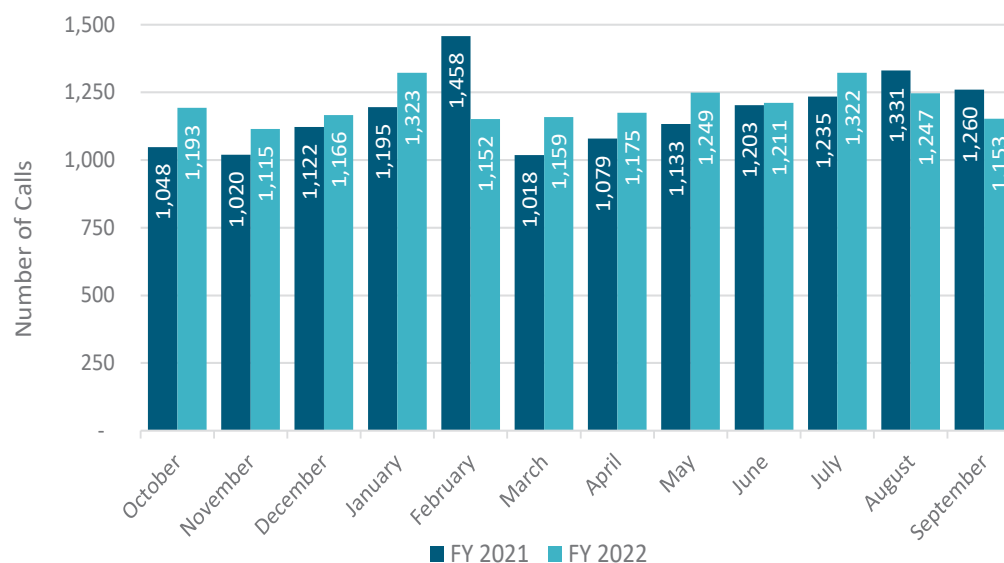
- Developed a Fire Master Plan and Department Strategic Plan
- Expanded the outdoor warning siren system
- Provided additional response capabilities to maintain emergency services in response to growth and increasing service demands
  - Purchased a new 107 foot aerial ladder truck to service the Industrial Park and Northwest area of the city
- Engaged citizens in ways that promote trust and community connectivity
  - Held an open house event at Fire Stations 1, 3, 5, and 7
- Provided educational programs and information to enhance public health and safety awareness
  - Hosted several Emergency Management training classes
- Worked to expand the Public Safety Training Center

### FY 2023 - FOCUS

- Obtain Texas Best Practices Recognition for the Fire Department
- Install a new station alerting system to help reduce emergency response times
- Provide additional response capabilities to maintain emergency services in response to growth and increasing service demands
  - Purchase traffic-blocking vehicle and place it in service
  - Purchase new fire engine
  - Determine the location of the new fire stations and acquire necessary property
- Expand the Public Safety Training Center
  - Complete installation of new burn props and construction of driving skills pad

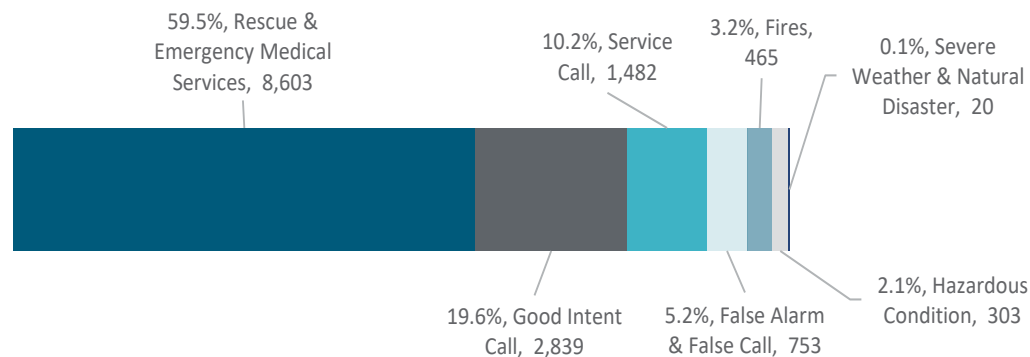
## TOTAL CALLS FOR SERVICE FY 2021 & FY 2022

Total calls for service is the number of requests for service received by the Fire Department for all emergency and nonemergency incidents. In FY 2022, Temple Fire and Rescue responded to over 14,400 calls, which represents a 3% increase in call volume from the previous year. 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.



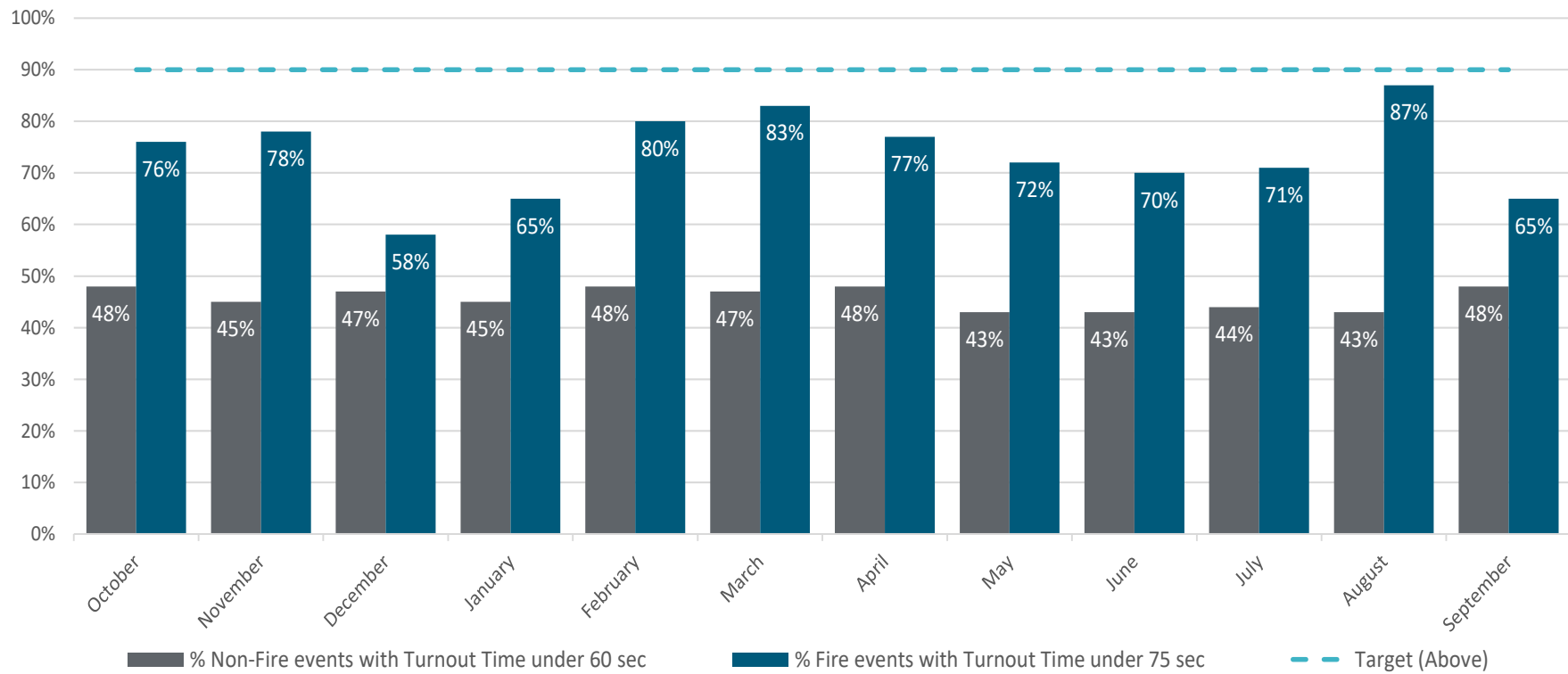
## TOTAL CALLS BY INCIDENT TYPE FY 2022

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 a 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 2022

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.





# Nancy Glover

## DIRECTOR OF HOUSING & COMMUNITY DEVELOPMENT

The Housing & Community Development department provides a variety of programs and services that improve the quality of life for our citizens while also enhancing our neighborhoods. By leveraging partnerships and funding sources, the department actively assists low to moderate income homeowners with minor home repairs and other needs, while also completing large scale community improvement projects such as sidewalk installation, road repairs, beautification projects, and neighborhood planning. The department is also responsible for administering the City's allocation of Community Development Block Grant funding, as well as other grants from a variety of sources.

### FY 2022 - ACCOMPLISHMENTS

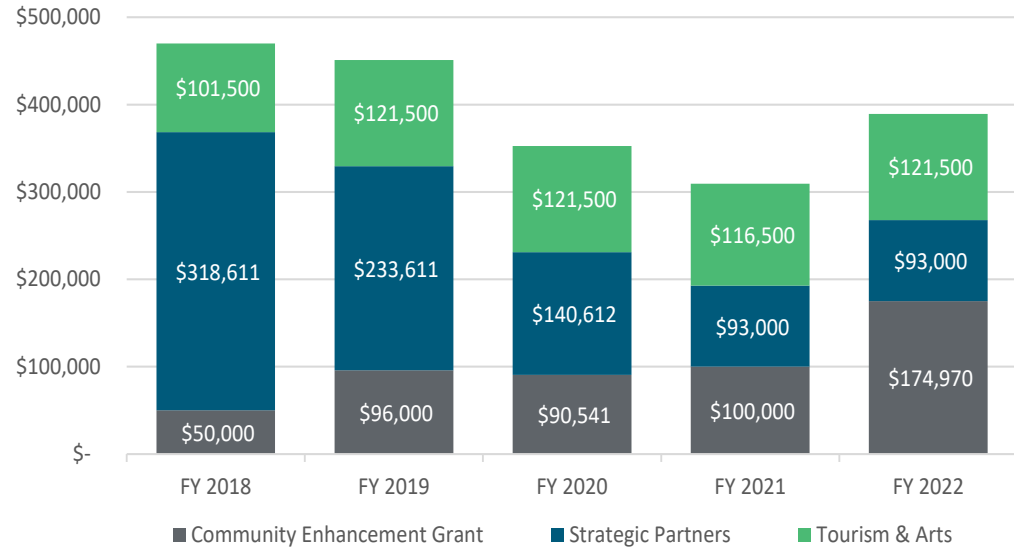
- Maximized resources by strategically pursuing grants
  - Worked with various City departments to apply for over \$3 million in outside grant funding
- Facilitated the development of a county-wide strategic action plan on mental health and homelessness
- Implemented a city-wide volunteer management program
- Developed a master plan for three Neighborhood Planning Districts
- Developed programs and events to support strong neighborhoods
  - Coordinated 9 community cleanup/engagement events
  - Provided services through the Housing Improvement Program, Rental Reinvestment Program, Good Neighbor Program, and the Home Maintenance Academy

### FY 2023 - FOCUS

- Implement initiatives outlined in the Homelessness and mental health strategic plan
- Conduct first neighborhood leadership academy
- Cultivate neighborhood coalition leaders in all neighborhood districts and develop a contact list accessible on the City's website
- Develop programs and events to support strong neighborhoods
- Coordinate with other agencies and organizations to improve access to affordable housing and leverage existing programs and resources
  - Work with the Texas Department of Housing & Community Affairs to reconstruct homes through the Homeowner Assistance and Reconstruction Program

## OUTBOUND GRANT PROGRAMS FY 2018 - FY 2022

The Outbound Grant Programs enable the city to leverage community partnerships to improve access to programs and resources for vulnerable populations in Temple. This program consists of Community Enhancement Grants, Strategic Partner Grants and Tourism & Arts Grants. During FY 2022, the City used \$309,500 of its grant funding allocation to fund Temple Christian Outreach, Zoe's Wings Foundation, Keep Temple Beautiful, Bell County Human Services, Ralph Wilson Youth Club, and our tourism and arts partners. 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.







## Tara Raymore

### DIRECTOR OF HUMAN RESOURCES

Human Resources (HR) provides support services to the City's most valuable resource - our employees. Human Resources recruits qualified individuals to develop our diverse workforce. HR also provides continued training and career development to grow our employees to their fullest potential. HR staff establishes sound personnel policies, including compensation management. In addition, HR provides Civil Service administration. Human Resources utilizes practices that treat employees and retirees with dignity and equality while simultaneously complying with employment and labor laws.

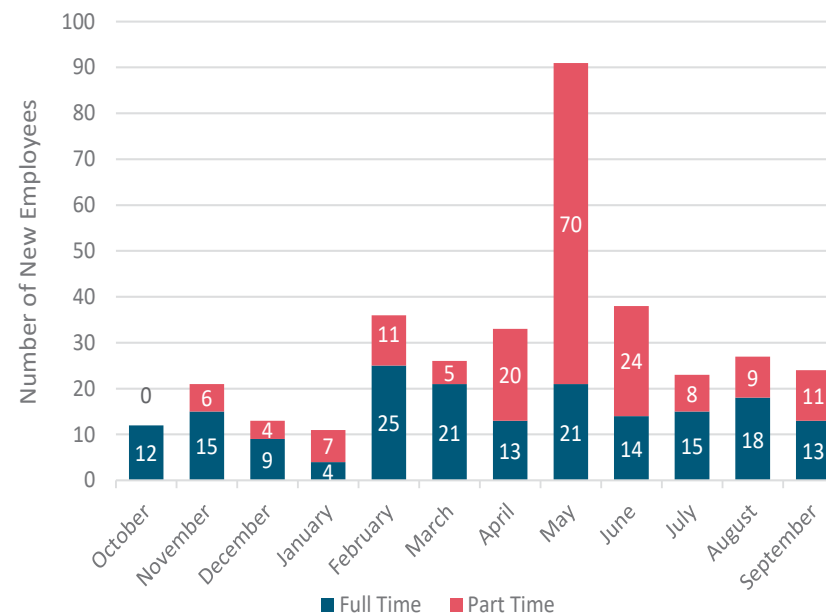
#### FY 2022 - ACCOMPLISHMENTS

- Conducted the General Government compensation study
- Conducted a proposal request process for employee benefits
- Created employee offboarding and enhanced onboarding modules in the City's human resources information system
- Conducted 17 Civil Service entrance and promotional exams

#### FY 2023 - FOCUS

- Develop clear and effective Civil Service Local Rules
- Explore options for Employee Health Center
- Conduct the Civil Service compensation study to ensure competitive compensation
- Conduct hiring manager training for recruitment, onboarding, and offboarding

#### CITY OF TEMPLE NEW HIRES - FY 2022





# Kellie J. Brown

## DIRECTOR OF INFORMATION TECHNOLOGY

Information Technology Services (ITS) administers sophisticated, secure, and state-of-the-art computer and telecommunications systems that deliver advanced technological services to City departments. Staff implements and maintains an accessible and sustainable communications and resource infrastructure to provide the highest level of computing services. 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.

### FY 2022 - ACCOMPLISHMENTS

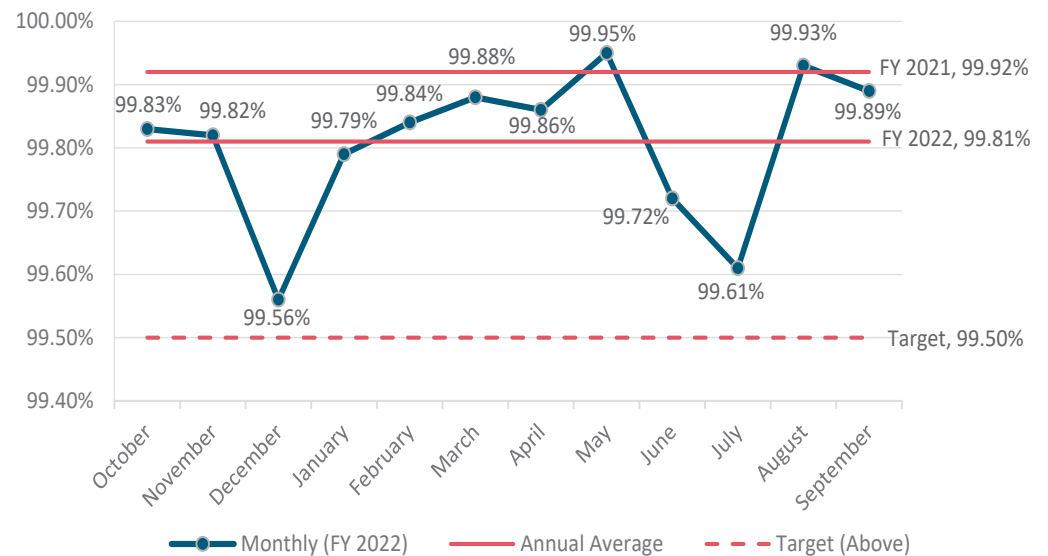
- Continued to invest in the resources necessary to ensure the strategic and effective use of technology in support of performance excellence
  - Added and replaced cameras throughout the city to enhance security for facilities and employees
  - Developed several GIS tools for employees and citizens - Cemetery App, Tennis Court Reservations, Water outage map
  - Transitioned on-premises financial application to the cloud
- Continued to invest in the resources necessary to prioritize cyber security
  - Implemented software to prevent, detect, investigate, and report suspicious activity on our networks and email traffic
  - Coordinated and reported 100% compliance with state mandated cyber security training
- Revised the department's organizational structure and added four new positions to support the City's growing technology needs

### FY 2023 - FOCUS

- Continue coordination with Temple Police Department and 12 other agencies for the implementation of a new Police Department digital records management system
- Continue to invest in the resources necessary to ensure the strategic and effective use of technology in support of performance excellence
  - Add and replace cameras throughout the city to enhance security for facilities and employees
  - Transition to new a Video Management System to consolidate door access and camera software
- Continue to invest in the resources necessary to prioritize cyber security
  - Implement patch management software and zero trust architecture to increase cybersecurity posture

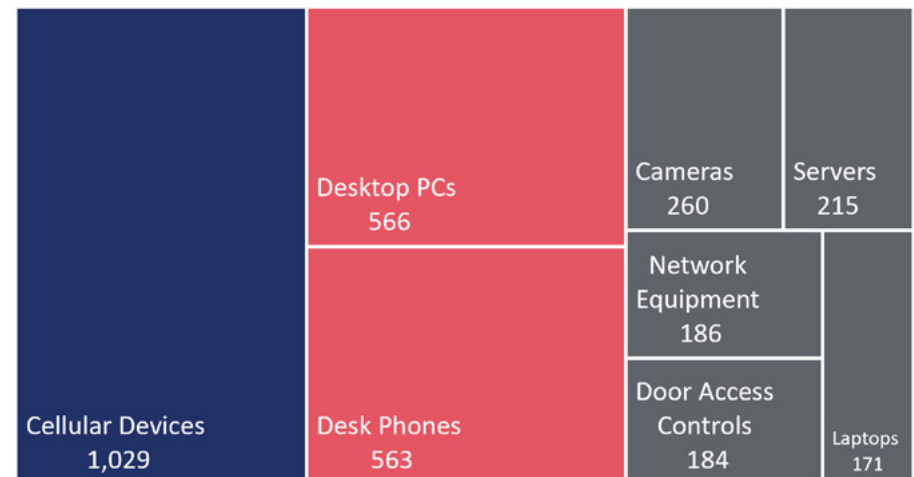
## NEXTGEN 9-1-1 CRITICAL ERROR ACCURACY FY 2022

NextGen 9-1-1 Critical error accuracy reflects the accuracy of the City's geospatial data to locate callers in an emergency. The current standard to meet for NextGen 9-1-1 is 99.50%.



## INFORMATION TECHNOLOGY ACTIVE DEVICES FY 2022

The Information Technology Department is responsible for the digital security and maintenance of over 3,000 network devices.





# Natalie McAdams

## DIRECTOR OF LIBRARY

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.

### FY 2022 - ACCOMPLISHMENTS

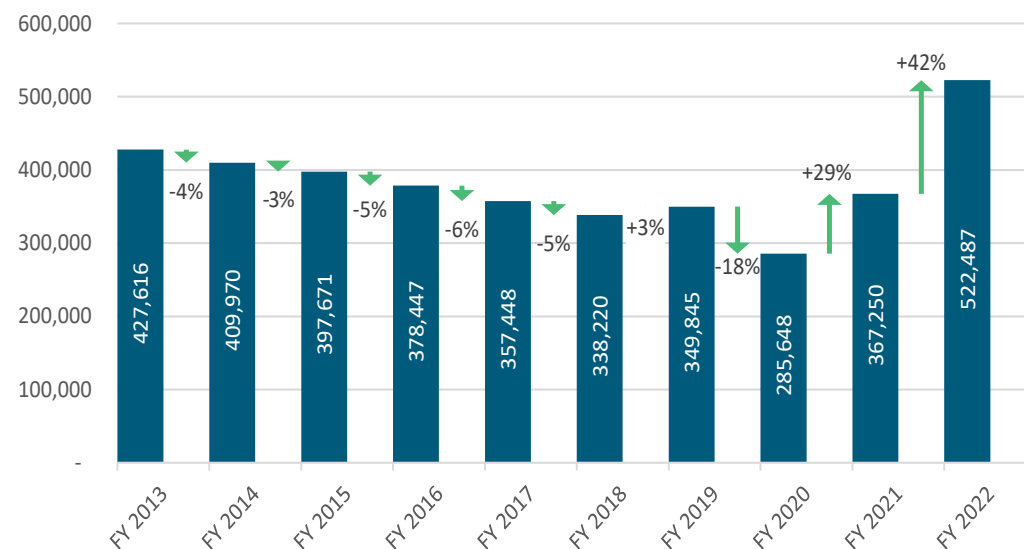
- Designed programs, services, and collections based on the needs and interests of the community
  - Expanded services to include homebound delivery services, notary services, a pop-up library, and a seed library
  - Implemented two new library card types, including quick access cards for individuals experiencing homelessness and Rock and Read cards for infants.
- Developed standard operating procedures for each division
- Continued to invest in training, licensing, and certification opportunities to support performance excellence
- Expanded community partnerships to enhance library services
  - Established new partnerships with Baylor, Scott, and White Labor and Delivery, Giganticon, Bell County Comic Con, and local non-profits servicing individuals experiencing homelessness, domestic violence, and food insecurity

### FY 2023 - FOCUS

- Complete development of a Library Master Plan
- Update the library classification system to standard call numbers
- Design programs, services, and collections based on the needs and interests of the community
  - Expand collections to include Board Games and Leadership Book Club kits
  - Replace and upgrade the Library Bookmobile
  - Implement one-on-one computer/technology assistance services
  - Resume outreach services at McLane Children's Hospital
  - Provide new databases and training platforms for the public and library staff

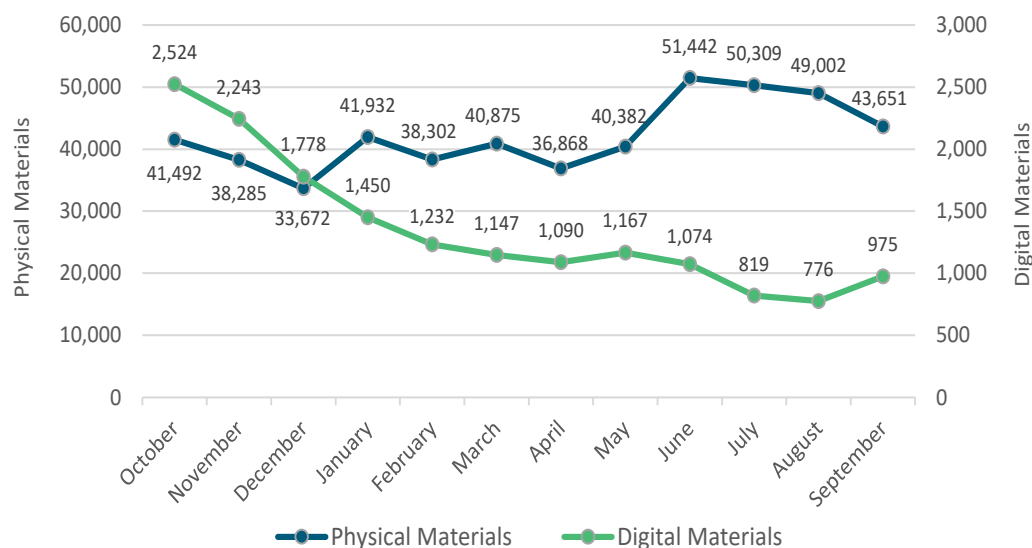
## LIBRARY CIRCULATION - PHYSICAL AND DIGITAL MATERIAL

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, implemented in December of 2020, offers enhanced technology for both library staff and patrons. Patrons have already seen the benefits of this integration in the enhanced search options, the ability to automatically place holds on titles by specific authors, automatic renewal of materials that are eligible for renewal, and an interface that operates in both English and Spanish. Enhanced features on the staff side have assisted with curating book lists, reference searches, and a more user-friendly interface for cataloging.



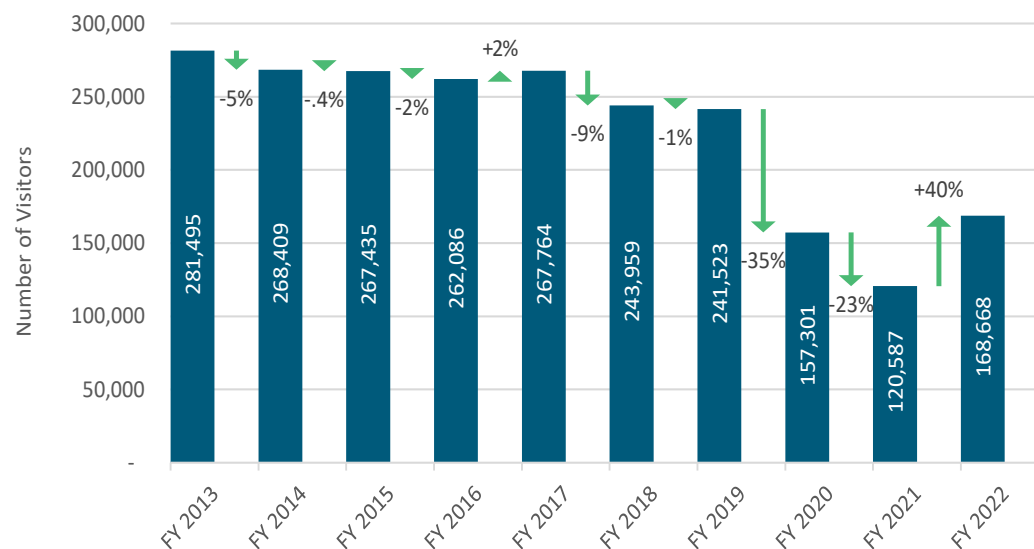
## MONTHLY LIBRARY CIRCULATION FY 2022

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-March. Due to its high utilization rate, the Temple Public Library will continue curb-side delivery services for the foreseeable future.



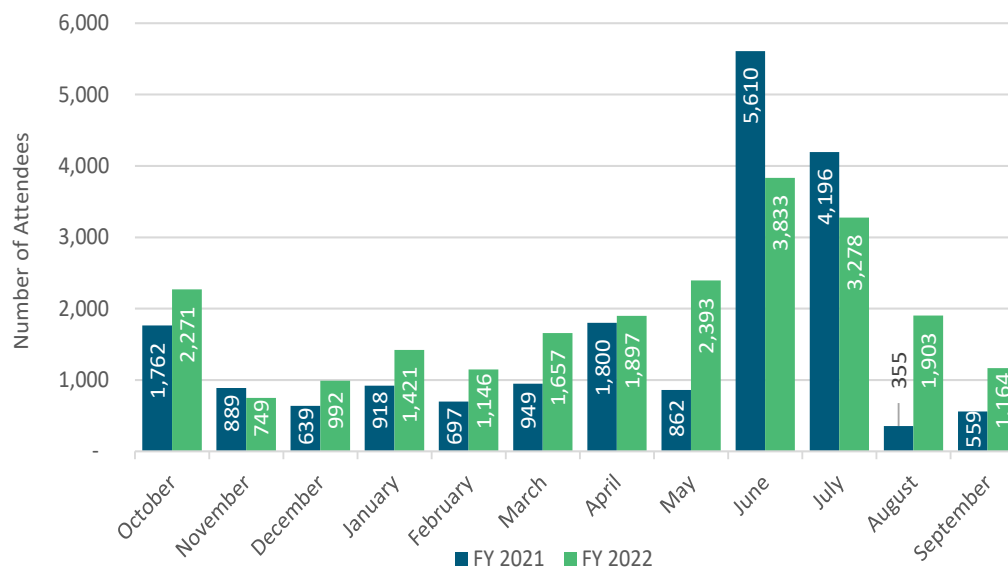
## NUMBER OF LIBRARY VISITORS FY 2013 - FY 2022

Each year, over 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 to be completed in 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.



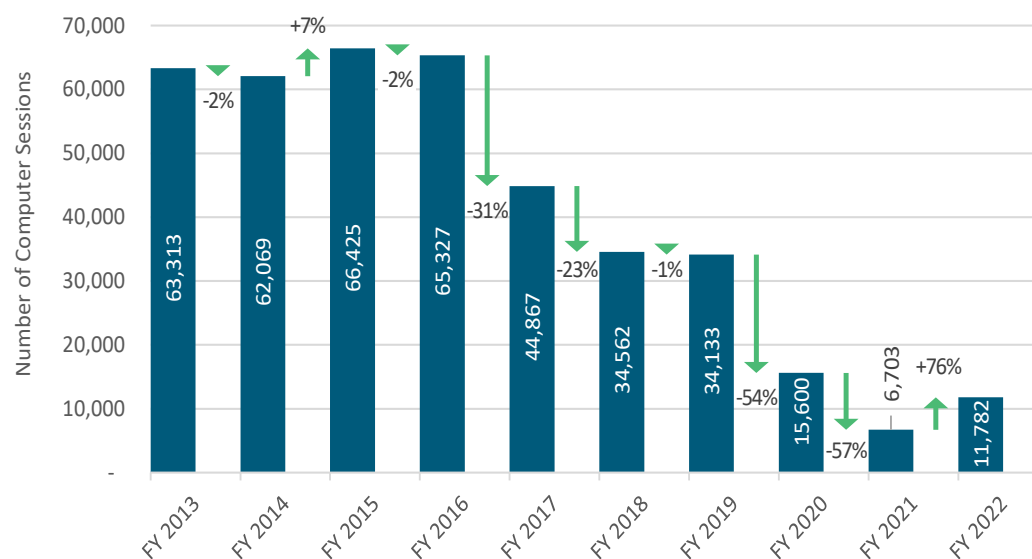
## LIBRARY PROGRAM PARTICIPATION FY 2021 & FY 2022

The Temple Public Library offers a wide array of programs for both youth and adults. In 2021/2022, the Library offered fully in-person programming for all ages, both in the Library and in several locations serviced by the Library's Outreach division. The Library expanded their program offerings, especially educational and entertaining programs for adults and teenagers. The Library worked with partners new and old to provide programming, including partnerships with TISD, local business, the Temple Literacy Council, the Rotary Club of Temple-South, various non-profits throughout the City, and other City Departments. Programming is an area of focus for the Library Master Plan, wherein the consultants will provide recommendations on general and specific programming concentrations and goals for the Library.



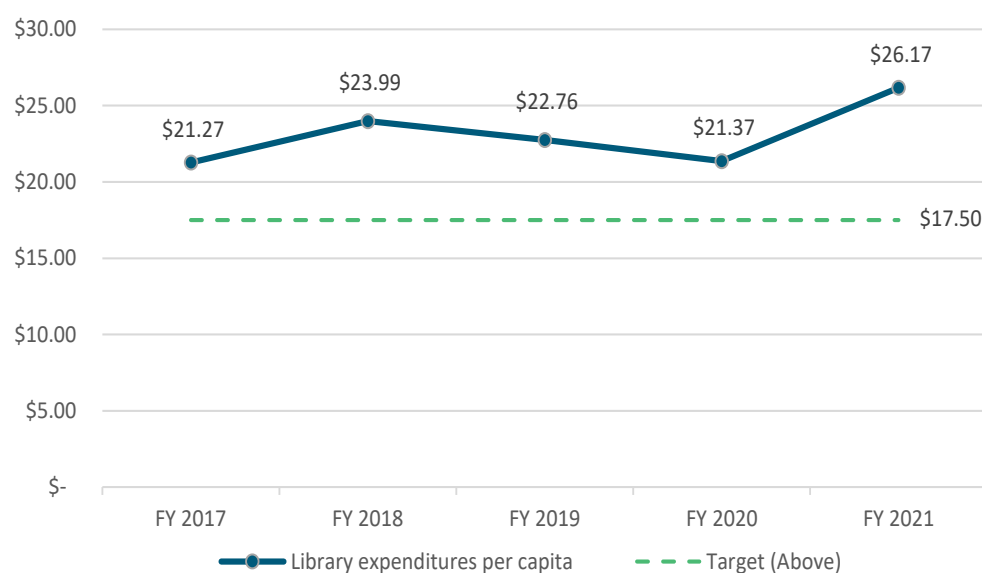
## PUBLIC COMPUTER UTILIZATION FY 2013 - FY 2022

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 in the final stages of development, will analyze usage data to determine how the library could potentially use spaces and resources to offer services that are in higher demand.



## LIBRARY EXPENDITURES PER CAPITA FY 2017 - FY 2021

Texas State Law requires that for the Temple Public Library to receive accreditation, a public library must demonstrate local effort on an annual basis by maintaining or increasing local operating expenditures or per capita local operating expenditures. Expenditures for the current reporting year will be compared to the average of the total local operating expenditures or to the average of the total per capita local operating expenditures for the three preceding years. Libraries can be exempt from this rule by maintaining a minimum per capita spending of \$17.50. The Temple Public Library has maintained that exemption through spending above the per capita limits and will continue to monitor spending as the population of Temple increases.







# Heather Bates

## DIRECTOR OF MARKETING & COMMUNICATIONS

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, social media, television, radio, and print publication. Staff is also responsible for managing emergency communications.

### FY 2022 - ACCOMPLISHMENTS

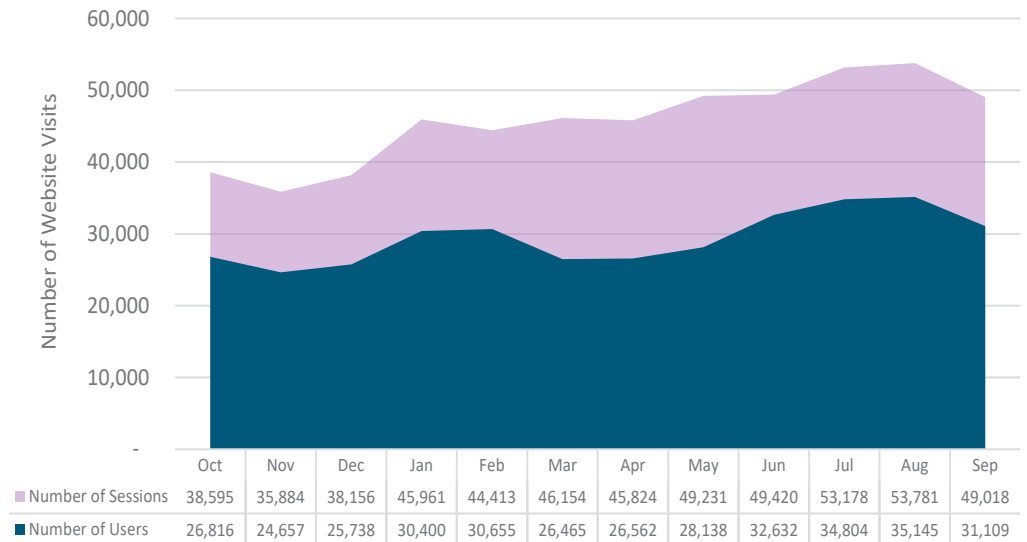
- Developed and updated standard operating procedures for each department
  - Implemented updated Marketing & Communications policies and procedures
- Developed a talent recruitment strategy and employer branding program
  - Developed a Police Department recruiting and branding strategy
- Developed brands for identified City facilities, programs, and events to increase awareness and enhance promotional efforts
  - Developed a Brand Box tool for city-wide use to ensure the City of Temple's brand is consistent and best represents the city in print, digital media, and all other areas of identity
- Created a new destination and downtown website

### FY 2023 - FOCUS

- Develop a community organization partnership policy
- Develop a community engagement program
- Establish an audiovisual production studio to create original programming to enhance public outreach and better communicate City news
- Develop or update brands for identified City facilities, programs, and events to increase awareness and enhance promotional efforts
  - Complete branding campaign for the newly renovated Animal Shelter and Pet Adoption Center (Expected completion Q1 of FY 2023)
- Complete a destination events strategy
- Complete a destination sports strategy

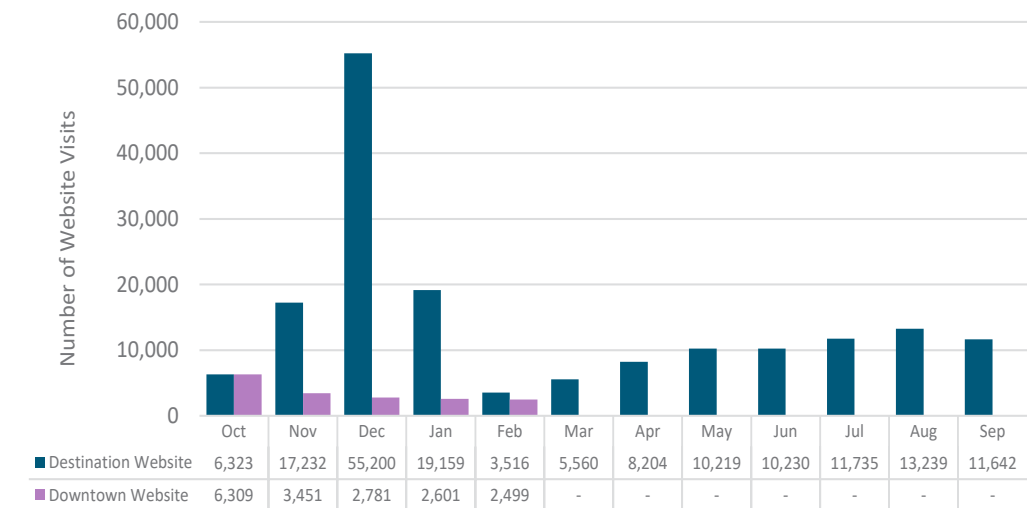
## CITY OF TEMPLE WEBSITE TRAFFIC FY 2022

The Marketing & Communications Department is responsible for maintaining several websites, with the largest being the official website of the City of Temple. The Marketing & Communications Department uses Google Analytics to measure website traffic. The total number of sessions 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 as a session. The number of users, 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 user. By analyzing the difference between number of sessions and number of users, the Marketing & Communications Department can estimate how often people return to the City's website for information. Tracking the number of users helps the department determine if the information and messaging on the City's website is reaching more people.



## DESTINATION & DOWNTOWN WEBSITE TRAFFIC - FY 2022

The destination website ([discovertemple.com](https://discovertemple.com)) showcases the amenities, experiences, and tourism/hospitality businesses that make Temple a desirable destination. With the incorporation of downtown information in March 2022, the destination website also focuses on marketing Temple's downtown area as its own district with attractions, events, art, shopping, and a growing and dynamic restaurant scene.

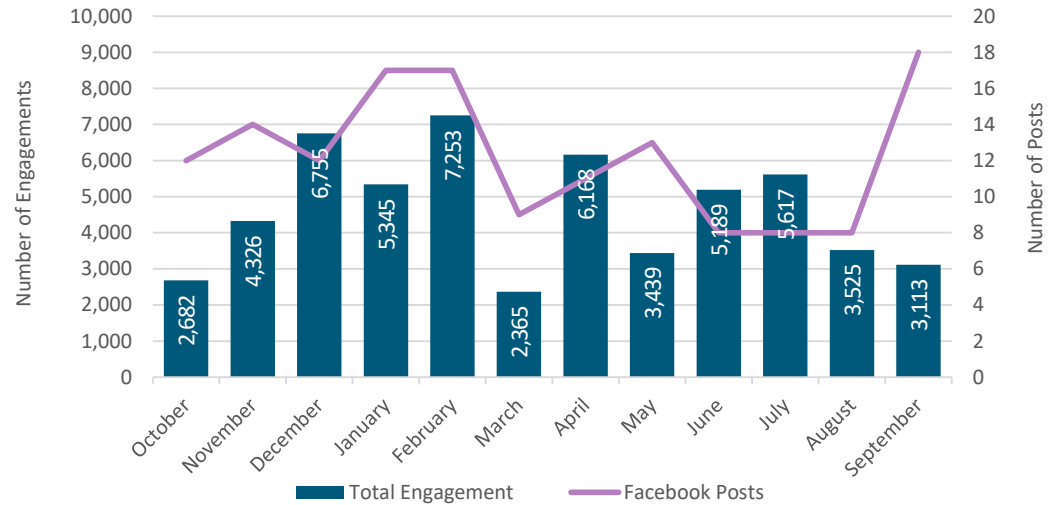


\*Downtown website was incorporated into the Destination site in March 2022

## SOCIAL MEDIA ENGAGEMENT FY 2022

### CITY OF TEMPLE FACEBOOK PAGE

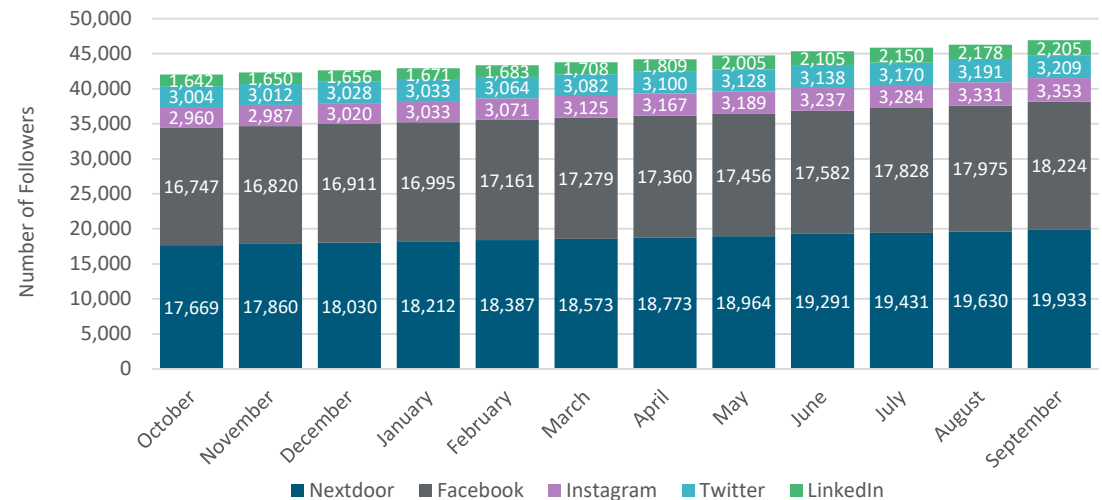
Engagement—people’s interactions with a social media post—is measured by adding together all reactions, comments, shares, likes, clicks, and messages related to a post.



## SOCIAL MEDIA FOLLOWERS FY 2022

### CITY OF TEMPLE PROFILES

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 2022, 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 12% in FY 2022. (Data displayed here does not include followers of other City pages such as Parks & Recreation, Police, Fire, or Library.)





# Kevin Beavers

## DIRECTOR OF PARKS & RECREATION

The Parks & Recreation Administration is responsible for supporting the operating departments within the parks and recreation system. The Parks department is responsible for 60+ 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 associations. Staff also produces several well-known events that include Bloomin' Temple Festival, the Christmas Parade, and the 4th of July celebration. 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 outdoor swimming pools, an indoor pool, a family water park, special events, and a fitness center with an outdoor pool.

### FY 2022 - ACCOMPLISHMENTS

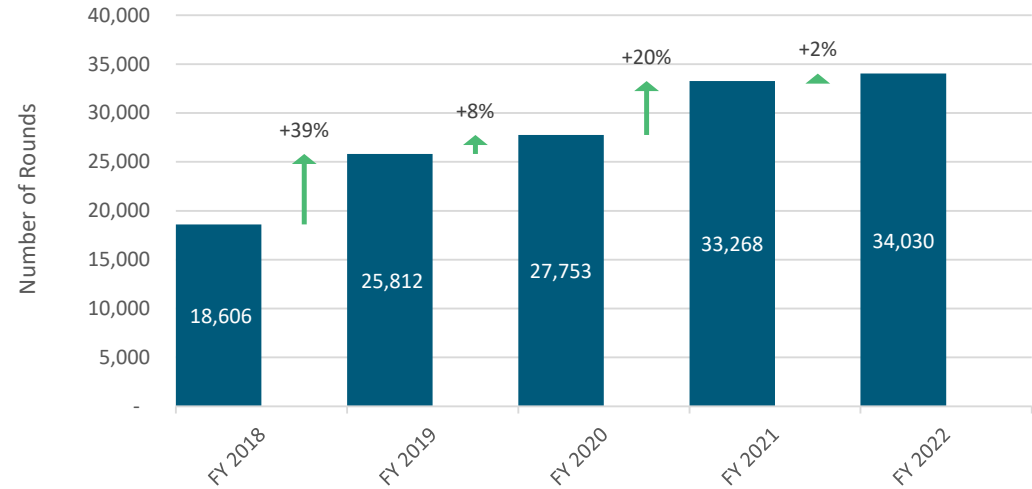
- Continued work to achieve CAPRA accreditation for the Parks and Recreation Department
- Planned for, designed, constructed, and invested in the continued maintenance of and improvement to the City's park, recreation, greenspace, and trail system
  - Began replacing dead plant material that did not rebound in the growing season following Winter Storm Uri 2021
  - Cataloged approximately 11,000 out of 18,000 plots at Hillcrest Cemetery
- Leveraged athletic facilities to attract sports tourism opportunities
  - Restructured the Crossroads Park field maintenance contract to provide a high-quality recreation experience for sports tournaments and events
- Designated as the City department responsible for providing support to the newly created Youth Advisory Commission (YAC)

### FY 2023 - FOCUS

- Implement a new event design and billing software at Mayborn
- Develop a strategic plan for the Parks & Recreation Department
- Develop a strategic plan for the Summit Recreation Center
- Plan for, design, construct, and invest in the continued maintenance of and improvement to the City's park, recreation, greenspace, and trail system
  - Implement year one of a four-year Parks Capital Improvement Program
  - Complete design phase of Sammons Golf Course clubhouse upgrade
- Expand community/special events and attractions to bring neighbors together and encourage additional tourism
  - Establish a new, special events maintenance crew
- Construct a new Parks and Recreation maintenance building

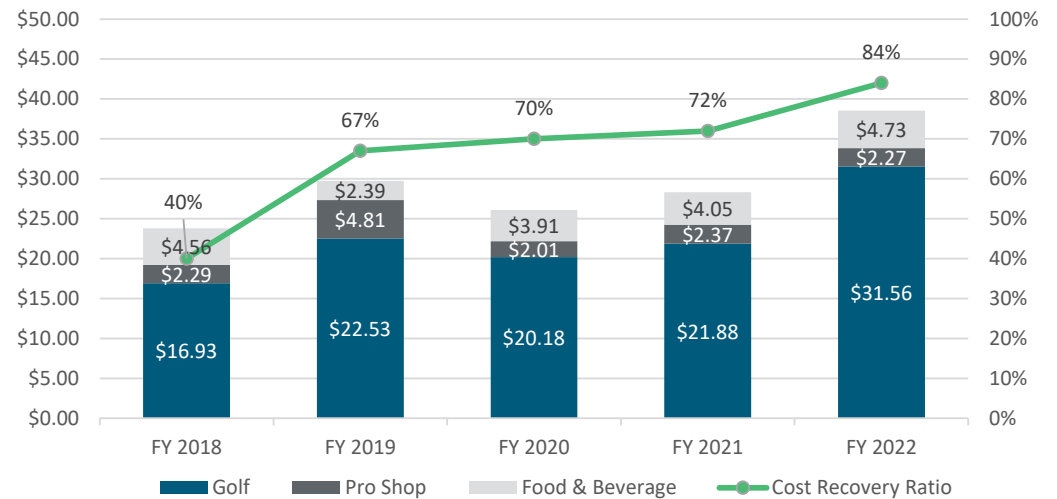
## TOTAL ROUNDS OF GOLF PLAYED FY 2018 - FY 2022

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.



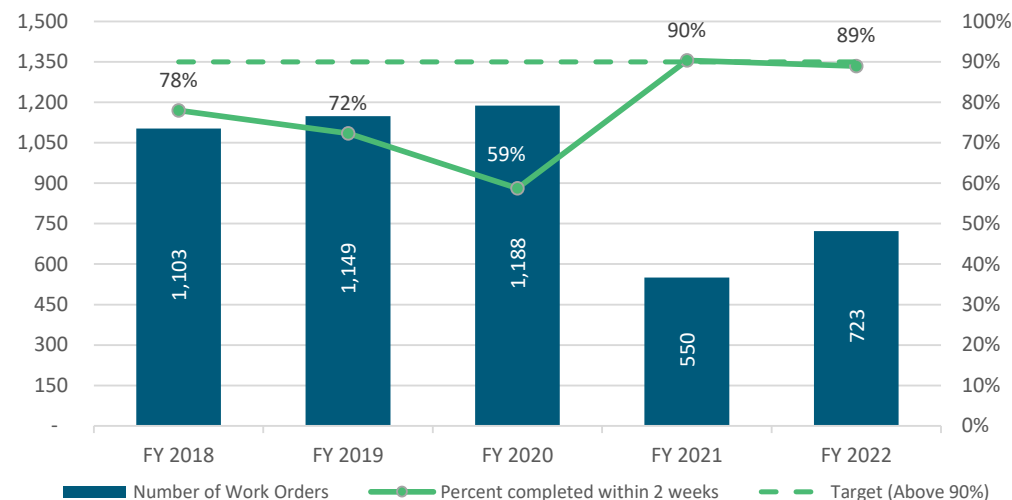
## AVERAGE REVENUE PER GOLF ROUND FY 2018 - FY 2022

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.



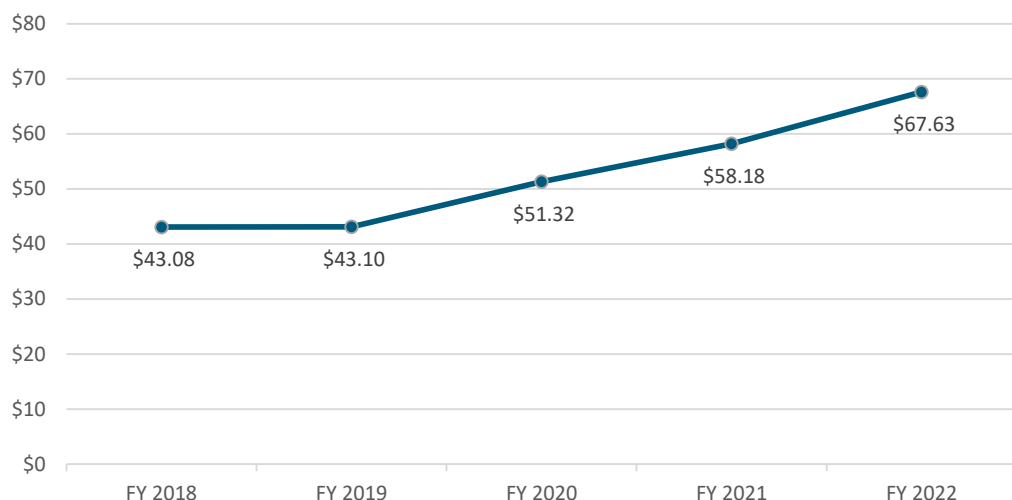
## PARKS MAINTENANCE TIMELINESS FY 2018 - FY 2022

The Parks Division aims to complete at least 90% of non-emergency work orders within two weeks. In FY 2021 and FY 2022, the Parks Division experienced an unprecedented, high personnel vacancy rate - at one point reaching 43%. As a result, Parks maintenance staff were not able to complete the typical number of work orders. Though the number of completed work orders was significantly reduced, staff completed each work order in an exceptionally timely manner.



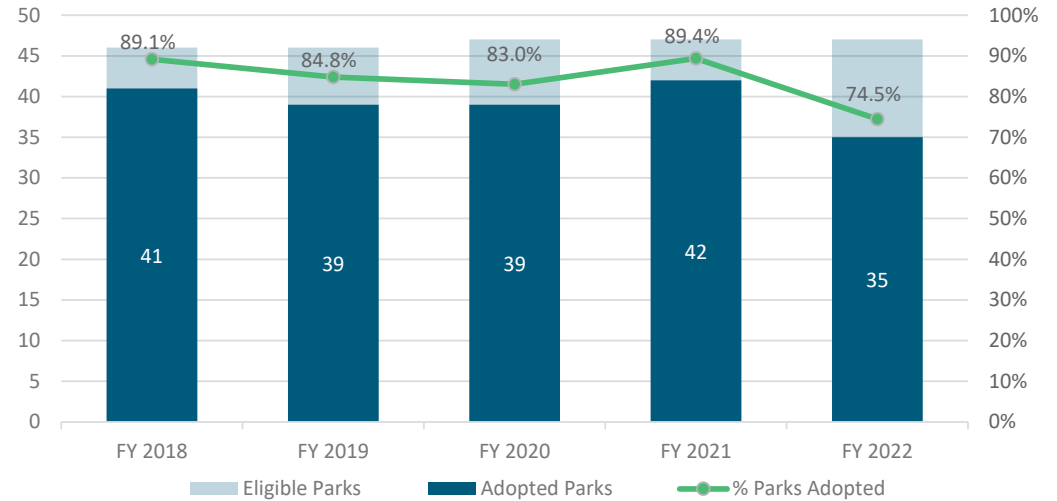
## PARKS MAINTENANCE SPENDING PER CAPITA FY 2018 - FY 2022

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.



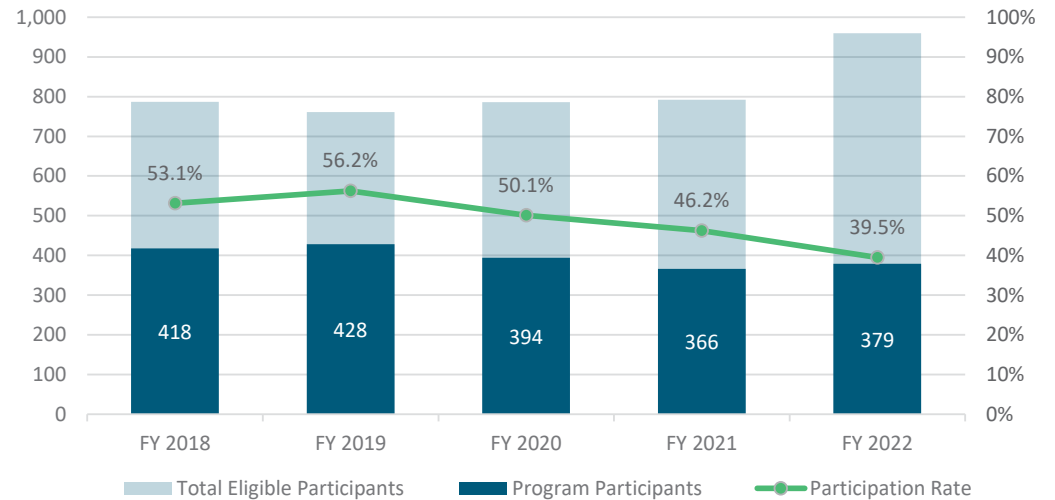
## ADOPT-A-PARK PROGRAM PARTICIPATION FY 2018 - FY 2022

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.



## WELLNESS PROGRAM PARTICIPATION FY 2018 - FY 2022

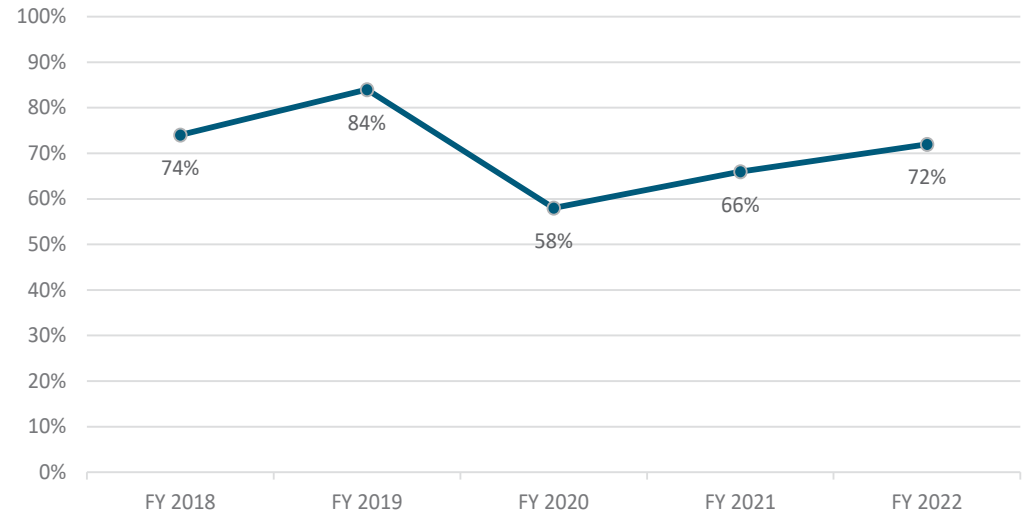
The goal of the Wellness Program is to encourage City of Temple employees to pursue a healthy lifestyle and regular physical activity. An active and healthy workforce is essential to a high-performing organization. This data is used to identify trends in participation and tweak programs in order to increase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





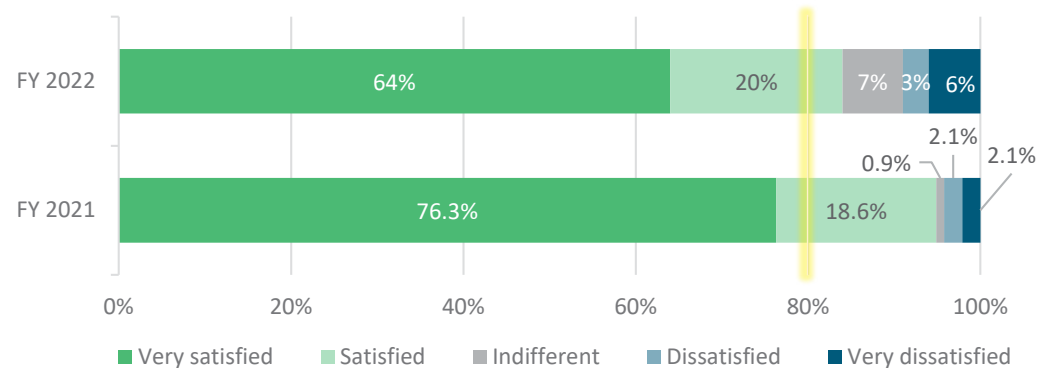
## SUMMIT RECREATION CENTER COST RECOVERY RATE FY 2018 - FY 2022

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 and the growth in fitness facility options in Temple over the last few years.



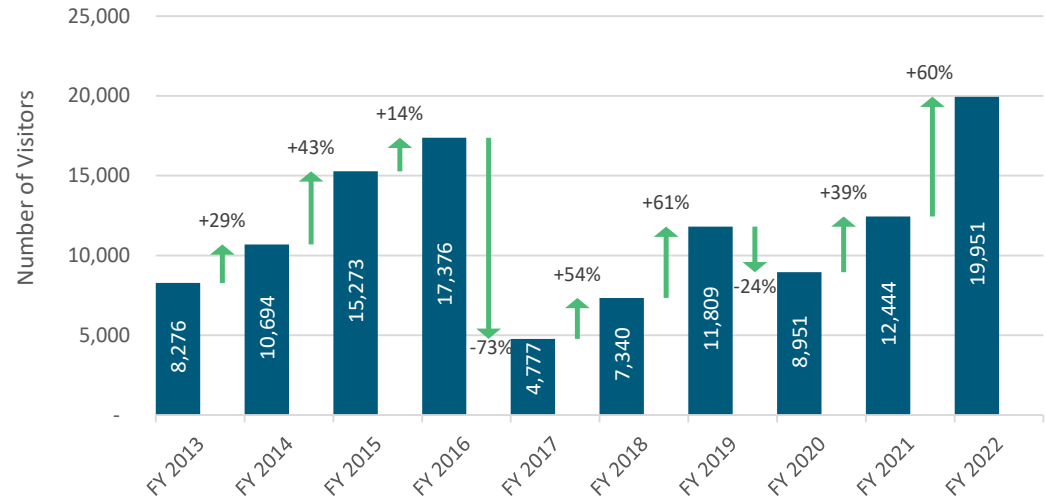
## OVERALL SATISFACTION WITH RECREATION PROGRAMING & SPECIAL EVENTS FY 2021 & FY 2022

At the end of every recreation program or special event, participants are given a survey and asked to provide feedback on their experience and satisfaction with the event. The goal of the Recreation Division is to have all at least 80% of survey respondents rate their satisfaction level with the program or event as either "Very Satisfied" or "Satisfied." In FY 2022 participants overall satisfaction exceeded the 80% goal, with 84% of respondents rating their overall satisfaction level as either "Very Satisfied" or "Satisfied."



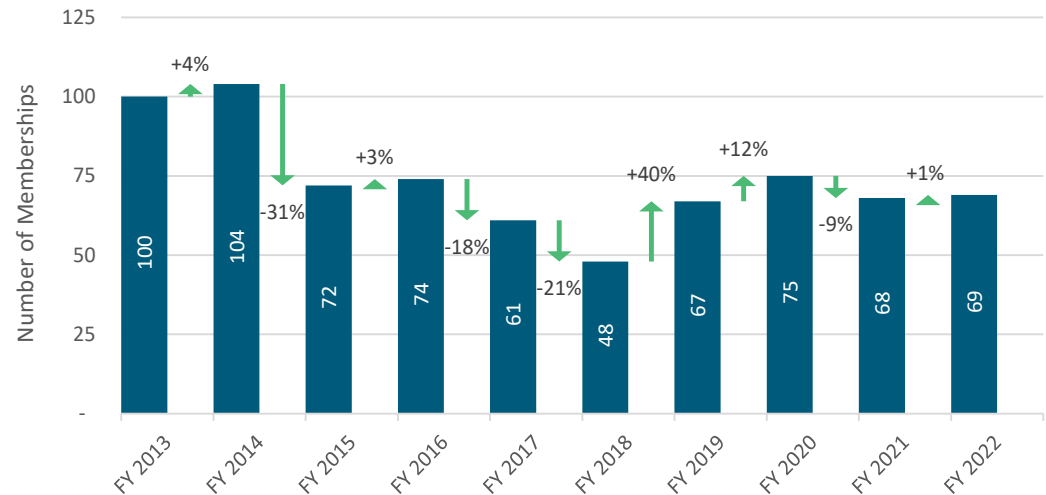
## TEMPLE RAILROAD & HERITAGE MUSEUM VISITORS FY 2013 - FY 2022

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; however, FY 2022 saw the largest number of museum visitors in the last 10 years.



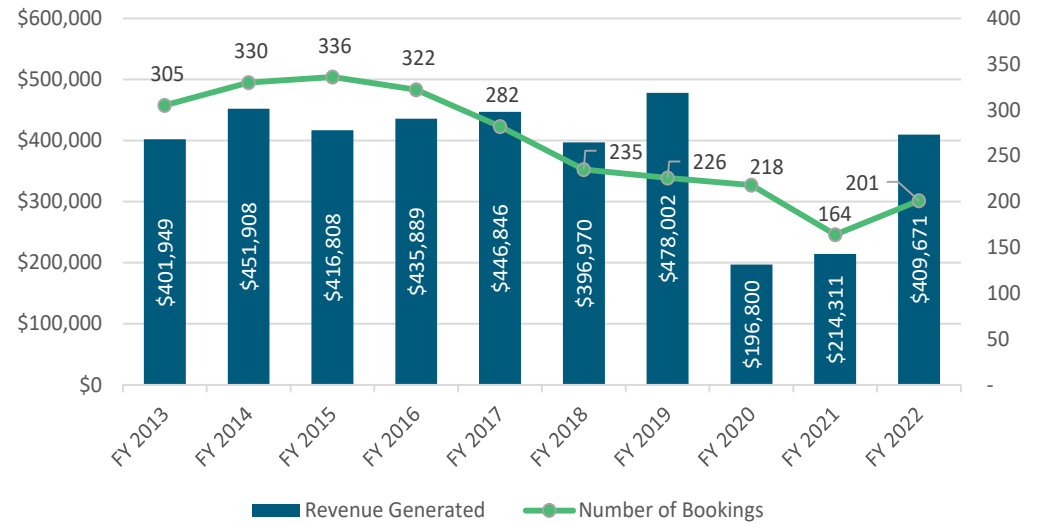
## TEMPLE RAILROAD & HERITAGE MUSEUM MEMBERSHIPS FY 2013 - FY 2022

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.



## MAYBORN CONVENTION CENTER BOOKINGS AND REVENUE FY 2013 - FY 2022

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.





# Stacey Hawkins

## DIRECTOR OF PERFORMANCE EXCELLENCE

The Performance Excellence Department is the go-to resource to support individual and organizational growth and continuous improvement. The Performance and Analytics division is responsible for compiling the data and information necessary to benchmark organizational performance, identify areas for performance improvement, and provide transparent reporting to the public. The Organizational Development division coordinates professional development activities designed to create a safe and supportive work environment.

### FY 2022 - ACCOMPLISHMENTS

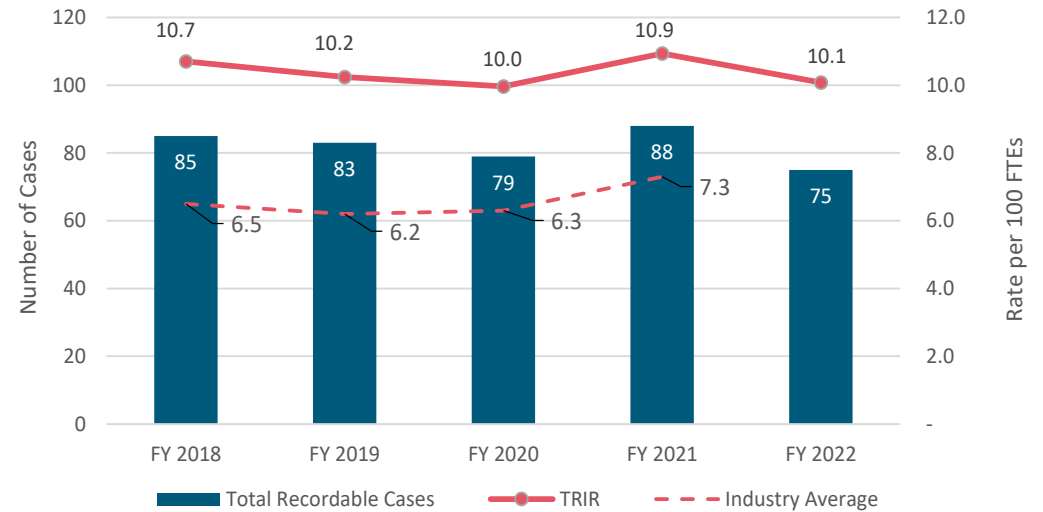
- Implemented an organization-wide core values initiative
- Implemented a performance management system to track and report strategic plan progress and key performance measures
  - Published online performance dashboards to report strategic plan progress and departmental key performance indicators
- Implemented a new employee performance review software
- Facilitated safety training for Hazard Communication, Forklift Operations, Hands only CPR, Backhoe operations, and Workplace Violence Awareness and Prevention
- Enrich the employee experience through an active employee engagement program
  - Organized an International Women's Day Celebration, Administrative Professionals Day, Take our Daughters and Sons to Work Day, as well as several other events
- Facilitated the FY 2023 updates to the City's Strategic Plan

### FY 2023 - FOCUS

- Develop a comprehensive survey program
- Implement a performance review process that develops, engages, and rewards excellent employee performance
- Enrich the employee experience through an active employee engagement program
- Create a leadership development and mentorship program
- Continue to invest in training, licensing, and certification opportunities to support performance excellence
  - Implement a new Learning Management System
- Develop a comprehensive safety program
- Ask citizens for regular feedback by conducting citizen surveys
  - Conduct the 2023 Community Survey
- Pursue award and recognition programs

## TOTAL RECORDABLE INJURY RATE (TRIR) FY 2018- FY 2022

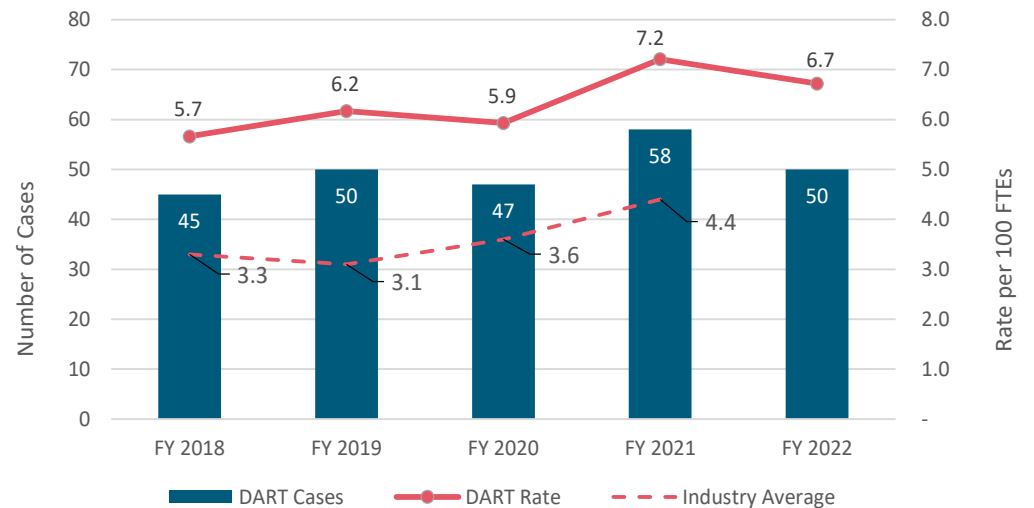
The total recordable injury (and illness) rate is based on OSHA's definition of a recordable injury. In general, a recordable injury is one that requires medical treatment beyond first aid or leads to lost time for the employee. Each year, the U.S. Bureau of Labor Statistics publishes work-related injury 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 Public Administration industry category (NAICS 92).



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

Injury or illness that results 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 and illness 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 2023, 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.



\*- Annual Industry Averages were changed from previous reports: FY 2020 report - General Local Government (NAICS 99), establishment size of 250-999 employees; FY 2021 report - Public Administration (NAICS 92), establishment size of 250-999 employees; FY 2022 report - Public Administration (NAICS 92), total for all establishment sizes.



# Brian Chandler

## DIRECTOR OF PLANNING & DEVELOPMENT

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.

### FY 2022 - ACCOMPLISHMENTS

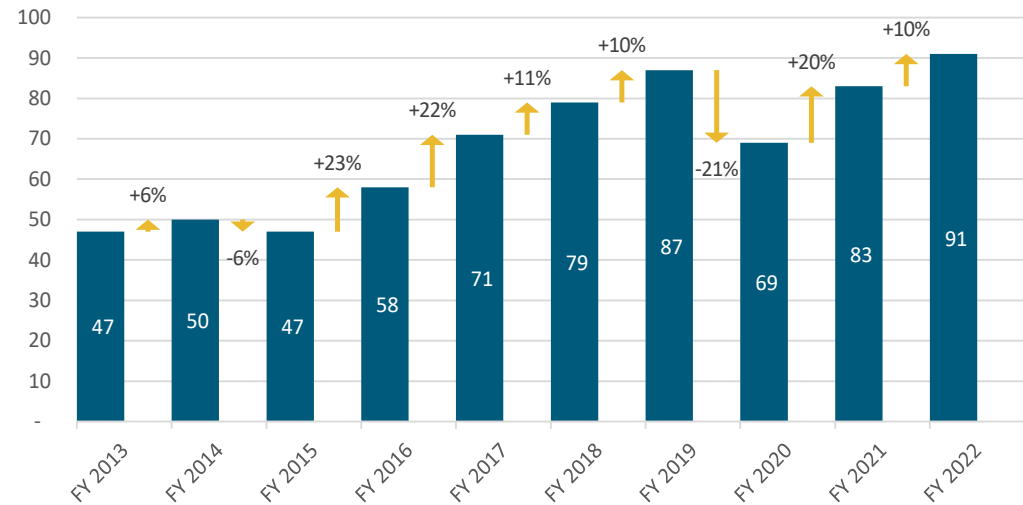
- Evaluated the structure and strategic plan for the Temple Main Street Program to align with other downtown initiatives and maximize program effectiveness
  - Supported an estimated \$25.5M in total public and private sector investment downtown
- Developed a Mobility Master Plan
- Updated interlocal agreement with Bell County related to subdivision plat jurisdiction
- Promoted higher-density, mixed-use development in targeted areas of the city, blending residential, commercial, and retail uses through city-initiated rezoning for:
  - Expansion of the Central Area zoning district by 41.4%
  - Establishment of "Beyond the Bend" 140-acre mixed-use project
- Established the African American Churches Historic District
- Expanded City limits by 680 acres through voluntary annexation

### FY 2023 - FOCUS

- Conduct a historic resources survey to support historic preservation
- Develop neighborhood-specific zoning ordinances to ensure design standards and land use regulations align with neighborhood master plans
- Develop regulations related to the implementation of a regional bike and scooter share program
- Develop standard street section designs that facilitate well-connected vehicular, pedestrian, bicycle, and transit systems
- Update the unified development code to ensure community design standards and land use regulations align with the Comprehensive Plan
- Establish an enhanced certificate of occupancy process

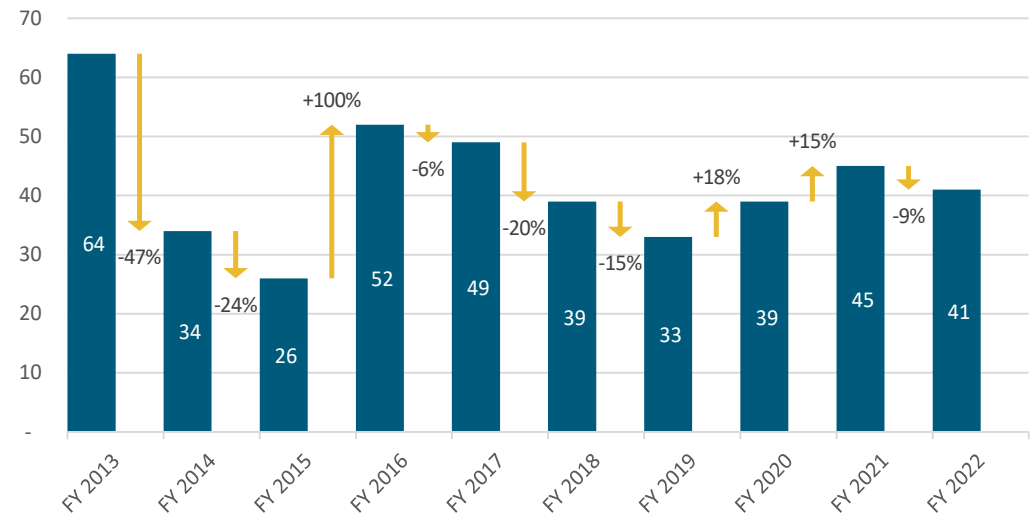
## NUMBER OF PLATS PROCESSED FY 2013- FY 2022

In FY 2022, there was an increase in the number of subdivision plats (91 plats) compared to the previous year (83 plats)--reflecting a return to pre-COVID development activity. This rebound shows the continuance of a healthy development climate in the city, and it indicates that a good selection of lots will be available for development over the next few years.



## NUMBER OF REZONING APPLICATIONS FY 2013 - FY 2022

In FY 2022, all rezoning applications were presented to the Planning & Zoning Commission within 30 days. FY 2022 represented a typical annual case load for rezoning applications (41 compared with a 10-year average of 42), which is an indicator of long-range planning activity and a healthy economy for future development.

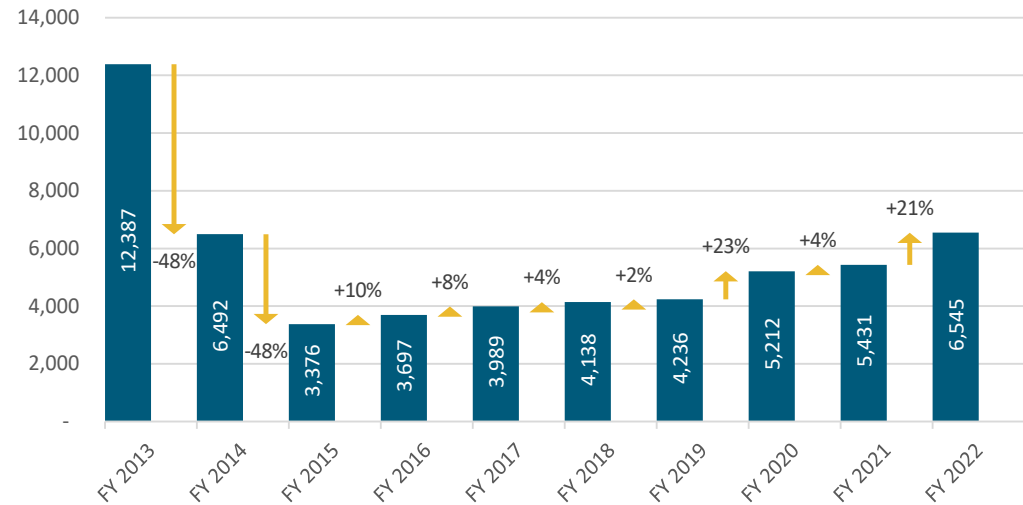




## NUMBER OF PERMIT APPLICATIONS FY 2013 - FY 2022

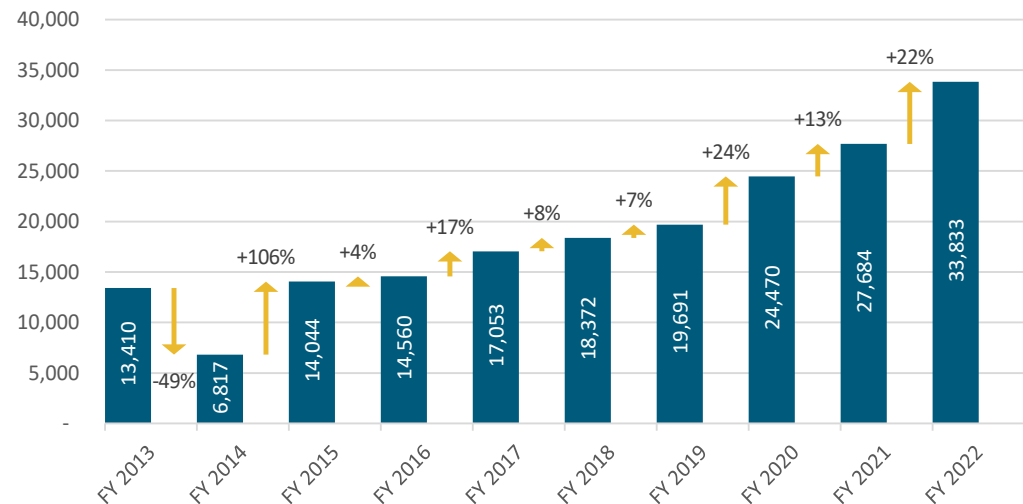
The Planning & Development Department processes various permit applications, from new construction or the installation of a new privacy fence to a food truck vendor permit. FY 2022 marked a record year for the number of permit applications processed by the City, exceeding the expected number by almost 900 applications. If the five-year historical trend holds, the number of permit applications will 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.

To see what types of activities require a permit and for instructions on submitting a permit application, visit the City of Temple website and select the [Building Permits & Inspections](#) tab found on the Planning and Development Department's webpage.



## NUMBER OF INSPECTIONS CONDUCTED FY 2013 - FY 2022

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 2022. With the growth in permit applications expected to increase in FY 2023, the number of inspections is also expected to increase. By projecting the number of permits and inspections expected for future years, the City of Temple is able to ensure staffing levels keep pace with the demand for these services.





# Shawn Reynolds

## POLICE CHIEF

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 in, work in, and visit 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. For more information on Police Department performance, visit the [Crime Maps & Reports](#) tab on the Police Department's webpage.

### FY 2022 - ACCOMPLISHMENTS

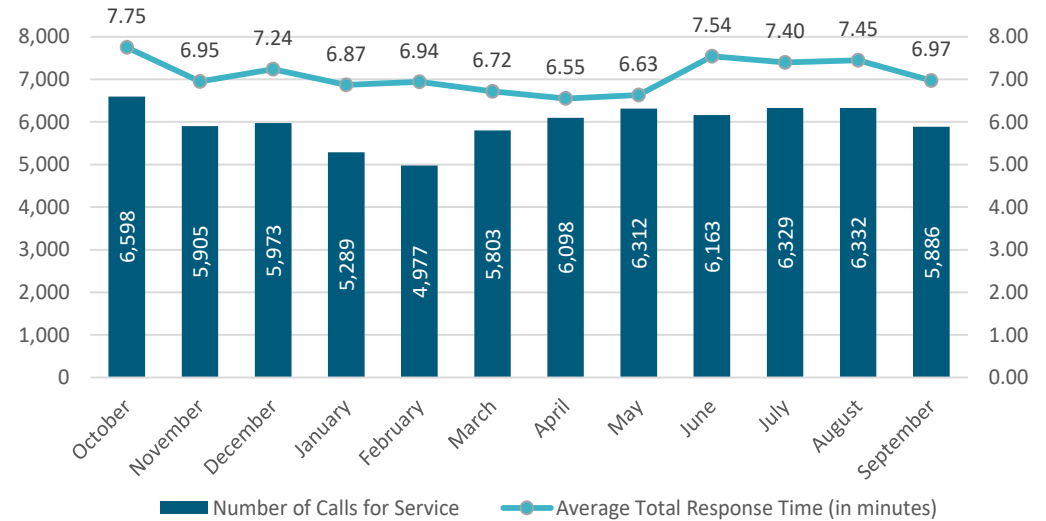
- Completed the International Association of Chiefs of Police (IACP) One Mind Campaign
  - Established a clearly defined and sustainable partnership with one or more community health organizations
  - Developed and implemented a model policy addressing law enforcement response to individuals with mental health conditions
  - Trained and certified 100% of sworn officers in mental health awareness courses.
- Implemented a wellness program for police officers
- Continued implementation of a new Police Department digital records management system (Project Centurion, initiated FY21)
- Established the Police Chaplaincy Program
- Implemented the National Integrated Ballistic Information Network and received recognition from the ATF

### FY 2023 - FOCUS

- Continue to invest in training, licensing, and certification opportunities to support performance excellence
  - Records Management System training
  - Career development planning
  - Patrol Division training
- Increase traffic enforcement through proactive patrol
- Continue to provide support for the expansion of the Public Safety Training Center and the Animal Shelter and Pet Adoption Center
- Continue to support community connectivity and officer wellbeing through the Police Chaplaincy program
- Work with local school districts to further enhance safety and preparedness for critical events
- Complete implementation of the peer support team

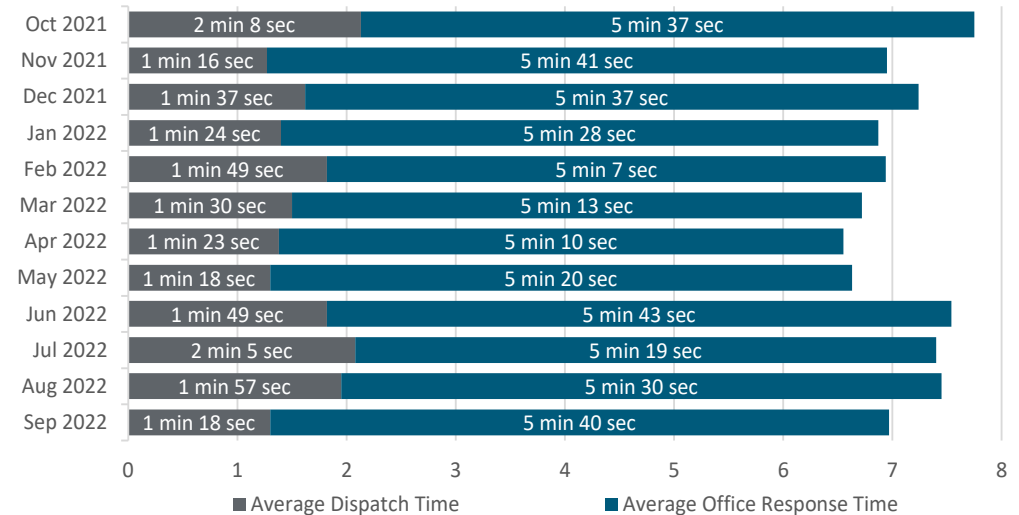
## TOTAL CALLS FOR SERVICE FY 2022

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.



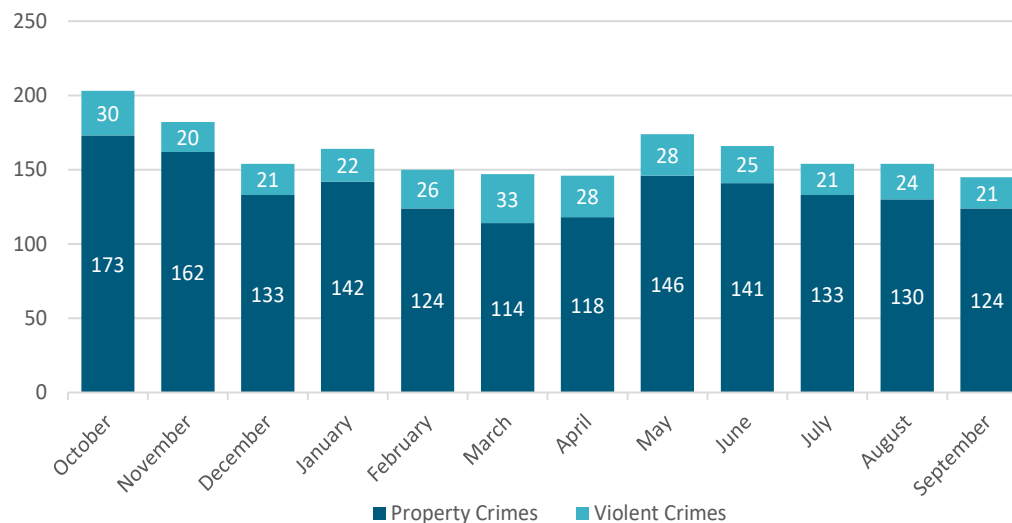
## AVERAGE TOTAL RESPONSE TIME FY 2022

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 2022

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.



Part 1 - Violent Crimes	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Murder	0	0	1	0	0	0	0	0	1	1	0	0	3
Rape	5	7	7	4	4	6	3	3	5	7	7	4	62
Robbery	6	1	1	4	2	2	0	4	3	1	8	3	35
Aggravated Assault	19	12	12	14	20	25	25	21	16	12	9	14	199
Part 1 - Property Crimes	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Burglary of a Residence	9	13	9	5	3	7	5	6	10	3	9	5	84
Burglary of a Building	13	7	5	7	3	10	7	12	5	9	7	12	97
Larceny	135	121	112	116	107	88	94	112	113	110	99	98	1,305
Auto Theft	16	21	7	14	11	9	12	16	13	11	15	9	154



## Don Bond

### DIRECTOR OF PUBLIC WORKS

Public Works is responsible for long-range planning, personnel oversight, budget management, community relations, Capital Improvement Program (CIP) planning/reporting, project design and administration, and operations of systems & facilities including Solid Waste, Recycling, Traffic Signals, Drainage, Street Services, Fleet Services, Engineering, 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.

#### FY 2022 - ACCOMPLISHMENTS

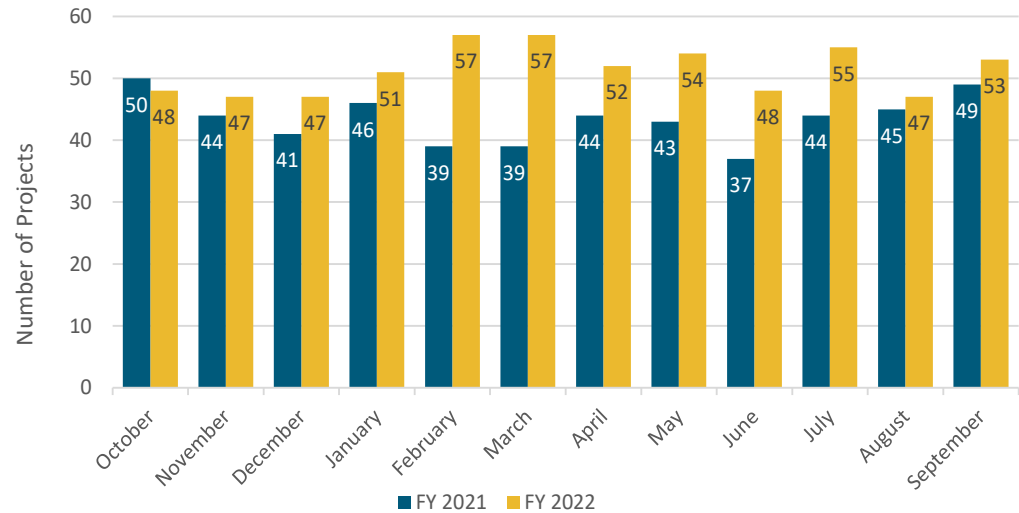
- Invested in the continued maintenance and replacement of the City's fleet and equipment
  - Implemented new hydraulic hose manufacturing station
  - Purchased a new mobile break cleaning device to eliminate consumption of canned break cleaner
  - Installed aqueous parts washers which eliminated technician exposure to harsh chemicals and fumes while cleaning parts
- Worked to develop a water, wastewater, and drainage modeling program to understand utility system performance
  - Constructed a city-wide hydrologic and hydraulic monitoring network consisting of rain and stream gauges
  - Created a future condition wastewater model
- Evaluated our wastewater treatment operations and developed a recommendation for the most efficient and fiscally sound way to provide this service
  - Developed a Mobility Master Plan
- Invested in the continued maintenance, replacement, and improvement of the City's water and wastewater infrastructure
  - Improved water service to industrial customers by upgrading pumps at the Old Howard and West Park booster pump stations
  - Improved sewer service to industrial customers by revising Technically-Based Local Limits for wastewater treatment
  - Completed construction of the Charter Oak Water Transmission line
  - Reconstructed Phase 4B of the Bird Creek trunk sewer
- Strategically added solid waste routes and resources to prepare for and respond to growth
  - Implemented new rear-load truck for non-CDL drivers
  - Engaged with community through social media series on curbside collections and an educational recycling calendar

## FY 2023 - FOCUS

- Achieve APWA accreditation for the Public Works Department
- Continue to develop a program to improve employee accountability for fleet condition and operations
  - Continue to implement Vehicle & Equipment Use Policy and Service Level Agreements with City departments
- Continue to invest in training, licensing, and certification opportunities to support performance excellence
  - Expand fleet technician training to include study and certification in hydraulics, brakes, air conditioning, steering, emergency vehicles, and heavy equipment
- Complete construction of a Downtown parking garage system
- Develop standard street section designs that facilitate well-connected vehicular, pedestrian, bicycle, and transit systems
  - Coordinate Development Standards Advisory Board revisions in conjunction with the Unified Development Code update
- Establish a concrete maintenance program
- Plan for, design, construct, and maintain high quality mobility infrastructure, systems, and services
  - Reconstruct the final phase of Mouser
  - Reconstruct E. Monroe from Loop 363 to city limits
  - Install new traffic signal at Hartrick Bluff and FM 93
  - Install new traffic signal at Orion and Hwy 317
  - Improve timing coordination on W. Adams from Kegley to S. Pea Ridge
- Implement a hydraulic water model
- Expand the capacity of the water treatment membrane plant
  - Begin operations at the City's newly constructed, second, membrane water treatment plant with expanded filtration capacity, redundant disinfection/finishing capability, and high-service pumping to the distribution network
- Invest in the continued maintenance, replacement, and improvement of the City's water, wastewater, and drainage infrastructure
  - Implement a sewer pipe bursting and lining program to extend the service life of our wastewater infrastructure
  - Begin a service line inventory to comply with new EPA requirements
  - Take the conventional water treatment plant offline to complete comprehensive maintenance
- Strategically add solid waste routes and resources to prepare for and respond to growth
  - Increase reclamation of industrial recyclables
  - Increase revenue from industrial recyclable commodities
  - Develop a strategy to reclaim landfill natural gas
  - Begin food waste composting program
- Complete construction of a new Solid Waste Complex

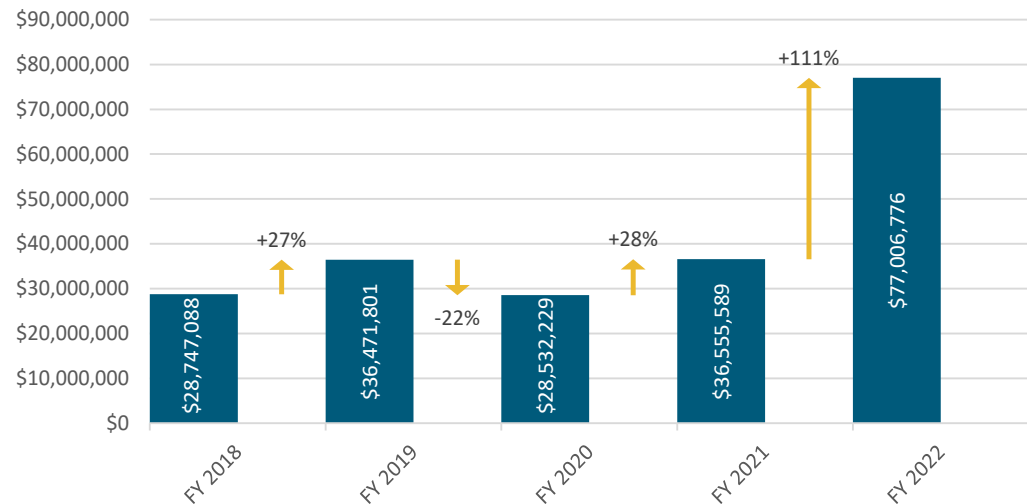
## NUMBER OF ACTIVE CAPITAL IMPROVEMENT PROJECTS FY 2021 & FY 2022

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



## CAPITAL IMPROVEMENT PROJECT PAYMENTS PROCESSED FY 2018 - FY 2022

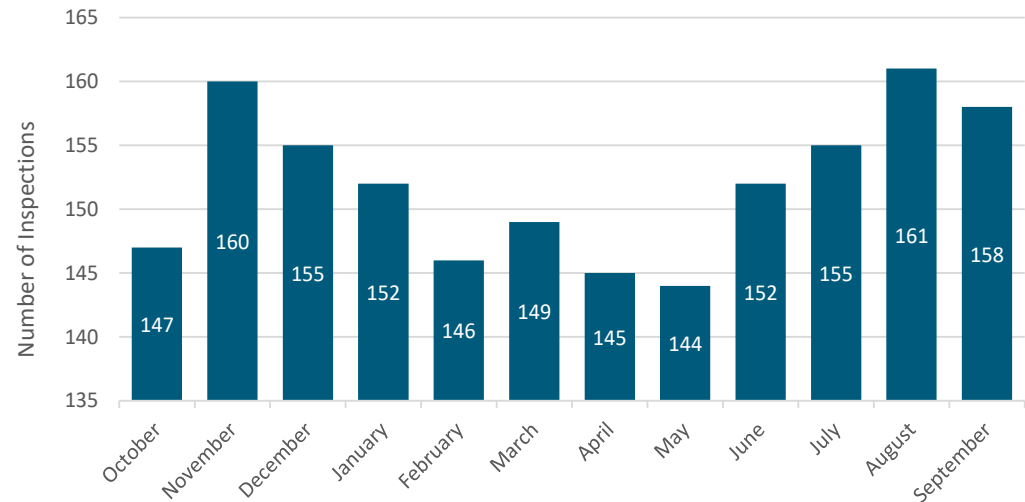
Capital Improvement Project Payments are comprised of all spending on professional services related to project design and construction, as well as construction contractor billing. The monthly payments processed also serve to illustrate the Engineering Divisions efforts to implement Mobility, Utility,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





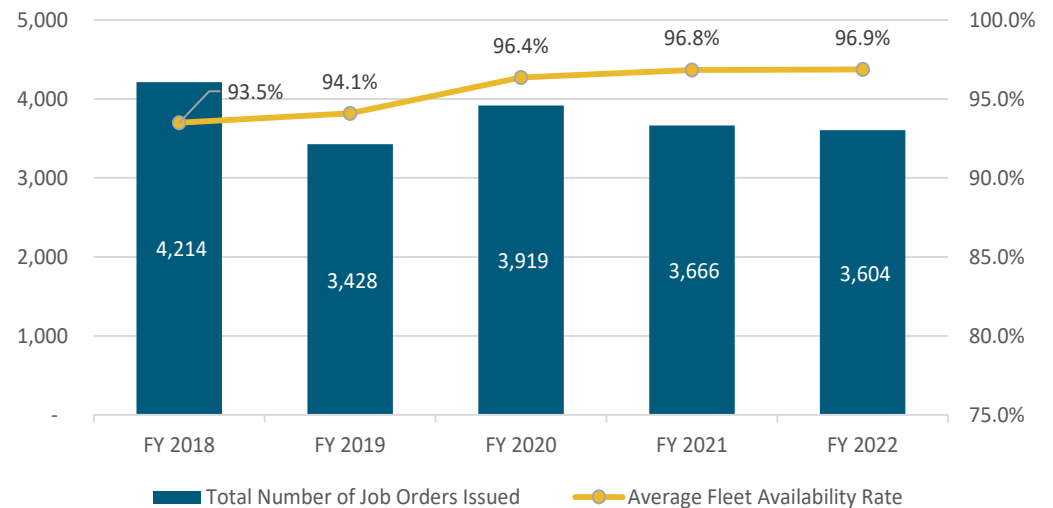
## STORMWATER CONSTRUCTION INSPECTIONS - FY 2022

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.



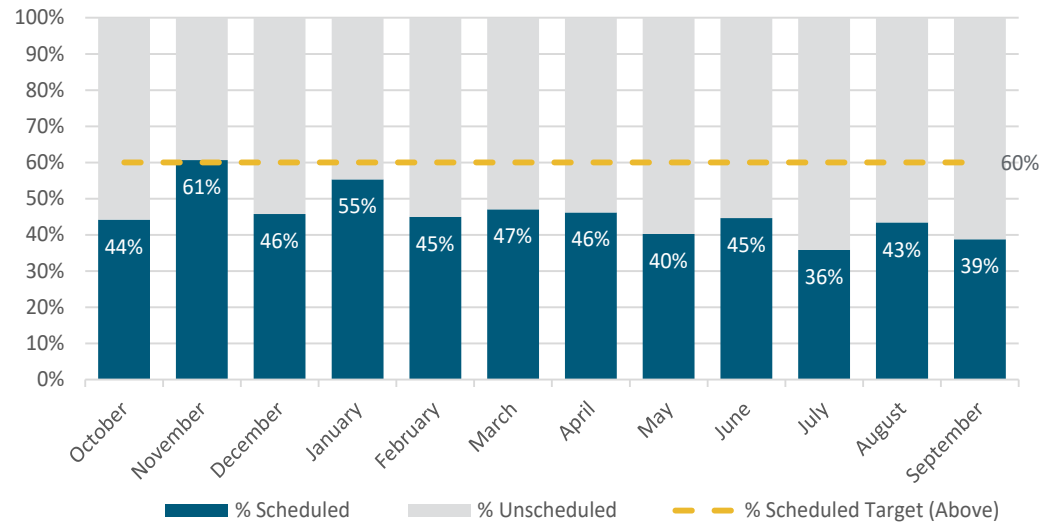
## FLEET WORK ORDERS & AVERAGE AVAILABILITY RATE FY 2018 - FY 2022

Fleet availability rate is the average percent of time assets are not undergoing repairs and/or maintenance. This metric is used to plan and budget for fleet technician staffing needs, as well as asset procurement/replacement.



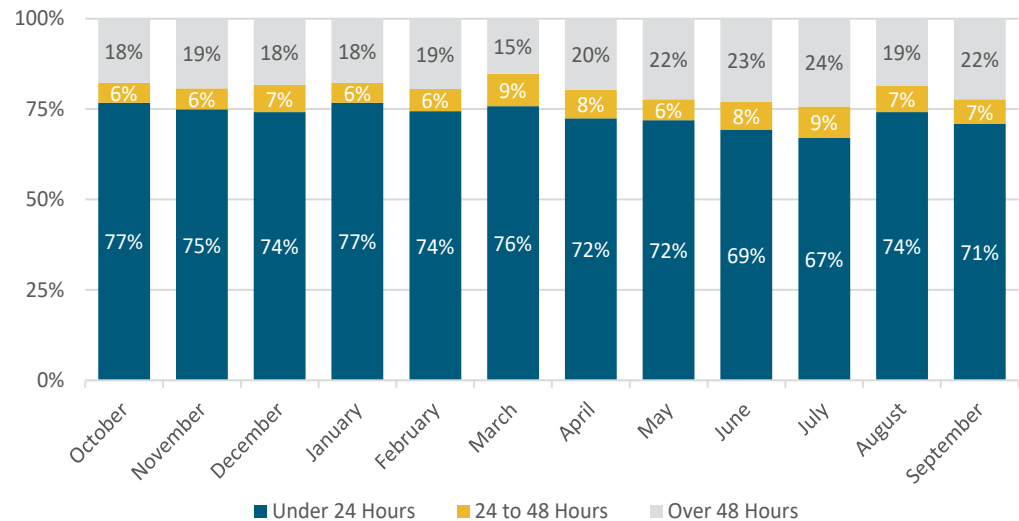
## RATIO OF SCHEDULED:UNSCHEDULED FLEET MAINTENANCE - FY 2022

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.



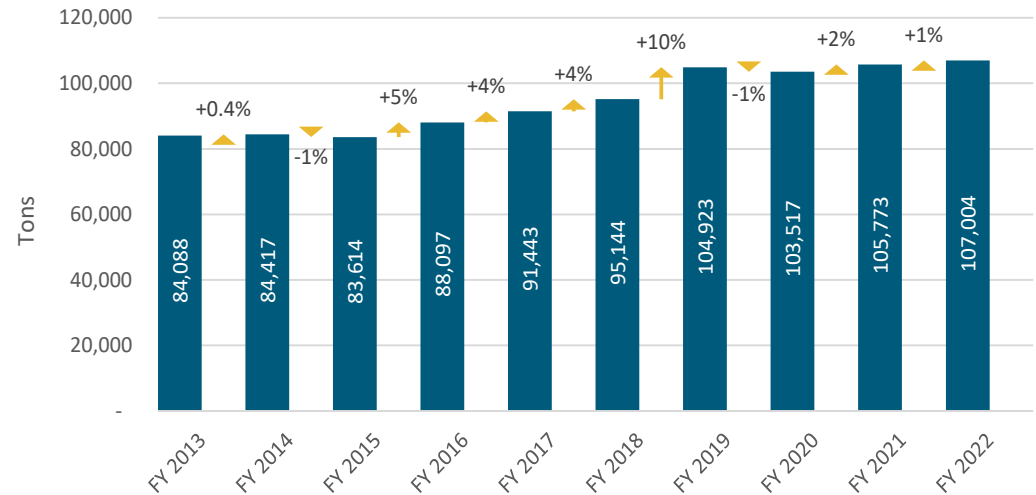
## FLEET REPAIR TURNAROUND TIME FY 2022

Fleet turnaround time is the number of hours between the time work is started on an asset delivered to the Fleet Division for maintenance to the time the work order is closed. In FY 2022 an average of 73.23% of work orders were completed within 24 hours.



## TONS OF SOLID WASTE MATERIALS COLLECTED FY 2013 - FY 2022

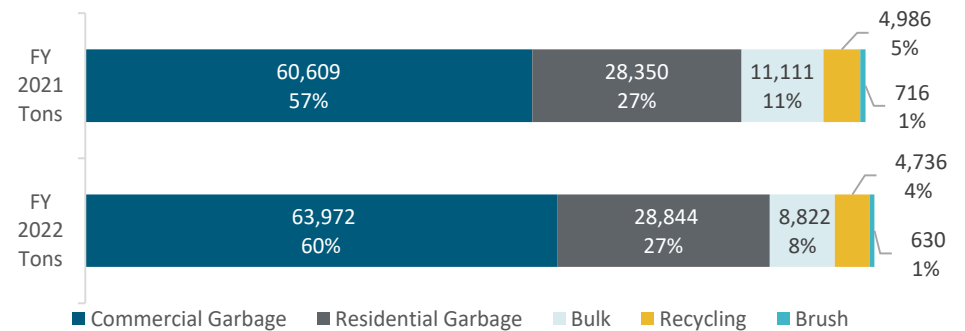
Annual tonnage data illustrates current trends in the demand for solid waste collection and disposal. This information is used to forecast equipment and personnel needs, as well as to prepare and manage annual budgets. Over the last ten years, annual solid waste collections increased by an average of 2.7% per year, for a total increase of 27.3% from 2013 to 2022.



## SOLID WASTE COLLECTED BY TYPE FY 2021 & FY 2022

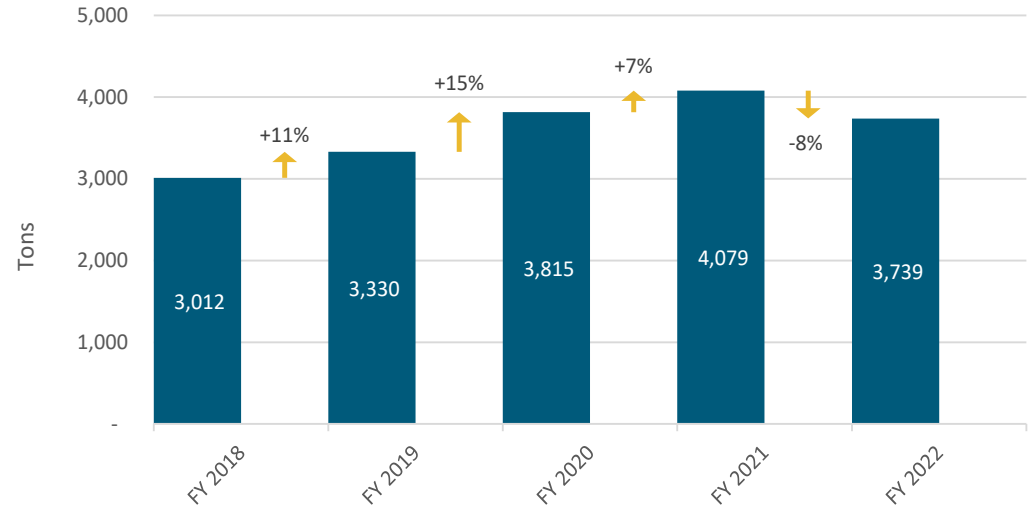
The total tonnage of solid waste collected by type is analyzed to determine the relative demand for various types of solid waste services. Accurate accounting of different waste streams allows the solid waste management team to develop efficient work schedules, collection routes, asset replacement schedules, and determine future staffing needs. In FY 2022, the largest source of solid waste was commercial customers' garbage (63,972 tons) and the smallest sources were Recycling (4,736 tons) and Brush (630 tons).

In FY 2021, the Solid Waste Division began weighing the amount of brush collected curbside and diverted from the landfill. 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.



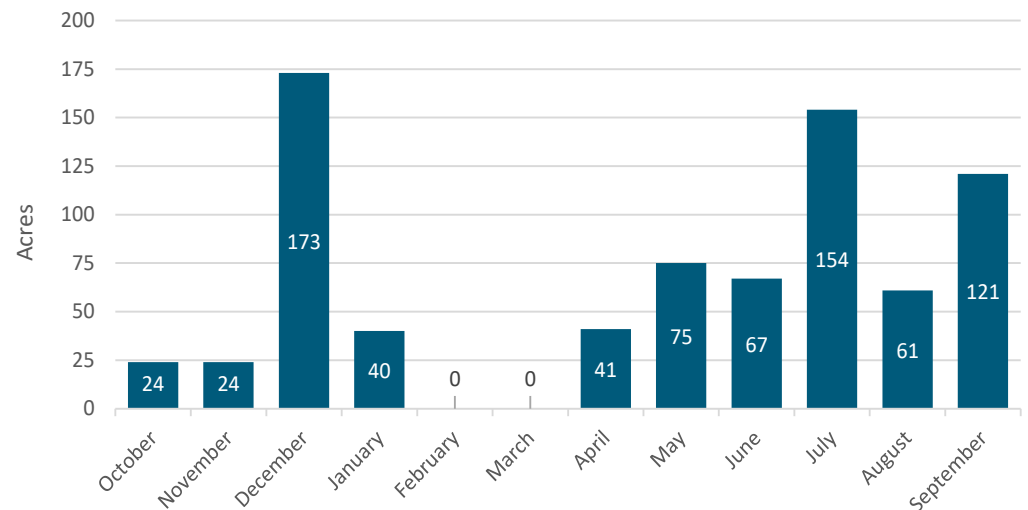
## TONS OF RECYCLABLES DIVERTED FROM LANDFILL (CURBSIDE ONLY) FY 2018 - FY 2022

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 2022, curbside recycling accounted for 4.4% 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 5.9%



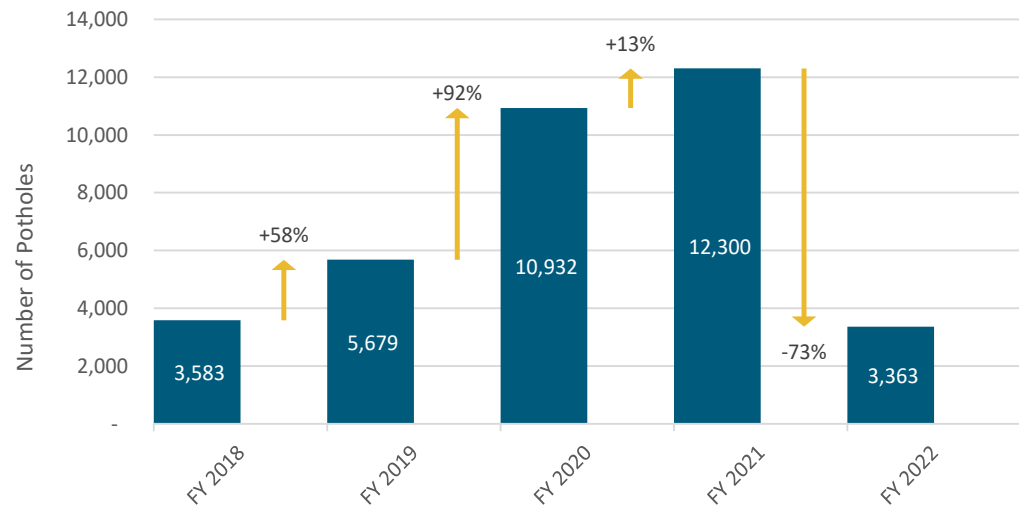
## ACRES OF DRAINAGE STRUCTURES MOWED - FY 2022

The Transportation Division maintains drainage structures across the city to mitigate flooding in neighborhoods, business, and streets.



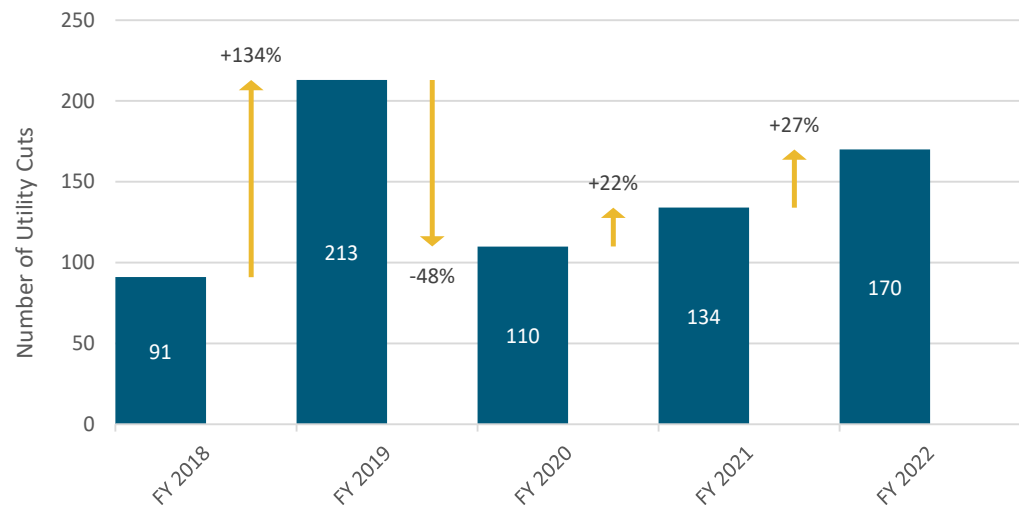
## NUMBER OF POTHOLES PATCHED FY 2018 - FY 2022

The number of potholes patched is a significant indicator of the overall condition of city streets. Additional tracking by month helps the Transportation Division determine how the season and weather events affect the condition of city streets.



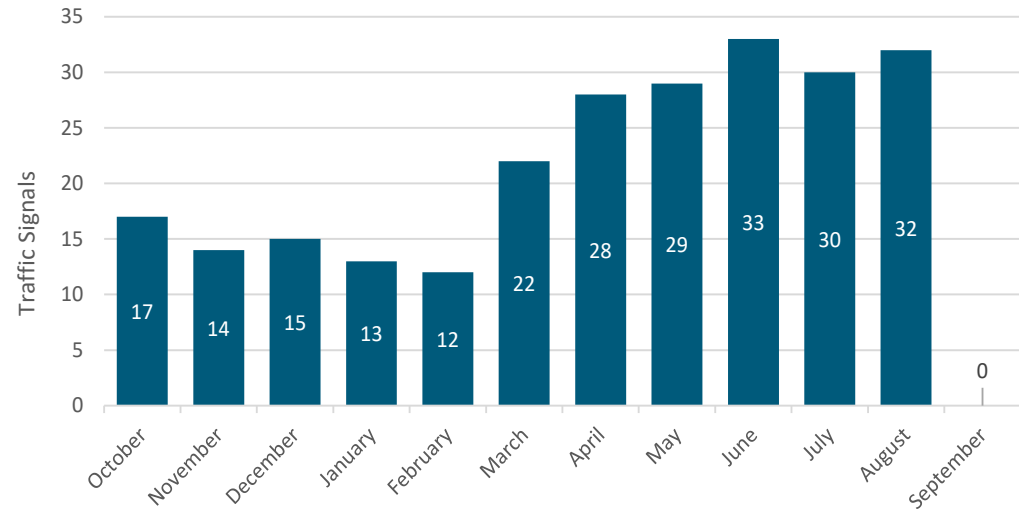
## NUMBER OF UTILITY CUTS PATCHED FY 2018 - FY 2022

Utility cuts are areas in the pavement that have been cut away to repair a utility line or extend new infrastructure 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.



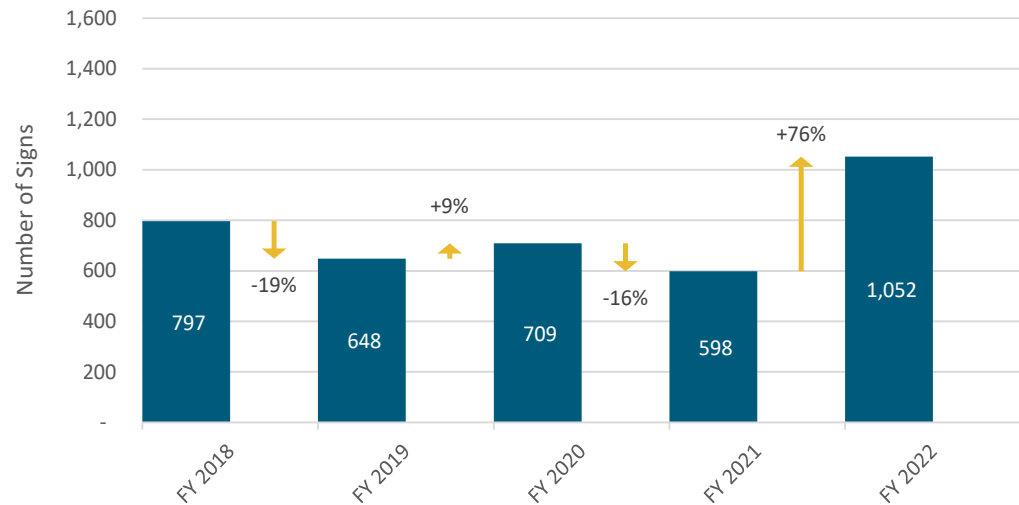
## NUMBER OF TRAFFIC SIGNALS REPAIRED FY 2022

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.



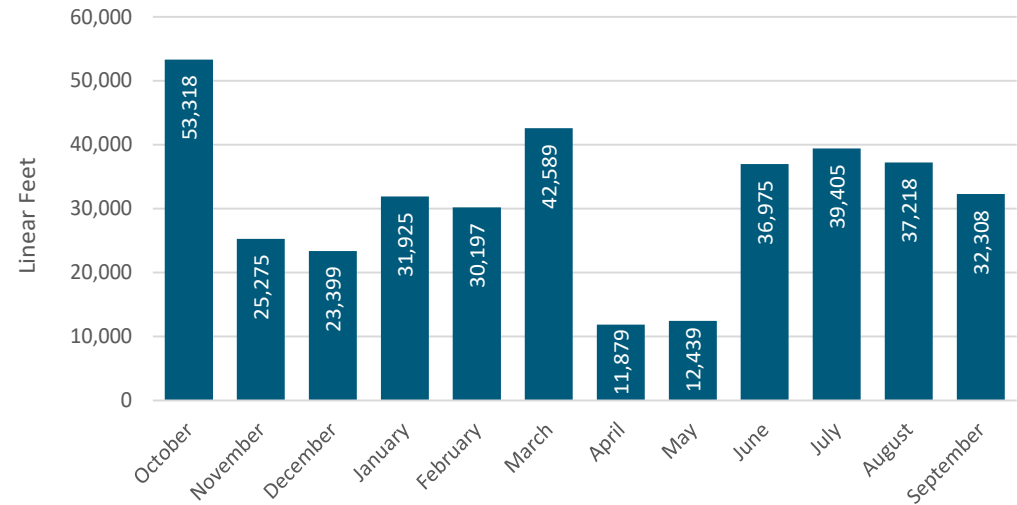
## NUMBER OF SIGNS REPAIRED FY 2018 - FY 2022

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.



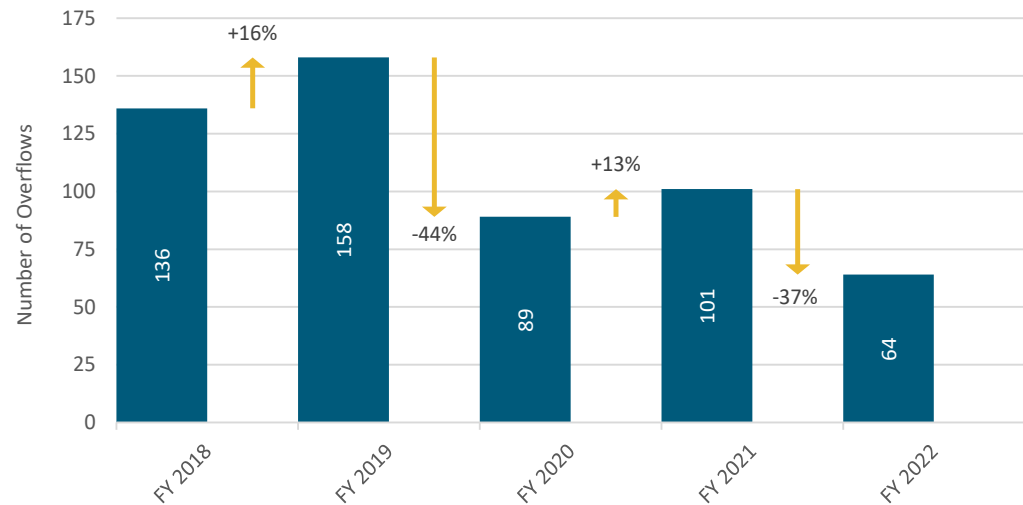
## WASTEWATER LINES CLEANED (FEET) FY 2022

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 2018 - FY 2022

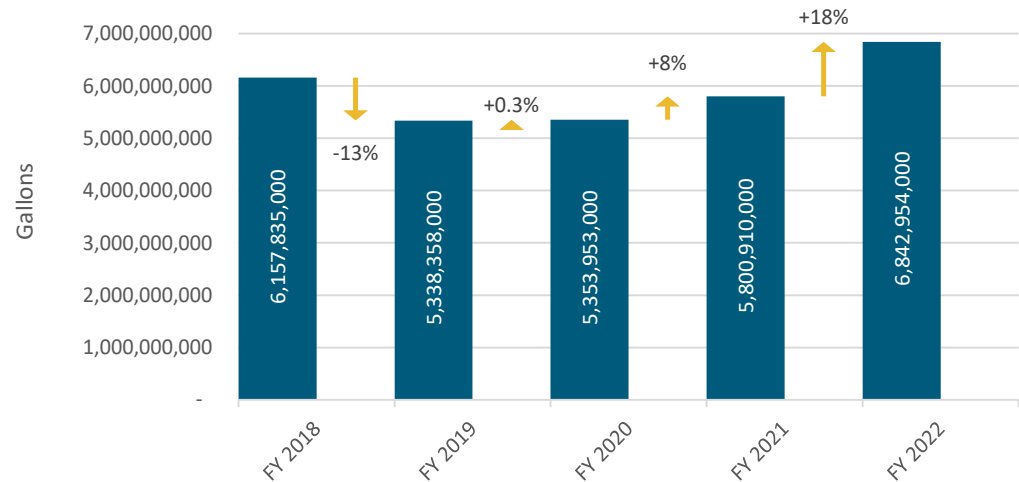
A sanitary sewer overflow occurs when wastewater escapes the collection or treatment system. These usually occur as a result of a pipe failure, though occasionally they occur due to an equipment malfunction. Buildup in sewer pipes from fats, oils, grease, and rags that are flushed down the toilette or 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.





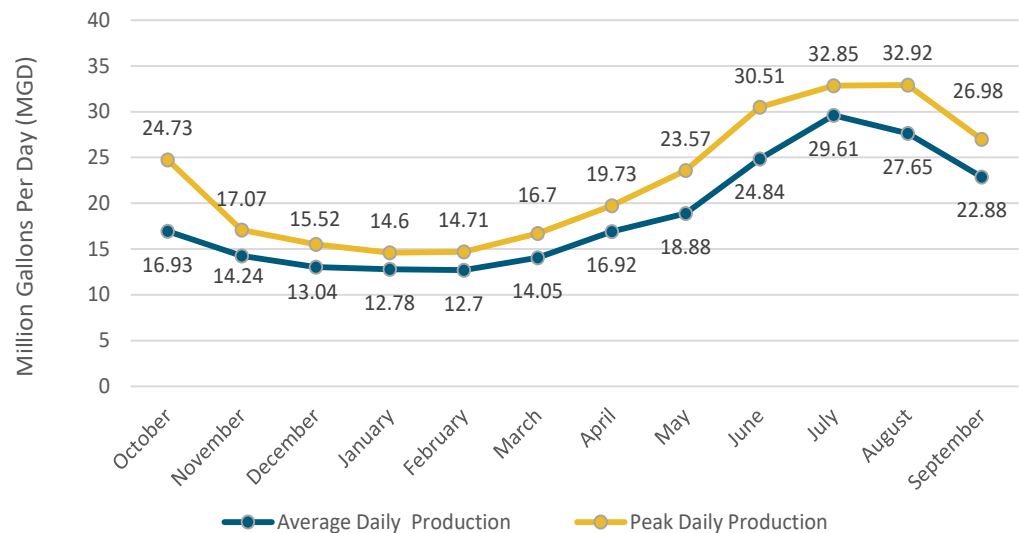
## TOTAL WATER TREATMENT & DISTRIBUTION FY 2018 - FY 2022

Total water treatment and distribution reflects the gallons of potable water treated and delivered through 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.



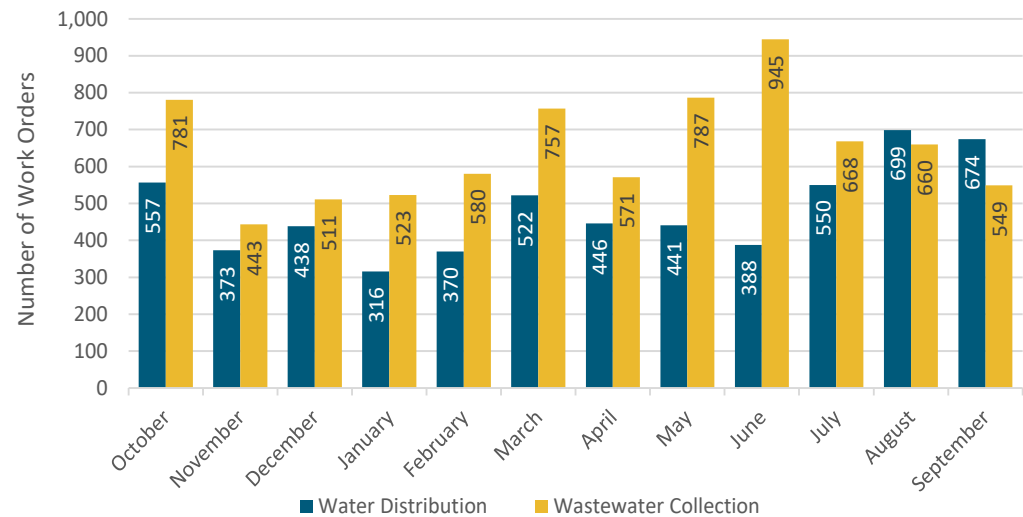
## MONTHLY WATER TREATMENT FY 2022

Monthly water treatment totals illustrate seasonal demand and peaking, which are key consideration in engineering design. Capable planning for water demand fluctuations saves costs and limits outages.



## UTILITY WORK ORDERS COMPLETED FY 2022

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.





# Buford Craig

## DIRECTOR OF TRANSFORM TEMPLE

Transform Temple 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.

### FY 2022 - ACCOMPLISHMENTS

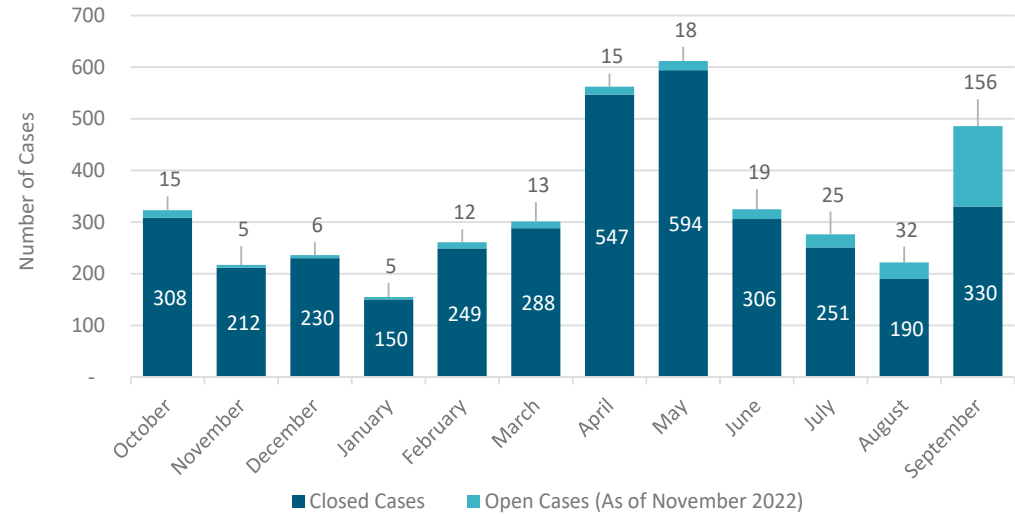
- Developed a Downtown Parking Action Plan
  - Began identification and purchase of parking technology and equipment
  - Hired a Parking Manager
- Continued a growth management approach that encourages infill and redevelopment and maximizes the efficient use of public infrastructure
  - Selected as a finalist for the 2022 Texas Municipal League Municipal Excellence Award for the City's infill program
- Implemented innovative programs and techniques to achieve compliance with City codes and regulations
  - Purchased equipment that enabled the abatement crew to complete more substandard structure demolitions in-house
  - Hired a Code Manager and increased Code Compliance staff

### FY 2023 - FOCUS

- Implement a Downtown Parking Action Plan
  - Purchase equipment for Downtown metered parking
  - Re-implement hourly parking enforcement
  - Update Downtown parking signage
- Implement innovative programs and techniques to achieve compliance with City codes and regulations
  - Increase in-house substandard structure demolition
  - Develop mow mapping review process
  - Analyze code case timeliness and implement techniques to decrease time from case open to case closed

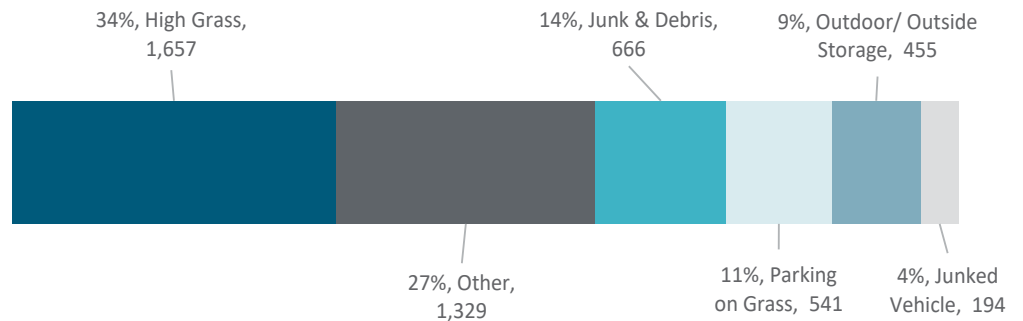
## CODE COMPLIANCE CASES OPENED FY 2022

In order to ensure healthy, vital neighborhoods, Transform Temple attempts to prevent or eliminate health safety or aesthetic problems throughout the City. 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 November 2022, approximately 8% of the cases opened in FY 2022 were still open.



## CODE VIOLATIONS BY TYPE FY 2022

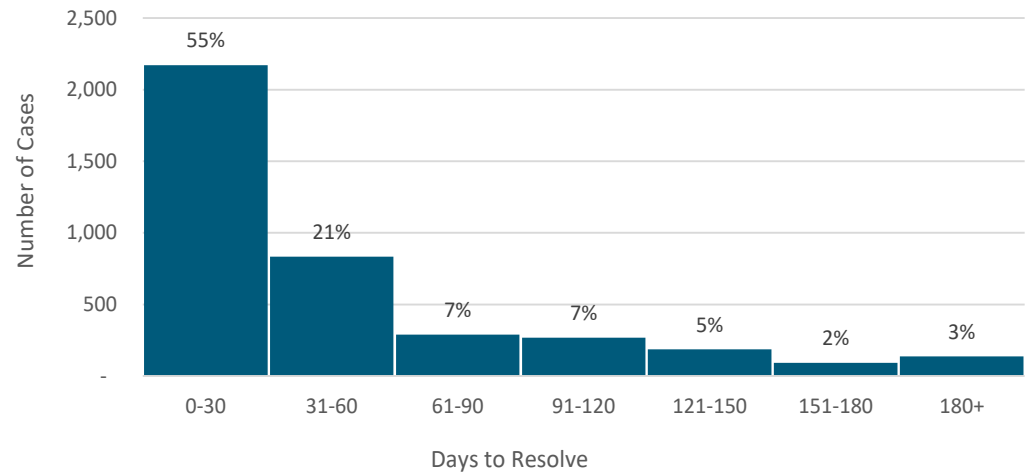
The three most common code violations are Parking on the Grass, Junk & Debris, and High Grass—with High Grass cases spiking in the spring and fall. The spike in code compliance cases in April and May 2022 can be attributed to the rise in High Grass cases. High Grass cases are the easiest to identify and the easiest to remedy since Transform Temple has its own mowing crew.



## TIMELINESS OF CASE RESOLUTION FY 2022

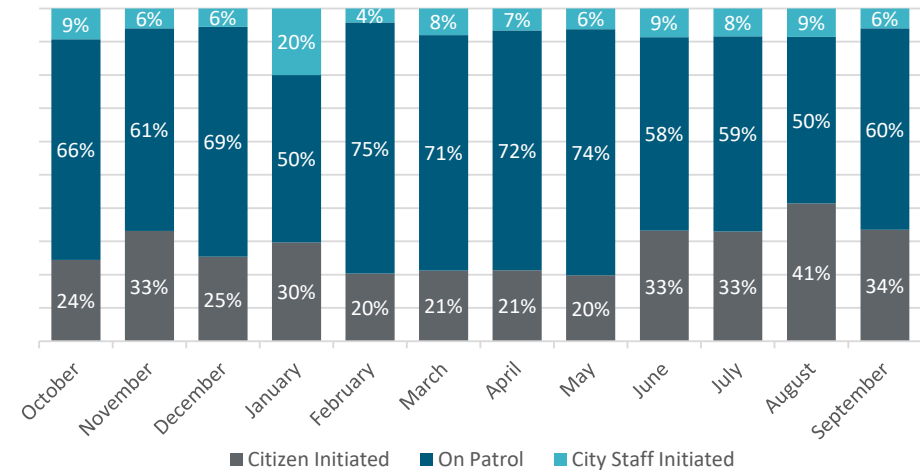
Transform Temple is dedicated to the timely resolution of code compliance cases. Approximately one-third of all cases opened in FY 2022 were resolved in two weeks or less. Over half of all cases were resolved in under a month.

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.



## SOURCE OF CODE VIOLATION REPORTS FY 2022

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.



# FINANCIAL PLAN



The Financial Plan links the City’s strategic focus areas to a multi-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 five strategic focus areas, estimates available revenue over the multi-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 an additional Business Data Analyst (FY 25) and an Innovation Analyst (FY 28). The additions will help support the implementation of our 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 residents.

These positions, along with a proposed Accreditation Coordinator position (FY 27) in the Police Department, will also 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.

A Customer Service Champion (FY 25) position is also proposed 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 an FBO Manager (FY 23; a new addition) and two Customer Service Representative positions (FY 23) is included in the Financial Plan to implement the Fixed Base Operation (FBO) Strategic Business Plan and provide professional customer service at the Temple Airport in support of the proposed new executive terminal facility.





Additional Administrative Assistant positions are proposed in Public Works (FY 23; a new request and FY 27; a new request), Fire Department (FY 24; accelerated from FY 25), Police Department (FY 24), Parks and Recreation (FY 24; a new request), Transform Temple (FY 24; a new request), and Municipal Court (FY 26). An Office Assistant position (FY 27; a new request) is proposed in the Fire Department.

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 police records management software (in progress, accelerated from FY 23);
- replacement police and fire mobile data laptops (FY 25);
- a new document management system (FY 25); and
- a traffic intersection video surveillance and advanced license plate recognition system. (FY 25, FY 26, F7 27).

The Financial Plan also recommends the addition of a Network Support Technician (FY 25) and a Technical Trainer (FY 25), to provide the staff resources necessary to implement and maintain these systems, as well as a Technology and Smart City Master Plan (FY 24, a new addition).

The replacement of the network edge switch (FY 24) and the Mitel phone switch (FY 28; decelerated from FY 24) is also recommended 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 a Facility Master Plan for each of our city-owned facilities (FY 23), allocates approximately \$1.4 million towards facility improvements, and adds Building Improvement Technician in Facility Services (FY 24).

The Financial Plan allocates approximately \$17.3 million in capital equipment purchases and replacements throughout the multi-year plan and recommends the addition of an Automotive Technician II (FY 24). Funding is also included for 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 a Human Resource Generalist (FY 27) position, a Human Resource Benefits Administrator (FY 24, accelerated from FY 25), a Recruiting & Outreach Coordinator (FY 23, accelerated from FY 24), and an Employee Experience Champion (FY 24; accelerated from FY 26) to provide the staffing resources necessary to attract, retain, and develop talented employees. The Financial Plan includes an allocation to develop and implement a Leadership Succession Plan (FY 25) and proposes a Dependent Care Account contribution for employee childcare (FY 23, a new addition).

The Financial Plan includes an allocation to conduct and implement compensation studies for public safety employees (FY 24, FY 26, FY 28) and general government employees (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 Efficient, Transparent, 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 three Accountants (FY 23, FY 26, FY 28) in the Finance Department to provide the resources necessary to ensure financial excellence.

## Open and Responsive Communication with our Community

Expanding opportunities for communication and engagement with our community is critical to our work of building strong community connections and enhancing access to services in the community.

Funding for the expansion of the Marketing and Communications Department is proposed in the Proposed Financial Plan to invest in the resources necessary to ensure strong communication.

The Financial Plan includes two Marketing Specialists (FY 23, FY 25), a Community Engagement Specialist (FY 26), a public safety focused Public Relations Coordinator (FY 26), and a Webmaster (FY 26). These proposed staff additions will provide the resources necessary to implement a city-wide Marketing, Communication, and Engagement Plan. Funding for an overall increase to our marketing and communications resource budget is recommended in the Financial Plan. Funding to continue to conduct regular resident surveys (FY 23, FY 24, FY 26) is also proposed.

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 race, color, religion, sex, national origin, age, socioeconomic status, or disability - 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 our community.

We recognize that the City has a significant role to play in the transformational change that is needed, and the Financial Plan includes resources to implement the City's newly established Diversity, Equity, and Inclusion program including the addition of two Equity Coordinator positions (FY 25, FY 26).

## Empowered Community Leaders who Foster Collaboration, Engagement, and Participation

Temple's leaders are committed to cultivating a collaborative approach to governance by proactively engaging with other governmental officials, key stakeholders, educational partners, and community organizations.

A new Government Relations Manager (FY 25) is proposed to help coordinate, develop, and implement the City's intergovernmental relations program and represent the City's interests with various government agencies and officials. This position will work as an advocate of the City's positions on issues before the U.S. Congress, State Legislature, and regional government boards, as well as developing Temple's relationship with other key stakeholders, educational partners, and community organizations.



## 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 two Chemical Spray Technicians (FY 23, FY 24; a new request) and adds a new Events Crew (FY 23; a new request) to provide support for special events

and seven additional Maintenance Workers (FY 24, FY 26, FY 27) to maintain our park system. An additional Recreation Specialist position (FY 25; a new request) is also recommended to help support after school programming, an Assistant Golf Professional position (FY 25; a new request) is recommended to help provide additional management support for Sammons Golf Course, and a Maintenance Technician position (FY 24) is recommended to support the Santa Fe Depot and Railroad and Heritage Museum. The plan also recommends an additional Food and Beverage Specialist (FY 23) at the Mayborn Conference Center.

A new park ranger program is also proposed including the addition of a Lead Park Ranger (FY 26) and three Park Ranger positions (FY 26, FY 27).

An allocation of \$75,000,000 for a Places and Spaces Capital Improvement Program that would fund improvements, replacements, and upgrades in our parks and neighborhood planning districts is included in the Financial Plan and is proposed as a certificate of obligation program.

A Parks and Recreation Departmental Strategic Plan is recommended (FY 23; accelerated from FY 24) as well as a Hillcrest Cemetery Master Plan (FY 24; accelerated from FY 25) and funding for repairs and maintenance of roads and drainage at Hillcrest Cemetery (FY 24, FY 25). A Strategic Plan for the Summit Recreation Center is also proposed (FY 24).

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. The plan also recommends a Sports Marketing Specialist (FY 24) to help increase sporting events and related tourism.

The replacement of the Library Bookmobile (FY 23) is proposed as well as the addition of a Librarian (FY 25; a new request) and a Library Assistant (FY 26; a new request).

An additional Parking Enforcement Official (FY 23) and two additional Transform Temple Agents (FY 24) are recommended in the Financial Plan to help implement the Downtown Parking Action Plan and manage the public parking system in Downtown Temple.

## Neighborhoods Where People Love to Live

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

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 proposed 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 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 recommends additional positions to help provide the staffing resources necessary to develop and implement our neighborhood planning programs including an additional Resource Coordinator (FY 25) focused on housing and a Grant Coordinator (FY 24) position to help us maximize grant funding opportunities.

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 proposed for funding throughout the multi-year plan include housing improvements, neighborhood revitalization,

homelessness and mental health programs, and other community development projects.

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 for fiscal year 23 and \$160,000 per year for the remaining years in the plan.

The Financial Plan allocates funding for a Social Navigator position (FY 23; accelerated from FY 26) to assist in the implementation of the action items identified in the Mental Health and Homelessness Strategic Plan that is currently underway and to improve access to existing programs and resources for vulnerable populations and help identify solutions to address homelessness, mental health, poverty issues, and other high priority human service needs.

The plan recommends approximately \$637,600 in start-up funding for the newly created Temple Revitalization Corporation as part of the City's Community Development Program. This funding will provide necessary support services such as legal and professional fees and website development, as well as provide funding for the creation of development plans and for strategic property acquisition.

## 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 26), a Permit Technician (FY 23; accelerated from FY 25), and a Combination Building Inspector (FY 23; accelerated from FY 27) in the Planning and Development Department and a Plan Reviewer (FY 23; accelerated from FY 25) in the Fire Department.

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

The addition of a Business Navigator (FY 26) position is also proposed 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. The recently updated Comprehensive Plan lays the groundwork for the future development of our community. Funding is 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 continued funding for our mobility capital improvement program with a total of \$93,550,000 in mobility related projects identified in the proposed capital improvement program. Included in the \$93,550,000 is an allocation of \$50,000,000 for a continuation of the Mobility Capital Improvement Program 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 recently completed Mobility Master Plan. The plan also includes a placeholder for expanding transit routes and services as recommended in the Mobility Master Plan.

The City recently completed the development of a Network Pavement Management System. This program is designed to preserve and extend the useful life of paved surfaces throughout the city by providing the necessary level of maintenance needed for the transportation infrastructure in which we have invested. The City of Temple maintains approximately 450 miles of paved roadways, which



make up our pavement network system. Pavement management is a systematic approach to extending the life of our pavement network by planning, funding, designing, constructing, monitoring, evaluating, maintaining, and rehabilitating our streets. Repairing streets when they are still in fair condition ultimately costs less over their lifetime than waiting to repair roads that have fallen into poor condition. In other words, the proactive approach of routine pavement management means less money wasted on frequent roadway reconstruction, and a potential savings of millions of dollars. The Financial Plan recommends increasing our allocation for routine pavement maintenance program by \$250,000 per year beginning in fiscal year 2024 until we reach the optimum funding level of \$1,750,000 per year.

Six new transportation-related maintenance crews are also proposed as part of the Financial Plan. Additional crew proposals include a Concrete Crew (FY 23; accelerated from FY 25), an Alley and Right-of-Way Crew (FY 25; decelerated from FY 24), a Street Patching Crew (FY 26), a Forestry (tree trimming) Crew (FY 26; a new request), a Sign Crew (FY 27), and a Street Reconstruction Crew (FY 28; a new request). The Financial Plan also recommends the implementation of an annual pavement marking maintenance program (FY 24), the addition of a Traffic Signal Maintenance Technician (FY 25; accelerated from FY 26), and two additional Equipment Operator positions (FY 27; a new request) to support our drainage maintenance program.

We are currently in the process of finalizing a Drainage Study and Comprehensive Modeling Assessment. An expansion to the Drainage Capital Improvement Program is anticipated following the full completion of the study. 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. A Drainage Rate Study will also be conducted to determine capital project capacity and funding options.

The City has invested almost \$179,000,000 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 \$150,450,000 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 26) position is proposed in Engineering in order to provide project management support for our extensive capital improvement programs.

Three additional water maintenance crews (FY 25, FY 27, FY 28) are proposed 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 (FY 26, FY 28) are also proposed 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.





Two additional Water Operator positions (FY 24; a new request) are recommended to support the new Membrane Water Treatment Plant expansion.

An Assistant Director for the Water Treatment Plant (FY 23; accelerated from FY 24) and a Foreman position (FY 28; a new request) are also recommended to be added to provide additional management resources to the Public Works Department.

The Financial Plan also recommends the addition of a Meter Technician (FY 26) position and two Environmental Program Technician (FY 24; decelerated from FY 23, FY 28) positions.

Funding for additional Solid Waste and Recycling routes is also proposed in the Financial Plan. These route additions are intended to maintain service levels in the midst of the growth of our community.

Additional residential garbage and recycling routes are recommended in fiscal year 2026. Additional commercial frontload routes are recommended in fiscal years 2025 and 2028. Additional brush and bulk routes are recommended in fiscal years 2024 and 2027. Additional commercial roll-off routes are recommended in fiscal years 2023, 2025, and 2027.

The Financial Plan also recommends the addition of a Recycling Assistant (FY 24) and recycling trailers to implement a multi-family recycling program (FY 25; accelerated from FY 26), two additional Maintenance Worker position (FY 24, FY 26), a Heavy Duty Auto Technician (FY 24) to help with routine maintenance of the Solid Waste fleet, two additional Customer Service Representative (FY 23; accelerated from FY 24, FY 27), three swing Solid Waste Driver positions (FY 24, FY 28), and the addition of a Litter Crew (FY 26).

## A Safe and Healthy Community

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

The Financial Plan recommends adding a total of 33 sworn police officer positions and six civilian positions to add the resources necessary for our Police Department to provide enhanced response capacity; a consistent, visible police presence in our community; and build ongoing, authentic relationships between the community and the police.

The plan recommends the expansion of our police patrol program from eight patrol districts to ten patrol districts. A total of fifteen additional police officers and four additional sergeants are needed for this initiative. The addition of five Police Officer positions is recommended each year from fiscal year 2023 through fiscal year 2025 (the five positions in FY 25 represent a new request). The addition of two Sergeant position are recommend each year in fiscal year 2024 and fiscal year 2025 (decelerated from FY 23 and FY 24).

Funding is recommended 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. Funding for four Police Officer positions and one Sergeant position is recommended in fiscal year 2028 (decelerated from FY 25) to help provide expanded foot and bicycle patrol in neighborhoods, downtown, and in our parks.

The plan also recommends funding to complete the final phase of staffing for the Proactive Enforcement/Violent Crime Squad. The addition of two Police Officer positions (FY 26, FY 27; accelerated from FY 27, FY 28) is recommended to fully staff that unit.

A second Property Crimes Investigation Squad is recommended to respond to the projected increase in case load based on the growth of our community. Funding is recommended for four Police Officer positions (FY 26; two are decelerated from FY 25) and one Sergeant position (FY 26).

The Financial Plan also recommends funding allocations for the addition of two Police Officer positions (FY 24, FY 27; adjusted from FY 25, FY 26) to implement an enhanced training program, two civilian Community Service/Telecommunicator Technicians (FY 23; accelerated from FY 24), two Crime Scene Investigators (FY 23; accelerated from FY 25 and FY 28), four Animal Services Field Officer positions (FY 24, FY 26, FY 28), as well as four additional Animal Shelter Technicians (FY 24, FY 26, FY 27) to maintain service levels as our community grows. An additional Assistant City Attorney (FY 24; a new request) to serve as a dedicated public safety legal advisor is also proposed as part of the plan.

An allocation of \$34,965,000 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 campus classroom, indoor range and evidence storage, improvements to fire stations, and investments in equipment. The allocation also includes a placeholder for design, property acquisition, and construction for a potential new station.

The Financial Plan recommends the addition of two fully staffed fire squad vehicles (FY 24, FY 26; accelerated from FY 26 and FY 27) to provide enhanced response capacity in the growth areas of our community.

Three additional Battalion Chief (FY 26) positions and three additional Driver Safety Officer (FY 26) positions are recommended to be 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 also recommends the addition of two Deputy Fire Marshal positions (FY 25, FY 26; both new requests) and a Fleet Services Coordinator (FY 26; a new request) for the Fire Department.

The Financial Plan also includes a placeholder in fiscal year 2027 for staffing for the potential new station. Station needs and locations will be guided by the Fire Master Plan, which is currently underway and nearing completion.

The plan includes funding for three additional outdoor warning sirens (FY 25, FY 26, FY 27), the replacement of four fire engines (FY 23, FY 24, FY 25, FY 27; adjusted from FY 23, FY 26, FY 27, FY 28), the replacement of a fire rescue vehicle (FY 26), the replacement of two fire squad vehicles (FY 25; accelerated from FY 26), 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 three Code Compliance Officer positions (FY 25, FY 26, FY 28). These proposed additions will provide the staff resources necessary to expand our proactive, solution-oriented code compliance approach.





## COMBINED STATEMENT – SOURCES OF FUNDS

	FY 2022 ADOPTED Budget	FY 2023 ADOPTED Budget	% Increase/ (Decrease)
<b>Revenues/Other Sources</b>			
General Fund	\$ 89,540,366	\$ 103,304,453	15.37%
Water & Wastewater Fund	46,667,145	54,205,238	16.15%
Debt Service Fund	21,972,789	25,228,239	14.82%
Drainage Fund	2,974,750	3,062,053	2.93%
Hotel/Motel Tax Fund	2,182,460	2,803,155	28.44%
Federal/State Grant Fund	659,412	682,794	3.55%
Reinvestment Zone No. 1 Fund	48,867,570 <sup>(2)</sup>	63,003,439 <sup>(4)</sup>	28.93%
<b>Total Revenues/Other Sources</b>	<b>\$ 212,864,492</b>	<b>\$ 252,289,371</b>	<b>18.52%</b>
	FY 2022 ADOPTED Budget	FY 2023 ADOPTED Budget	% Increase/ (Decrease)
<b>Expenditures/Transfers</b>			
General Fund	\$ 93,108,445 <sup>(1)</sup>	\$ 107,621,647 <sup>(3)</sup>	15.59%
Water & Wastewater Fund	46,667,145	54,205,238	16.15%
Debt Service Fund	21,972,789	25,228,239	14.82%
Drainage Fund	2,974,750	3,137,433	5.47%
Hotel/Motel Tax Fund	2,182,460	2,978,155	36.46%
Federal/State Grant Fund	659,412	682,794	3.55%
Reinvestment Zone No. 1 Fund	48,222,109 <sup>(2)</sup>	61,733,490 <sup>(4)</sup>	28.02%
<b>Total Expenditures/Transfers</b>	<b>\$ 215,787,110</b>	<b>\$ 255,586,996</b>	<b>18.44%</b>

(1) Includes the use of \$3,568,079 in Undesignated Fund Balance - Capital Projects to fund Capital of \$2,820,829, Strategic Investment Zone of \$100,000, UDC Rewrite of \$125,000, and Debt Service for Capital Replacement - Sanitation Vehicles of \$270,250 and for Capital Replacement - Public Safety P25 Radios of \$252,000.

(2) As amended in the Financing Plan approved by the Reinvestment Board on 08/25/21 and Council on 09/16/21.

(3) Includes the use of \$4,317,194 in Undesignated Fund Balance - Capital Projects to fund Capital of \$3,131,094, Strategic Investment Zone of \$100,000, UDC Rewrite of \$125,000, Cost of Service Study for \$125,000, funding for the Temple Revitalization Corporation in the amount of \$313,100, and Debt Service for Capital Replacement - Sanitation Vehicles of \$273,000.

(4) As amended in the Financing Plan approved by the Reinvestment Board on 08/31/22 and Council on 10/06/22.



## COMBINED STATEMENT – SOURCES OF FUNDS

	FY 2024 FORECASTED Budget	FY 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget
<b>Revenues/Other Sources</b>					
General Fund	\$ 109,260,207	\$ 114,239,439	\$ 119,914,090	\$ 124,747,528	\$ 130,729,019
Water & Wastewater Fund	57,311,210	60,293,728	63,365,449	67,022,256	71,974,502
Debt Service Fund	28,363,634	31,999,007	35,553,994	38,275,027	39,428,450
Drainage Fund	3,249,532	3,236,918	3,415,286	3,484,583	3,409,628
Hotel/Motel Tax Fund	2,913,747	3,026,937	3,138,760	3,253,098	3,371,126
Federal/State Grant Fund	703,278	724,376	746,108	768,491	791,546
Reinvestment Zone No. 1 Fund	25,496,646	33,389,144	35,138,233	42,491,118	43,275,364
<b>Total Revenues/Other Sources</b>	<b>\$ 201,801,608</b>	<b>\$ 213,520,405</b>	<b>\$ 226,133,687</b>	<b>\$ 237,550,983</b>	<b>\$ 249,704,271</b>
	FY 2024 FORECASTED Budget	FY 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget
<b>Expenditures/Transfers</b>					
General Fund	\$ 112,228,097	\$ 117,245,189	\$ 122,922,790	\$ 127,426,928	\$ 133,080,619
Water & Wastewater Fund	57,311,210	60,293,728	63,365,449	67,022,256	71,974,502
Debt Service Fund	28,363,634	31,999,007	35,553,994	38,275,027	39,428,450
Drainage Fund	3,249,532	3,236,918	3,415,286	3,484,583	3,409,628
Hotel/Motel Tax Fund	2,913,747	3,026,937	3,138,760	3,253,098	3,371,126
Federal/State Grant Fund	703,278	724,376	746,108	768,491	791,546
Reinvestment Zone No. 1 Fund	22,159,721	39,752,438	34,923,149	42,140,228	43,739,575
<b>Total Expenditures/Transfers</b>	<b>\$ 204,769,498</b>	<b>\$ 216,526,155</b>	<b>\$ 229,142,387</b>	<b>\$ 240,230,383</b>	<b>\$ 252,055,871</b>

The following pages outline 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 achievement possible. The funding model aligns the City's budget with the five strategic focus areas, estimates available revenue over the six-year planning period, and identifies the resources needed for the specific initiatives that will help accomplish the strategic goals of the City.

There is 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 sides. Revenue forecasts are based on a combination of historical trend analysis and future growth development estimates. Expenditures forecasts are calculated by applying a combination of CIP adjustments and planned expansion of services.

## FINANCIAL SUMMARY - GENERAL FUND

	Actual		FY 2022 AMENDED Budget @ 06/30/22	FY 2023 ADOPTED Budget	+(-)
	09/30/20	09/30/21			
<b>Revenues:</b>					
Taxes	\$ 40,259,871	\$ 45,980,308	\$ 47,327,079	\$ 55,714,805	\$ 8,387,726
Franchise fees	7,376,450	7,149,264	7,444,730	8,108,940	664,210
Licenses and permits	1,178,048	1,282,122	1,429,242	1,365,449	(63,793)
Intergovernmental	2,707,136	1,407,166	489,722	167,000	(322,722)
Charges for services	26,366,229	28,602,715	32,555,136	34,503,604	1,948,468
Fines	1,499,844	1,479,146	1,761,472	1,518,942	(242,530)
Interest and other	1,723,198	1,779,819	919,002	1,604,197	685,195
<b>Total revenues</b>	<b>81,110,776</b>	<b>87,680,540</b>	<b>91,926,383</b>	<b>102,982,937</b>	<b>11,056,554</b>
<b>Expenditures:</b>					
Current:					
General government	15,706,861	17,165,991	21,213,558	24,800,829	3,587,271
Public safety	33,984,927	34,499,102	39,941,092	42,178,022	2,236,930
Highways and streets	3,108,242	3,157,133	4,307,262	4,896,320	589,058
Sanitation	8,067,395	8,602,091	9,596,930	10,511,827	914,897
Parks and recreation	10,068,331	10,970,397	14,477,282	16,633,803	2,156,521
Airport	1,988,716	2,107,871	3,231,831	2,810,564	(421,267)
Contingency <sup>(1)</sup>	-	-	-	-	-
Capital	1,798,567	2,846,477	5,186,956	3,488,494	(1,698,462)
Debt service:					
Principal retirement - lease	327,764	341,007	337,150	341,811	4,661
Interest and fiscal charges - lease	36,353	25,723	31,966	24,304	(7,662)
<b>Total expenditures</b>	<b>75,087,156</b>	<b>79,715,792</b>	<b>98,324,027</b>	<b>105,685,974</b>	<b>7,361,947</b>
Excess (deficiency) of revenues over expenditures	<u>6,023,620</u>	<u>7,964,748</u>	<u>(6,397,644)</u>	<u>(2,703,037)</u>	<u>3,694,607</u>
<b>Other financing sources (uses):</b>					
Transfers in:					
Drainage fund	291,462	299,261	312,349	321,516	9,167
Transfers out:					
Debt service	(1,771,784)	(1,289,847)	(2,001,238)	(1,935,673)	65,565
Capital projects - designated	(275,974)	(881,513)	(4,262,476)	-	4,262,476
Grant fund	(11,461)	(46,022)	(142,762)	-	142,762
Excess revenue over expenditure - prior year	-	-	-	-	-
Lease proceeds	7,652	-	181,295	-	(181,295)
<b>Total other financing sources (uses)</b>	<b>(1,760,105)</b>	<b>(1,918,121)</b>	<b>(5,912,832)</b>	<b>(1,614,157)</b>	<b>4,298,675</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	<u>4,263,515</u>	<u>6,046,627</u>	<u>(12,310,476)</u>	<u>(4,317,194)</u>	<u>7,993,282</u>
Fund balance, beginning of period	29,248,490	33,512,005	39,558,632	27,248,156	-
<b>Fund balance, end of period</b>	<b>\$ 33,512,005</b>	<b>\$ 39,558,632</b>	<b>\$ 27,248,156</b>	<b>\$ 22,930,962</b>	<b>\$ 7,993,282</b>
<b>Total General Fund Expenditures - By Category</b>					
Personnel services	\$ 52,348,789	\$ 54,547,713	\$ 62,763,845	\$ 70,912,294	\$ 8,148,449
Operations	20,575,683	21,954,872	30,004,110	30,919,071	914,961
Capital outlay	1,798,567	2,846,477	5,186,956	3,488,494	(1,698,462)
Contingency <sup>(1)</sup>	-	-	-	-	-
Debt Service	364,117	366,730	369,116	366,115	(3,001)
<b>Fund Total</b>	<b>\$ 75,087,156</b>	<b>\$ 79,715,792</b>	<b>\$ 98,324,027</b>	<b>\$ 105,685,974</b>	<b>\$ 7,361,947</b>

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

## FINANCIAL SUMMARY - GENERAL FUND

	FY 2024 FORECASTED Budget	FY 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget
<b>Revenues:</b>					
Taxes	\$ 58,631,823	\$ 61,842,580	\$ 65,524,264	\$ 68,971,154	\$ 72,562,078
Franchise fees	8,545,463	8,862,471	9,359,392	9,656,816	10,252,302
Licenses and permits	1,392,757	1,420,612	1,449,026	1,478,005	1,507,567
Intergovernmental	167,000	167,000	42,000	42,000	42,000
Charges for services	36,473,286	37,632,795	39,159,768	40,164,886	41,889,685
Fines	1,818,340	1,853,327	1,888,910	1,925,108	1,961,930
Interest and other	1,890,337	2,120,778	2,132,125	2,143,678	2,155,446
<b>Total revenues</b>	<b>108,919,006</b>	<b>113,899,563</b>	<b>119,555,485</b>	<b>124,381,647</b>	<b>130,371,008</b>
<b>Expenditures:</b>					
Current:					
General government	24,977,197	26,202,334	26,664,933	26,222,474	27,645,640
Public safety	45,629,972	47,745,525	51,096,313	55,111,705	57,324,725
Highways and streets	5,330,574	5,813,370	6,504,490	6,933,456	7,621,987
Sanitation	10,837,234	11,154,410	11,527,075	11,761,696	12,042,860
Parks and recreation	17,210,381	17,704,053	18,065,149	18,373,920	18,682,916
Airport	2,864,775	2,916,772	2,947,039	2,962,526	3,004,664
Contingency <sup>(1)</sup>	43,411	49,585	56,989	1,083	268,876
Capital	2,902,390	2,877,250	2,873,200	2,573,400	2,956,850
Debt service:					
Principal retirement - lease	452,315	457,541	362,441	362,441	362,092
Interest and fiscal charges - lease	13,051	7,826	2,041	924	908
<b>Total expenditures</b>	<b>110,261,300</b>	<b>114,928,666</b>	<b>120,099,670</b>	<b>124,303,625</b>	<b>129,911,518</b>
Excess (deficiency) of revenues over expenditures	(1,342,294)	(1,029,103)	(544,185)	78,022	459,490
<b>Other financing sources (uses):</b>					
Transfers in:					
Drainage fund	341,201	339,876	358,605	365,881	358,011
Transfers out:					
Debt service	(1,966,797)	(2,316,523)	(2,823,120)	(3,123,303)	(3,169,101)
Capital projects - designated	-	-	-	-	-
Grant fund	-	-	-	-	-
Excess revenue over expenditure - prior year	2,967,890	3,005,750	3,008,700	2,679,400	2,351,600
Lease proceeds	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>1,342,294</b>	<b>1,029,103</b>	<b>544,185</b>	<b>(78,022)</b>	<b>(459,490)</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	-	-	-	-
Fund balance, beginning of period	22,930,962	22,930,962	22,930,962	22,930,962	22,930,962
<b>Fund balance, end of period</b>	<b>\$ 22,930,962</b>	<b>\$ 22,930,962</b>	<b>\$ 22,930,962</b>	<b>\$ 22,930,962</b>	<b>\$ 22,930,962</b>
<b>Total General Fund Expenditures - By Category</b>					
Personnel services	\$ 74,579,924	\$ 78,533,128	\$ 83,989,304	\$ 87,062,282	\$ 89,957,828
Operations	32,270,209	33,003,336	32,815,695	34,303,495	36,364,964
Capital outlay	2,902,390	2,877,250	2,873,200	2,573,400	2,956,850
Contingency <sup>(1)</sup>	43,411	49,585	56,989	1,083	268,876
Debt Service	465,366	465,367	364,482	363,365	363,000
<b>Fund Total</b>	<b>\$ 110,261,300</b>	<b>\$ 114,928,666</b>	<b>\$ 120,099,670</b>	<b>\$ 124,303,625</b>	<b>\$ 129,911,518</b>

## 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 in future retail and nonretail tax base resulting in an estimated 5.00% increase in FY 2024 and FY 2026. FY 2025, 2027, and FY 2028 reflect an annual increase of 4.00%.
- Franchise fees (not including water/wastewater franchise) – 2.00% annual increase for FY 2024 through FY 2028 for all franchise fees with the exception of electric franchise fee. Electric franchise fee reflects an increase of 6.97% in FY 2024, 3.45% in FY 2025, 7.86% in FY 2026, 1.78% in FY 2027, and 7.23% in FY 2028.
- Water/wastewater franchise fee – 5.00% franchise fee paid by Water/Wastewater Fund based on budgeted water/wastewater gross revenues for FY 2024 through FY 2028
- Water/wastewater contractual fee – 10.50% fee paid by Water/Wastewater Fund based on budgeted water/wastewater gross revenues for FY 2024 through FY 2028
- Licenses and permits – 2.00% annual growth factor in FY 2024 through FY 2028
- Fines – 19.71% increase in FY 2024 based on the assumption of full staffing levels for the Traffic Unit within Police. FY 2025 through FY 2028 reflect an annual increase of 1.91%.
- Golf course revenue – 1.00% increase in FY 2024 through FY 2028
- Solid waste charges for services includes growth assumptions, as well as rate increases:

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>Residential</b>					
Customer Growth	2.92%	2.78%	2.57%	2.32%	2.27%
Rate Adjustments	\$ 1.00	\$ -	\$ 1.00	\$ -	\$ 1.00
<b>Commercial</b>					
Customer Growth	1.00%	1.00%	1.00%	1.00%	1.00%
Rate Adjustments	3.00%	0.00%	3.00%	0.00%	3.00%

- Airport sales and rental varied based on revenue type:
  - Fuel sales and discount on fuel increased 1.43% annually in FY 2024 through FY 2026, and remained constant in FY 2027 and FY 2028
  - Rental revenue related to hanger complex (hangars 20 and 26) stayed constant from FY 2024 through FY 2028
  - All other charges for Airport increased 2.00% annually in FY 2024 through FY 2028
- All other charges for services reflect an annual increase of 2.00% in FY 2024 through FY 2028

### Expenditures

- Personnel costs also include new positions planned for in FY 2024 through FY 2028, as well as proposed civil service pay increases and general government pay increases
- Personnel costs are estimated to increase 0.75% in FY 2025 and FY 2026, 1.00% in FY 2027, and 1.25% in FY 2028
- Operational costs are estimated to increase 0.75% in FY 2024 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 2024 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 2024 through FY 2028 to account for unplanned for items

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Police	Replacement Schedule for Police Vehicles	\$ 775,900	\$ 488,600	\$ 611,000	\$ 773,000	\$ 357,300	\$ 723,200
Police	Vehicles for (5) Police Officers	314,500	-	-	-	-	-
Facility Services	Facility Master Plan	250,000	-	-	-	-	-
Planning	UDC Rewrite	125,000	-	-	-	-	-
Library	Replace Bookmobile	125,000	-	-	-	-	-
City Manager	City Wide Cost of Service Study	125,000	-	-	-	-	-
Traffic Signals	Upgrade School Flashers (4): (2) on Prairie View Road and (2) on FM 2483	80,000	-	-	-	-	-
Facility Services	General Improvements	75,000	75,000	75,000	75,000	75,000	75,000
Recreation	Shuttle Bus for Mobile Camps - Wilson Park and Rec Center	75,000	-	-	-	-	-
Traffic Signals	Driver Feedback Signs (12)	70,000	-	-	-	-	-
Airport	Replace Backhoe & Tractor with Enclosed Cab Tractor Asset #10259, #10259-01, #10994	65,000	-	-	-	-	-
Streets	Dump Truck for Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	52,240	-	-	-	-	-
Parks	Truck #2 - Parks' Events Crew	50,800	-	-	-	-	-
Streets	Mini Excavator for Street Reconstruction Crew	50,000	-	-	-	-	-
Recreation	Truck for Afterschool Program/Summer Camp	49,900	-	-	-	-	-
Parks	Truck #1 - Parks' Events Crew	46,800	-	-	-	-	-
Streets	Sanding Attachment for Dump Truck	45,000	-	-	-	-	-
Parks	Large Utility Vehicle	43,000	-	-	-	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Animal Services	Utility Work Truck with a Liftgate	41,400	-	-	-	-	-
Code Compliance	Replacing Flooring - Historic Post Office	40,000	-	-	-	-	-
Fire	Vehicle for Fire Emergency Management Specialist - Add AWD	39,800	-	-	-	-	-
ITS & Code Compliance	Bucket Truck	79,000	-	-	-	-	-
Fire	Replace 1999 Ford Taurus Asset #10460	37,900	-	-	-	-	-
Parks	Vehicle for Chemical Technician	37,200	-	-	-	-	-
ITS	Replace 2013 Ford Focus (GIS) - Upgrade to Truck Asset # 13705	37,200	-	-	-	-	-
Code Compliance	Supervisor Vehicle	37,200	-	-	-	-	-
Traffic Signals	Replace 2012 Ford F-150 Regular Cab 4x2 - Add 4WD Asset # 13519	36,700	-	-	-	-	-
Parks	Vehicle for Foreman II - Parks' Events Crew	36,700	-	-	-	-	-
Parks	Vehicle for Crew Leader II - Parks' Events Crew	36,700	-	-	-	-	-
Fire	Cardiac Monitor Replacement (1x/year)	35,000	35,000	35,000	35,000	35,000	35,000
Streets	Sign Printer	35,000	-	-	-	-	-
Recreation	Gator XUV for Crossroads Ambassadors (2x)	35,000	-	-	-	-	-
ITS	Ground Penetrating Radar	35,000	-	-	-	-	-
Fire	Technology Upgrades to EOC/Training Center	35,000	-	-	-	-	-
Police	Polaris Razor	34,667	-	-	-	-	-
Parks	Musco Lighting (3 Ball Fields)	33,750	-	-	-	-	-
Solid Waste	Replace 2011 Ford F-150 Regular Cab 4x2 Asset # 13389	33,200	-	-	-	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Fire	Replacement Airpacks (1x/year)	32,000	32,000	32,000	32,000	32,000	32,000
Sammons Golf	Clubhouse Re-Design	30,000	-	-	-	-	-
Recreation	Pedestrian Fencing - Special Events	30,000	-	-	-	-	-
Parks	Pond Dredging - Lions Park	30,000	-	-	-	-	-
Streets	Skid Steer for Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	29,080	-	-	-	-	-
Streets	Crew Cab Utility 4x2 Truck for Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	26,760	-	-	-	-	-
Solid Waste	40 CY Roll-Off Containers (2)	26,000	-	-	-	-	-
Recreation	Summit Fitness Equipment	25,000	25,000	25,000	25,000	25,000	25,000
Recreation	Batting Cage Fencing - Crossroads Park	25,000	-	-	-	-	-
Parks	Solar Lighting - Skate Park	25,000	-	-	-	-	-
Parks	Bandit Stump Grinder	20,000	-	-	-	-	-
Parks	Zero Turn Sprayer for Chemical Technician	18,000	-	-	-	-	-
Parks	Small Utility Vehicle	17,000	-	-	-	-	-
Parks	Replace 2012 Toro Utility Vehicle Asset #13492	16,900	-	-	-	-	-
Recreation	Racquetball Floor Repair - Summit	15,000	-	-	-	-	-
ITS	Council Chambers Modifications	15,000	-	-	-	-	-



## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Airport	Website for Airport	15,000	-	-	-	-	-
Parks	Trailer #1 for Parks' Events Crew	12,000	-	-	-	-	-
Parks	Trailer #2 for Parks' Events Crew	12,000	-	-	-	-	-
Parks	Sod Cutter	12,000	-	-	-	-	-
Streets	Skid Steer Trailer for New Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	8,800	-	-	-	-	-
Police	InstALERT 24 Message (1)	8,302	-	-	-	-	-
Recreation	Fitness Equipment - Wilson Parks and Rec Center	8,000	8,000	8,000	8,000	8,000	8,000
City Secretary	Large Plat Scanner for Records Coordinator	7,500	-	-	-	-	-
Police	SpeedALERT 18 Radar Message Sign (1)	6,195	-	-	-	-	-
Fire	Treadmill Replacement (1/year)	6,000	6,000	6,000	6,000	6,000	6,000
Police	Vehicles for (5) Police Officers	-	324,000	-	-	-	-
Police	Vehicles for (2) Sergeant Positions	-	125,800	-	-	-	-
Solid Waste	Replace 2009 Ford F350 Asset # 12962	-	75,000	-	-	-	-
Sammons Golf	Replace 2012 Rough Mower Asset 13554	-	75,000	-	-	-	-
Sammons Golf	Ventrac Mower with Attachments	-	75,000	-	-	-	-
Police	CID Cubicle Replacement - Detectives	-	70,000	-	-	-	-
Streets	Replace 2013 F250 - Add 4WD Asset # 13381	-	68,900	-	-	-	-
Parks	Replace 2010 F-350 Super Duty SuperCrew Utility 4x2 Asset #13134	-	68,900	-	-	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Animal Services	Vehicle for Field Officer	-	65,200	-	-	-	-
Parks	Replace 2012 F350 Asset #13523	-	64,700	-	-	-	-
Airport	Replace 2008 F250 Regular Cab Utility Body Asset # 12585	-	64,700	-	-	-	-
Police	Cubicle Replacement - Records	-	60,000	-	-	-	-
Parks	Pond Dredging - Woodbridge Park	-	59,000	-	-	-	-
Parks	Replace 2013 Super Duty Crew Cab Asset #13698	-	53,100	-	-	-	-
Solid Waste	Recycling Drop Off Center - Gober	-	50,000	-	-	-	-
Airport	Fuel Truck Refurbishment (2 of 3)	-	50,000	-	-	-	-
Library	Security Cameras	-	45,000	-	-	-	-
Sammons Golf	Reel Grinder	-	44,840	-	-	-	-
Solid Waste	Vehicle for Recycling Assistant	-	42,500	-	-	-	-
Animal Services	Vehicle for Shelter Technician	-	42,500	-	-	-	-
Solid Waste	Replace 2005 Komatsu Lift Truck Asset # 12283	-	42,000	-	-	-	-
Animal Services	Replace 1995 Drexell Forklift Asset # 14152	-	42,000	-	-	-	-
Facility Services	Vehicle for Building Improvement Technician Team	-	41,400	-	-	-	-
Fleet Services	Replace 2010 Ford Ranger - Add 4WD Asset #13128	-	41,300	-	-	-	-
Fleet Services	Replace 2007 Ford Explorer - Add AWD Asset #12558	-	40,900	-	-	-	-
Police	Vehicle for Training Officer	-	39,100	-	-	-	-
Parks	Vehicle for Chemical Technician	-	37,200	-	-	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Parks	Truck for Park Maintenance Horticulture Position	-	34,200	-	-	-	-
Fleet Services	Replace 2011 F-150 Asset #13292	-	34,200	-	-	-	-
Parks	Musco Lighting (3 Ball Fields)	-	33,750	-	-	-	-
Police	Negotiation System and Throw Phone Equipment	-	25,000	-	-	-	-
Parks	Zero Turn Sprayer	-	18,000	-	-	-	-
Library	Reference Desk Furniture - Library	-	18,000	-	-	-	-
Airport	Electric Ground Support Equipment (6 passenger)	-	17,300	-	-	-	-
Parks	Replace 2017 Turf Tiger II Mower Asset #14593	-	15,100	-	-	-	-
Parks	Replace 2017 Turf Tiger II Mower Asset #14592	-	15,100	-	-	-	-
Parks	Replace 2017 Turf Tiger Mower Asset #14593	-	15,100	-	-	-	-
Library	Second Floor Shelving - Library	-	12,800	-	-	-	-
Performance Excellence	Cubicles	-	10,296	-	-	-	-
Recreation	Directional/Onsite Signage - Bloomin Temple	-	10,000	-	10,000	-	15,000
Police	SWAT Portable Network Surveillance Cameras	-	10,000	-	-	-	-
Solid Waste	Cardboard Style Roll-Off Container (Gober)	-	9,202	-	-	-	-
Solid Waste	Cardboard Style Roll-Off Container (Westside Recycling Center)	-	9,202	-	-	-	-
Police	Vehicles for (5) Police Officers	-	-	324,000	-	-	-
Police	Vehicles for (2) Sergeant Positions	-	-	129,600	-	-	-
Traffic Signals	Upgrade 5 Intersections to Iteris Hybrid Detection: Video/Radar	-	-	115,000	-	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Parks	Pond Dredging - Miller Park	-	-	97,000	-	-	-
Traffic Signals	Adding Battery Backup Power to Intersections (4-year Plan)	-	-	80,000	80,000	80,000	80,000
Sammons Golf	Bobcat with Front End Loader	-	-	75,700	-	-	-
Police	MPS Application for Warning System	-	-	70,000	-	-	-
Airport	Replace 2006 Jacobsen Mower #12541	-	-	68,000	-	-	-
Animal Services	Replace 2013 F-150 Regular Cab 4x2 Asset # 13701	-	-	66,500	-	-	-
Streets	Replace 2010 Brush Bandit Chipper Asset # 13273	-	-	65,000	-	-	-
Parks	Replace 2008 John Deere Tractor Asset #12813	-	-	65,000	-	-	-
Sammons Golf	Surveillance Cameras	-	-	60,000	-	-	-
Fire	Vehicle for Deputy Fire Marshal	-	-	60,000	-	-	-
Fire	Replace Staff Vehicle - Add 4WD Asset #13122	-	-	59,800	-	-	-
Library	Restroom Renovations - Library	-	-	50,000	-	-	-
Facility Services	Replace 2006 Chevrolet Silverado Asset # 12273	-	-	42,300	-	-	-
Engineering	Replace Ford Explorer Asset # 12824	-	-	42,100	-	-	-
Recreation	Scoreboard Replacements - All Fields (4/year)	-	-	40,000	40,000	40,000	40,000
Permits & Inspections	Planning & Development Vehicle	-	-	39,100	-	-	-
Parks	ABI Force Field Groomer and Laser Leveler	-	-	36,000	-	-	-
Solid Waste	Replace 2016 F-150 Regular Cab 4x2 Asset #14304	-	-	35,200	-	-	-
Sammons Golf	Replace 2014 Utility Vehicles (2) Asset #14013 and #14014	-	-	35,200	-	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Recreation	Diving Board and Base - Walker Park Pool	-	-	35,000	-	-	-
Facility Services	Flooring Replacement - Library Foyer	-	-	35,000	-	-	-
Streets	Utility Body for ROW Crew To be split funded: General Fund - 50% Drainage Fund - 50%	-	-	32,350	-	-	-
Solid Waste	Two Recycling Trailers for Multifamily	-	-	32,000	-	-	-
Fire	Upgrade Staff Vehicle to Transit Van Asset #13533	-	-	32,000	-	-	-
Fire	Outdoor Warning Sirens (Northeast, Northwest, Industrial Park)	-	-	30,000	31,000	32,000	-
Parks	Replace 2011 Ford Fusion Asset #13280	-	-	27,500	-	-	-
Recreation	ADA Life Chairs (2) - Lions Junction Pool	-	-	25,000	-	-	-
Purchasing	Flooring Improvements - Service Center, Building C)	-	-	25,000	-	-	-
Code Compliance	Security Improvements - Historic Post Office	-	-	20,000	-	-	-
Parks	Trail Light Project - Walker Park	-	-	17,800	-	-	-
Airport	Replace 2005 Gator with Electric UTV Asset #12100	-	-	17,600	-	-	-
Facility Services	Flooring Replacement - Summit	-	-	17,000	-	-	-
Parks	Replace 2019 Hustler Super Z 72" Mower Asset #15031	-	-	15,400	-	-	-
Parks	Replace 2019 Brush Rover Asset #15032	-	-	15,000	-	-	-
Airport	Battery Powered Extrication Tool	-	-	12,000	-	-	-
Code Compliance	Replace 2017 John Deere 10' Shredder Asset #14503	-	-	8,900	-	-	-
Code Compliance	Replace 2016 Hustler Raptor SD Asset # 14303	-	-	7,200	-	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Sammons Golf	Replace Irrigation Controllers	-	-	-	80,000	-	-
Recreation	Replace Spray Features (10) - Lions Junction Pool	-	-	-	75,000	-	-
Parks	Trucks for Park Rangers (2)	-	-	-	72,600	-	-
Police	Vehicles for Police Officer for VCES	-	-	-	70,800	-	-
Parks	Replace 2013 F-250 Super Duty Asset #13703	-	-	-	68,600	-	-
Parks	Replace 2012 F-250 Super Duty Asset #13524	-	-	-	68,600	-	-
Parks	Replace 2015 F-350 Regular Cab Utility 4x2 Asset #13879	-	-	-	68,600	-	-
Animal Services	Vehicle for Field Officer	-	-	-	68,000	-	-
Animal Services	Vehicle for Field Officer	-	-	-	68,000	-	-
Police	Vehicles for (4) Police Officers (CID)	-	-	-	64,600	-	-
Streets	New Chipper for Forestry Crew	-	-	-	60,000	-	-
Fire	Vehicle for Deputy Fire Marshal	-	-	-	55,000	-	-
Parks	Replace 2012 Super Duty Asset #13525	-	-	-	51,100	-	-
Parks	Replace 2013 Super Duty F-250 Asset #13697	-	-	-	51,100	-	-
Facility Services	Replace 2013 F-250 Regular Cab Utility Asset #13704	-	-	-	51,100	-	-
Airport	Fuel Truck Refurbishment (3 of 3)	-	-	-	50,000	-	-
Streets	Replace 2012 Ford F150 Super Cab - Add 4WD Asset #13511	-	-	-	47,000	-	-
Sammons Golf	Replace 2015 Spray Rig Asset #14214	-	-	-	45,000	-	-
Recreation	Multi-Activity Resource Station - Summit	-	-	-	45,000	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Fire	Vehicle for New Battalion Chief	-	-	-	43,000	-	-
Marketing & Communications	Website Upgrade - City, Park and Library	-	-	-	40,000	-	-
Solid Waste	Vehicle for 2-Man Litter Crew	-	-	-	36,300	-	-
Facility Services	Replace 2012 F-150 Regular Cab 4x2 Asset # 13532	-	-	-	36,300	-	-
Recreation	WPRC Bleachers Resealed & Room Divider Replacement	-	-	-	35,000	-	-
Police	Vehicle for Sergeant (CID)	-	-	-	33,300	-	-
Facility Services	Replace 2013 Ford Focus Asset # 13534	-	-	-	33,300	-	-
Solid Waste	Two Recycling Trailers for Westside	-	-	-	32,000	-	-
Recreation	Passenger Shuttle (15) - Crossroads' Abassadors	-	-	-	30,000	-	-
Fleet Services	Replace 2014 Chevrolet Impala Asset #13876	-	-	-	28,300	-	-
Recreation	Outdoor/Special Event Permitting Software	-	-	-	25,000	-	-
Recreation	Security Upgrades -Sammons Indoor Pool	-	-	-	25,000	-	-
Streets	Roller for Additional Patch Crew	-	-	-	24,200	-	-
Streets	Mini Roller for Requested Additional Patch Crew	-	-	-	24,200	-	-
Code Compliance	Drum Mulcher/Chipper	-	-	-	20,000	-	-
Parks	Replace 2016 Woods Shredder Asset #14261	-	-	-	17,500	-	-
Parks	Replace 2019 Hustler Super Z 72" Mower Asset #15098	-	-	-	15,700	-	-
Recreation	Sunglo Furniture - Special Events	-	-	-	15,000	-	-
Recreation	Repaint Gym - Wilson Parks and Rec Center	-	-	-	13,500	-	-



## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Recreation	Large Ice Machine @ Sunglo	-	-	-	13,000	-	-
Fire	Bullseye Digital Fire Extinguisher Training Aid	-	-	-	12,000	-	-
Recreation	Benches on Pool Deck - Walker Pool	-	-	-	10,000	-	-
Recreation	Patio Furniture - Sammons Community Center	-	-	-	10,000	-	-
Recreation	Replacing Office Flooring - Summit	-	-	-	7,500	-	-
Recreation	Replace Shade/Funbrellas - Lions Junction Pool	-	-	-	-	175,000	-
Parks	Skate Park Pad - West Temple Park	-	-	-	-	150,000	-
Recreation	Replace 2003 Austin Marshall Stage	-	-	-	-	140,000	-
Streets	10 Yard Dump Truck	-	-	-	-	130,000	-
Police	Upgrade Workout Facility - Police	-	-	-	-	100,000	-
Recreation	Large Pavilion/Gazebo - Lions Junction Pool	-	-	-	-	85,000	-
Streets	Utility Body Truck for New Sign Crew	-	-	-	-	75,300	-
Recreation	RePlaster Pool - Summit	-	-	-	-	75,000	-
Recreation	Replace Desk Furniture (3) - Summit	-	-	-	-	75,000	-
Recreation	Add Shade Structure - Clark Pool	-	-	-	-	75,000	-
Parks	Vehicles for Park Rangers (2)	-	-	-	-	74,600	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Traffic Signals	Replace 2016 Chevy Colorado - Add 4WD Asset #14149	-	-	-	-	48,400	-
Recreation	AQ-LJ Replace Cargo Net w/Kiddie Slide	-	-	-	-	45,000	-
Fire	Replace 2016 Ford F-150 SuperCrew 4x2 Asset #14284	-	-	-	-	44,900	-
Police	Vehicle for Training Officer	-	-	-	-	40,200	-
Parks	Vehicle for Park Maintenance Custodian Position	-	-	-	-	37,300	-
Parks	Vehicle for Park Maintenance Horticulture Position	-	-	-	-	37,300	-
Code Compliance	Replace 2014 F-150 Regular Cab 4x2 Asset #13884	-	-	-	-	37,300	-
Fire	Vehicle for Assistant Program Manager	-	-	-	-	35,000	-
Solid Waste	Two Recycling Trailers for Multifamily	-	-	-	-	32,000	-
Recreation	Replace Purple Room Flooring - Summit	-	-	-	-	25,000	-
Streets	Replace 2006 Mauldin Mini Roller Asset # 12502	-	-	-	-	22,000	-
Sammons Golf	Replace 2016 Large Utility Vehilce Asset 14426	-	-	-	-	18,300	-
Recreation	Activity Wall for Kids Club - Summit	-	-	-	-	15,000	-
Recreation	Replace Batting Cage Netting - Crossroads Park	-	-	-	-	15,000	-
Recreation	Replace Sand Filter #1 - Summit	-	-	-	-	12,000	-
Recreation	Replace Garage Door - Clark Pook	-	-	-	-	10,000	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Fire	Replace Haz-Mat Vehicle Asset #11912	-	-	-	-	-	138,000
Fire	Replace 2009 F350 Stake Bed Vehicle Asset #12964	-	-	-	-	-	118,000
Traffic Signals	Upgrade Traffic Signals Heads & Hardware - Downtown	-	-	-	-	-	85,000
Solid Waste	Upgrade Ford Focus to a Crew Cab Truck Asset #13880	-	-	-	-	-	49,800
Code Compliance	Replace 2016 Chevrolet Colorado Crew Cab Asset #14150	-	-	-	-	-	46,200
Recreation	Renovate Men's Sauna (Infra-red) - Summit	-	-	-	-	-	45,000
Recreation	Renovate Women's Sauna (Infra-red) - Summit	-	-	-	-	-	45,000
Code Compliance	Replace 2016 Ford F-150 Regular Cab 4x2 Asset #14282	-	-	-	-	-	38,500
Recreation	Pool Deck - Walker Pool	-	-	-	-	-	35,000
Recreation	Pool Deck -Summit	-	-	-	-	-	35,000
Parks	Replace 2010 Ford Ranger Asset #13130	-	-	-	-	-	34,200
Solid Waste	Two Recycling Trailers for Multifamily	-	-	-	-	-	32,000
Recreation	Replace Carpet - Sammons Community Pool	-	-	-	-	-	30,000
Sammons Golf	Replace Utility Vehicles Asset #14645	-	-	-	-	-	18,700
Recreation	Replace Sand Filter #2 - Summit	-	-	-	-	-	8,000
<b>Total Capital</b>		<b>\$ 3,631,094</b>	<b>\$ 2,764,890</b>	<b>\$ 2,852,250</b>	<b>\$ 2,855,200</b>	<b>\$ 2,525,400</b>	<b>\$ 2,197,600</b>

Dues and Subscriptions	\$ 7,800	\$ 8,190	\$ 15,600	\$ 18,879	\$ 19,823	\$ 20,815
Fuel	73,671	131,550	178,671	241,141	285,094	290,796
Insurance	12,509	26,344	40,483	58,259	72,161	79,773
Repair & Maintenance	17,352	46,504	85,136	136,128	194,160	252,752
<b>Total Cumulative Operating Impact</b>	<b>\$ 111,331</b>	<b>\$ 212,588</b>	<b>\$ 319,890</b>	<b>\$ 454,408</b>	<b>\$ 571,239</b>	<b>\$ 644,135</b>

## PERSONNEL SUMMARY - GENERAL FUND

Department	Full Time <sup>1</sup>			Part Time <sup>1</sup>			Total F.T.E			2023 vs 2022 Increase/ (Decrease)
	Actual 2021	Actual 2022	Budget 2023	Actual 2021	Actual 2022	Budget 2023	Actual 2021	Actual 2022	Budget 2023	
<b>GENERAL FUND</b>										
<b>General Government:</b>										
CITY ATTORNEY	10.00	10.00	11.00 <sup>32</sup>	-	-	-	10.00	10.00	11.00	1.00
CITY COUNCIL	5.00	5.00	5.00	-	-	-	5.00	5.00	5.00	-
CITY MANAGER	6.00	6.00	6.00	-	-	-	6.00	6.00	6.00	-
CITY SECRETARY	5.00	4.00 <sup>2</sup>	4.00	-	-	-	5.00	4.00	4.00	-
FACILITY SERVICES	19.54	20.54 <sup>11</sup>	20.54	-	-	-	19.54	20.54	20.54	-
FINANCE	13.00	15.00 <sup>3</sup>	16.00 <sup>20</sup>	-	-	-	13.00	15.00	16.00	1.00
FLEET SERVICES	20.50	22.50 <sup>4</sup>	22.50	-	-	-	20.50	22.50	22.50	-
HOUSING & COMMUNITY DEVELOPMENT	4.30	4.95 <sup>5</sup>	5.48	-	-	-	4.30	4.95	5.48	0.53
HUMAN RESOURCES	7.00	8.00 <sup>6</sup>	9.00 <sup>21</sup>	0.38	0.63 <sup>6</sup>	- <sup>21</sup>	7.38	8.63	9.00	0.37
INFORMATION TECHNOLOGY SERVICES	21.20	22.20 <sup>7</sup>	22.20	-	-	-	21.20	22.20	22.20	-
MARKETING & COMMUNICATIONS	9.25	9.25	11.25 <sup>22</sup>	-	-	-	9.25	9.25	11.25	2.00
PERFORMANCE EXCELLENCE	5.00	8.00 <sup>8</sup>	8.00	-	-	-	5.00	8.00	8.00	-
PERMITS / INSPECTIONS	9.00	10.00 <sup>9</sup>	13.00 <sup>23</sup>	-	-	-	9.00	10.00	13.00	3.00
PLANNING & DEVELOPMENT	7.75	8.75 <sup>10</sup>	8.70	-	-	-	7.75	8.75	8.70	(0.05)
PURCHASING	8.00	8.00	8.00	-	-	-	8.00	8.00	8.00	-
<b>Public Safety:</b>										
ANIMAL SERVICES	8.00	8.00	8.00	-	-	-	8.00	8.00	8.00	-
CODE COMPLIANCE	14.40	16.80 <sup>17</sup>	18.70 <sup>24</sup>	0.63	0.63	0.63	15.03	17.43	19.33	1.90
FIRE	125.00	125.00	126.00 <sup>25</sup>	-	-	-	125.00	125.00	126.00	1.00
MUNICIPAL COURT	12.00	12.00	12.00	0.03	0.03	0.03	12.03	12.03	12.03	-
POLICE	186.00	192.00 <sup>17, 18</sup>	202.00 <sup>26</sup>	0.63	0.63	0.63	186.63	192.63	202.63	10.00
<b>Highways and Streets:</b>										
ENGINEERING	6.63	6.63	6.63	-	-	-	6.63	6.63	6.63	-
STREETS	28.34	28.94 <sup>12</sup>	30.94 <sup>27</sup>	-	-	-	28.34	28.94	30.94	2.00
TRAFFIC CONTROL	5.58	5.58	5.58	-	-	-	5.58	5.58	5.58	-
<b>Solid Waste:</b>										
SOLID WASTE	57.50	64.50 <sup>19</sup>	67.50 <sup>28</sup>	0.50	- <sup>19</sup>	-	58.00	64.50	67.50	3.00
<b>Parks and Recreation:</b>										
GOLF COURSE	12.53	12.53	14.28 <sup>29</sup>	6.88	6.88	5.88 <sup>29</sup>	19.41	19.41	20.16	0.75
LIBRARY	18.00	20.00 <sup>13</sup>	20.00	10.15	8.40 <sup>13</sup>	8.40	28.15	28.40	28.40	-
PARKS	40.58	41.58 <sup>14</sup>	47.83 <sup>30</sup>	0.46	0.46	0.46	41.04	42.04	48.29	6.25
PARKS & RECREATION ADMIN SERVICES	3.02	3.12 <sup>15</sup>	5.12 <sup>29, 30</sup>	-	-	-	3.02	3.12	5.12	2.00
RECREATION	22.88	23.23 <sup>16</sup>	23.23	49.92	51.00 <sup>16</sup>	51.00	72.80	74.23	74.23	-
<b>Airport:</b>										
AIRPORT	12.00	12.00	15.00 <sup>31</sup>	1.38	1.38	1.38	13.38	13.38	16.38	3.00
<b>GENERAL FUND TOTAL (F.T.E.)</b>	<b>703.00</b>	<b>734.10</b>	<b>773.48</b>	<b>70.95</b>	<b>70.03</b>	<b>68.40</b>	<b>773.95</b>	<b>804.13</b>	<b>841.88</b>	<b>37.75</b>

## PERSONNEL SUMMARY - GENERAL FUND

Department	Total F.T.E				
	Forecasted 2024	Forecasted 2025	Forecasted 2026	Forecasted 2027	Forecasted 2028
<b>GENERAL FUND</b>					
<b><u>General Government:</u></b>					
CITY ATTORNEY	11.00	11.00	11.00	11.00	11.00
CITY COUNCIL	5.00	5.00	5.00	5.00	5.00
CITY MANAGER	6.00	7.00 <sup>45</sup>	7.00	7.00	7.00
CITY SECRETARY	4.00	4.00	4.00	4.00	4.00
FACILITY SERVICES	21.54 <sup>33</sup>	21.54	21.54	21.54	21.54
FINANCE	16.00	16.00	17.00 <sup>60</sup>	17.00	18.00 <sup>83</sup>
FLEET SERVICES	24.50 <sup>34</sup>	25.50 <sup>46</sup>	25.50	25.50	25.50
HOUSING & COMMUNITY DEVELOPMENT	6.48 <sup>35</sup>	7.48 <sup>47</sup>	7.48	7.48	7.48
HUMAN RESOURCES	10.00 <sup>36</sup>	10.00	10.00	11.00 <sup>75</sup>	11.00
INFORMATION TECHNOLOGY SERVICES	22.20	24.20 <sup>48</sup>	24.20	24.20	24.20
MARKETING & COMMUNICATIONS	11.25	12.25 <sup>49</sup>	15.25 <sup>61</sup>	15.25	15.25
PERFORMANCE EXCELLENCE	9.00 <sup>37</sup>	12.00 <sup>50</sup>	13.00 <sup>62</sup>	13.00	14.00 <sup>84</sup>
PERMITS / INSPECTIONS	13.00	12.00	12.00	12.00	12.00
PLANNING & DEVELOPMENT	8.70	8.70	10.70 <sup>63</sup>	10.70	10.70
PURCHASING	8.00	8.00	8.00	8.00	8.00
<b><u>Public Safety:</u></b>					
ANIMAL SERVICES	10.00 <sup>38</sup>	10.00	14.00 <sup>64</sup>	15.00 <sup>76</sup>	16.00 <sup>85</sup>
CODE COMPLIANCE	22.33 <sup>39</sup>	23.33 <sup>51</sup>	24.33 <sup>65</sup>	24.33	25.33 <sup>86</sup>
FIRE	133.00 <sup>40</sup>	137.00 <sup>52</sup>	151.00 <sup>66</sup>	168.00 <sup>77</sup>	168.00
MUNICIPAL COURT	12.03	12.03	12.53 <sup>67</sup>	12.53	12.53
POLICE	211.63 <sup>41</sup>	218.63 <sup>53</sup>	224.63 <sup>68</sup>	227.63 <sup>78</sup>	232.63 <sup>87</sup>
<b><u>Highways and Streets:</u></b>					
ENGINEERING	6.63	6.63	7.63 <sup>69</sup>	7.63	7.63
STREETS	30.94	31.94 <sup>54</sup>	35.94 <sup>70</sup>	37.94 <sup>79</sup>	42.94 <sup>88</sup>
TRAFFIC CONTROL	5.58	6.58 <sup>55</sup>	6.58	6.58	6.58
<b><u>Solid Waste:</u></b>					
SOLID WASTE	72.50 <sup>42</sup>	74.50 <sup>56</sup>	79.50 <sup>71</sup>	82.50 <sup>80</sup>	84.50 <sup>89</sup>
<b><u>Parks and Recreation:</u></b>					
GOLF COURSE	20.16	21.16 <sup>57</sup>	21.16	21.16	21.16
LIBRARY	28.40	29.40 <sup>58</sup>	30.40 <sup>72</sup>	30.40	30.40
PARKS	51.29 <sup>43</sup>	51.29	54.29 <sup>73</sup>	58.29 <sup>81</sup>	58.29
PARKS & RECREATION ADMIN SERVICES	5.12	5.12	5.12	5.12	5.12
RECREATION	75.23 <sup>44</sup>	77.23 <sup>59</sup>	78.23 <sup>74</sup>	79.23 <sup>82</sup>	79.23
<b><u>Airport:</u></b>					
AIRPORT	16.38	16.38	16.38	16.38	16.38
<b>GENERAL FUND TOTAL (F.T.E.)</b>	<b>877.88</b>	<b>905.88</b>	<b>953.38</b>	<b>985.38</b>	<b>1,001.38</b>

## PERSONNEL SUMMARY - GENERAL FUND

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, Housing & Community Development, and Planning are partially funded with Federal/State Grant Funds.

2 - During FY 2022, the Executive Assistant position was eliminated.

3 - In FY 2022, an Accounting Technician, as well as a Senior Accountant position was authorized and funded.

4 - In FY 2022, an Operations Manager I, as well as a Heavy Duty Automotive Technician II was authorized and funded.

5 - In FY 2022, a Neighborhood Navigator position was authorized and funded.

6 - In FY 2022, an additional Human Resources Generalist was authorized and funded. In addition, the funding for the part time Records Technician was increased.

7 - During FY 2022, one IT Support Manager position was added.

8 - In FY 2022, an Organizational Development Manager position, as well as a Business Analyst position was authorized and funded. During FY 2022, one Administrative Assistant I position was added.

9 - In FY 2022, a Combination Building Inspector I position was authorized and funded.

10 - In FY 2022, an additional Senior Planner position was authorized and funded.

11 - During FY 2022, one Project Manager position was added.

12 - In FY 2022, an Equipment Maintenance & Transporter position was authorized and funded. Funding will be split 60% Streets and 40% Drainage.

13 - In FY 2022, a part time Library Assistant was reclassified to full time. During FY 2022, two part time Librarian positions were reclassified to a full time Librarian and a part time Librarian was reclassified to a part time Assistant Librarian.

14 - In FY 2022, an additional Maintenance Worker position was authorized and funded.

15 - In FY 2022, the funding allocation of the Director of Parks and Recreation was changed to 100% General Fund.

16 - In FY 2022, the funding allocation for the Assistant Director of Parks and Recreation changed to 100% General Fund. In addition, three part time Recreation Leaders were authorized and funded for Crossroads.

17 - In FY 2022, a Code Compliance Manager, as well as a Parking Manager was authorized and funded. In addition, a Parking Enforcement Official was moved from Police to Code Compliance.

18 - In FY 2022, a Community Service Records Technician and five Police Officer positions were authorized and funded. During FY 2022, a Project Manager was authorized and funded for the Niche Program.

19 - In FY 2022, the part time Maintenance Worker position became full time. In addition, two Foreman II positions, three Solid Waste Driver positions, and an Administrative Assistant I position was authorized and funded.

20 - In FY 2023, an Accountant I position will be authorized and funded.

21 - In FY 2023, a part time Records Technician will be reclassified to a full time Human Resources Technician.

22 - In FY 2023, one Recruiting & Outreach Coordinator position and one Marketing Specialist will be authorized and funded.

23 - In FY 2023, two Combination Building Inspector I positions and one Permit Technician position will be authorized and funded.

24 - In FY 2023, one Parking Enforcement Official will be authorized and funded.

25 - In FY 2023, one Plans Reviewer/Inspector position will be authorized and funded.

26 - In FY 2023, the following positions will be authorized and funded: two Crime Scene Investigator I positions, two Telecommunicator positions, and five Police Officers. In addition, one Police Officer will also be moved from Grant Fund back to General Fund.

27 - In FY 2023, a Concrete Crew will be authorized and funded. The crew will consist of one Foreman II, one Crew Leader II, one Equipment Operator II, one Equipment Operator I, and one Maintenance Worker. Funding for the crew will be split as follows: 40% Streets, 20% Drainage Fund, and 40% Water/Wastewater Fund).

28 - In FY 2023, two Solid Waste Drivers and one Customer Service Representative I positions will be authorized and funded.

29 - In FY 2023, two part time Player Attendant positions will be made into two full time Player Attendant positions. In addition, the funding allocation for the Assistant Director of Parks and Recreation will be changed to 100% PARD Administration.

30 - In FY 2023, the following positions will be authorized and funded: one Crew Leader II, one Equipment Operator II, one Foreman II, one Landscape Spray Technician, and three Maintenance Workers. In addition, the funding allocation for the Assistant Director of Parks & Recreation will be changed to 100% PARD Administration.

31 - In FY 2023, one FBO Manager and two Customer Service Representative I positions will be added.

32 - In FY 2023, one Assistant City Attorney position will be authorized and funded to serve as a legal advisor to the Police Department.

33 - In FY 2024, one Building Improvement Technician will be authorized and funded.

## PERSONNEL SUMMARY - GENERAL FUND

34 - In FY 2024, one Heavy Duty Truck Technician I, as well as one Automotive Technician II position will be added.

35 - In FY 2024, one Grant Coordinator position will be authorized and funded.

36 - In FY 2024, one Benefits Administrator position will be authorized and funded.

37 - In FY 2024, one Program Coordinator position will be authorized and funded.

38 - In FY 2024, one Shelter Technician and one Animal Control Officer will be authorized and funded.

39 - In FY 2024, two Transform Temple Agent positions, as well as one Administrative Assistant II position will be authorized and funded.

40 - In FY 2024, the following positions will be authorized and funded: three Firefighter positions, three Fire Driver positions, and one Administrative Assistant II position.

41 - In FY 2024, the following positions will be authorized and funded: one Administrative Assistant I position, five Police Officer positions, two Sergeant positions, and one Training Officer position.

42 - In FY 2024, the following positions will be authorized and funded: three Solid Waste Driver positions, one Recycling Assistant position, and one Maintenance Worker position.

43 - In FY 2024, the following positions will be authorized and funded: one Maintenance Worker - Parks position, one Maintenance Worker - Horticulture position, and one Landscape Spray Technician position.

44 - In FY 2024, one Administrative Assistant I position will be authorized and funded.

45 - In FY 2025, one Governmental Affairs Officer position will be authorized and funded.

46 - In FY 2025, one Inventory Specialist position will be authorized and funded.

47 - In FY 2025, one Resources Coordinator position will be authorized and funded.

48 - In FY 2025, one Technical Trainer position and one Network Support Technician position will be authorized and funded.

49 - In FY 2025, one Marketing Specialist position will be authorized and funded.

50 - In FY 2025, the following positions will be authorized and funded: one Training Coordinator position, one Equity Coordinator, and one Business Data Analyst position.

51 - In FY 2025, one Code Compliance Officer I position will be authorized and funded.

52 - In FY 2025, three Firefighter positions, as well as a Deputy Fire Marshall position will be authorized and funded.

53 - In FY 2025, two Sergeant positions and five Police Officer positions will be authorized and funded.

54 - In FY 2025, one Equipment Operator I position and one Crew Leader II position will be authorized and funded. The funding for the positions will be 50% Streets and 50% Drainage Fund.

55 - In FY 2025, one Traffic Signal Maintenance Technician position will be authorized and funded.

56 - In FY 2025, two Solid Waste Driver positions will be authorized and funded.

57 - In FY 2025, one Golf Professional position will be authorized and funded.

58 - In FY 2025, one Librarian position will be authorized and funded.

59 - In FY 2025, one Recreation Specialist position and one Program Coordinator position will be authorized and funded.

60 - In FY 2026, one Accountant I position will be authorized and funded.

61 - In FY 2026, the following positions will be authorized and funded: one Webmaster position, one Public Relations Coordinator position, and one Community Engagement Specialist position.

62 - In FY 2026, one Equity Coordinator position will be authorized and funded.

63 - In FY 2026, one Planning Manager position and one Business Navigator position will be authorized and funded.

64 - In FY 2026, two Shelter Technician positions and two Animal Control Officer positions will be authorized and funded.

65 - In FY 2026, one Code Compliance Officer I position will be authorized and funded.

66 - In FY 2026, the following positions will be authorized and funded: one Fleet Services Coordinator position, three Firefighter positions, six Fire Driver positions, one Deputy Fire Marshall position, and three Battalion Chief positions will be authorized and funded.

67 - In FY 2026, one part time Administrative Assistant I position will be authorized and funded.

68 - In FY 2026, one Sergeant position and five Police Officer positions will be authorized and funded.

69 - In FY 2026, one Project Engineer positions will be authorized and funded.

70 - In FY 2026, the following positions will be authorized and funded: two Crew Leader II positions, one Equipment Operator II position, and one Equipment Operator I position.

71 - In FY 2026, two Solid Waste Driver positions and three Maintenance Worker positions will be authorized and funded.

72 - In FY 2026, one Library Specialist position will be authorized and funded.



## PERSONNEL SUMMARY - GENERAL FUND

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73 - In FY 2026, the following positions will be authorized and funded: one Park Ranger position, one Maintenance Worker Position, and one Lead Park Ranger position.

74 - In FY 2026, one Maintenance Worker position will be authorized and funded.

75 - In FY 2027, one Human Resources Generalist position will be authorized and funded.

76 - In FY 2027, one Shelter Technician position will be authorized and funded.

77 - In FY 2027, the following positions will be authorized and funded: one Office Assistant II position, six Firefighter positions, four Fire Driver positions, four Fire Captain positions, one Battalion Chief position, and one Assistant Program Manager position.

78 - In FY 2027, two Police Officer positions and one Accreditation Coordinator position will be authorized and funded.

79 - In FY 2027, one Maintenance Worker position and one Equipment Operator I position will be authorized and funded.

80 - In FY 2027, two Solid Waste Driver positions and one Customer Service Representative I position will be authorized and funded.

81 - In FY 2027, two Park Ranger positions and two Maintenance Worker positions will be authorized and funded.

82 - In FY 2027, one Maintenance Worker position will be authorized and funded.

83 - In FY 2028, one Accountant I position will be authorized and funded.

84 - In FY 2028, one Innovation Analyst position will be authorized and funded.

85 - In FY 2028, one Animal Control Officer position will be authorized and funded.

86 - In FY 2028, one Code Compliance Officer I position will be authorized and funded.

87 - In FY 2028, one Sergeant position and four Police Officer positions will be authorized and funded.

88 - In FY 2028, the following positions will be authorized and funded: one Foreman II position, one Crew Leader II position, one Equipment Operator II position, and two Equipment Operator I positions.

89 - In FY 2028, two Solid Waste Driver positions will be authorized and funded.



## FINANCIAL SUMMARY - HOTEL/MOTEL TAX FUND

	Actual		FY 2022 AMENDED Budget @ 06/30/22	FY 2023 ADOPTED Budget	+(-)
	09/30/20	09/30/21			
<b>Revenues:</b>					
Taxes	\$ 1,563,648	\$ 1,854,579	\$ 1,788,418	\$ 2,383,259	\$ 594,841
Charges for services	253,238	261,216	420,888	401,566	(19,322)
Intergovernmental	-	2,235	-	-	-
Interest and other	32,194	11,919	840	18,330	17,490
<b>Total revenues</b>	<b>1,849,080</b>	<b>2,129,949</b>	<b>2,210,146</b>	<b>2,803,155</b>	<b>593,009</b>
<b>Expenditures:</b>					
Mayborn center	917,206	667,012	921,184	1,254,488	333,304
Destination marketing / main street program	668,582	630,803	993,259	904,581	(88,678)
Railroad museum	441,132	480,002	508,553	748,384	239,831
<b>Debt Service:</b>					
Principal	3,359	3,460	3,048	2,904	(144)
Interest	165	64	334	246	(88)
<b>Total expenditures</b>	<b>2,030,444</b>	<b>1,781,341</b>	<b>2,426,378</b>	<b>2,910,603</b>	<b>484,225</b>
Excess (deficiency) of revenues over expenditures	(181,364)	348,608	(216,232)	(107,448)	108,784
<b>Other financing sources:</b>					
Transfers out - Debt Service	(33,776)	(67,551)	(67,552)	(67,552)	-
Lease Proceeds	-	-	11,805	-	(11,805)
<b>Total other financing sources</b>	<b>(33,776)</b>	<b>(67,551)</b>	<b>(55,747)</b>	<b>(67,552)</b>	<b>(11,805)</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(215,140)	281,057	(271,979)	(175,000)	96,979
Fund balance, beginning of year	1,600,886	1,385,746	1,666,803	1,394,824	(271,979)
Fund balance, end of year	<b>\$ 1,385,746</b>	<b>\$ 1,666,803</b>	<b>\$ 1,394,824</b>	<b>\$ 1,219,824</b>	<b>\$ (175,000)</b>
<b>Total Hotel/Motel Tax Fund Expenditures - By Category</b>					
Personnel services	\$ 1,316,841	\$ 1,255,018	\$ 1,416,215	\$ 1,713,849	\$ 297,634
Operations	570,828	512,732	906,442	969,604	63,162
Capital outlay	139,251	10,067	100,339	224,000	123,661
Debt service	3,524	3,524	3,382	3,150	(232)
Contingency <sup>(1)</sup>	-	-	-	-	-
<b>Fund Total</b>	<b>\$ 2,030,444</b>	<b>\$ 1,781,341</b>	<b>\$ 2,426,378</b>	<b>\$ 2,910,603</b>	<b>\$ 484,225</b>

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

## FINANCIAL SUMMARY - HOTEL/MOTEL TAX FUND

	FY 2024 FORECASTED Budget	FY 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget
<b>Revenues:</b>					
Taxes	\$ 2,476,850	\$ 2,574,148	\$ 2,675,305	\$ 2,780,470	\$ 2,889,805
Charges for services	409,597	417,789	426,145	434,668	443,361
Intergovernmental	-	-	-	-	-
Interest and other	27,300	35,000	37,310	37,960	37,960
<b>Total revenues</b>	<b>2,913,747</b>	<b>3,026,937</b>	<b>3,138,760</b>	<b>3,253,098</b>	<b>3,371,126</b>
<b>Expenditures:</b>					
Mayborn center	1,204,431	1,182,083	1,393,207	1,465,575	1,554,095
Destination marketing / main street program	989,386	1,074,671	1,020,195	1,040,845	1,061,886
Railroad museum	649,228	699,480	654,655	675,975	684,442
<b>Debt Service:</b>					
Principal	2,996	3,090	3,090	3,090	3,090
Interest	154	61	61	61	61
<b>Total expenditures</b>	<b>2,846,195</b>	<b>2,959,385</b>	<b>3,071,208</b>	<b>3,185,546</b>	<b>3,303,574</b>
Excess (deficiency) of revenues over expenditures	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)
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>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	-	-	-	-
Fund balance, beginning of year	1,219,824	1,219,824	1,219,824	1,219,824	1,219,824
Fund balance, end of year	<b>\$ 1,219,824</b>	<b>\$ 1,219,824</b>	<b>\$ 1,219,824</b>	<b>\$ 1,219,824</b>	<b>\$ 1,219,824</b>
<b>Total Hotel/Motel Tax Fund Expenditures - By Category</b>					
Personnel services	\$ 1,850,749	\$ 1,878,510	\$ 1,906,689	\$ 1,935,288	\$ 1,964,317
Operations	854,496	939,757	883,257	894,467	914,653
Capital outlay	15,750	94,000	-	11,500	10,000
Debt service	3,150	3,151	3,151	3,151	3,151
Contingency <sup>(1)</sup>	122,050	43,967	278,111	341,140	411,453
<b>Fund Total</b>	<b>\$ 2,846,195</b>	<b>\$ 2,959,385</b>	<b>\$ 3,071,208</b>	<b>\$ 3,185,546</b>	<b>\$ 3,303,574</b>



## FINANCIAL SUMMARY - HOTEL/MOTEL TAX FUND

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### Revenues

- Non-property tax revenues are estimated to increase approximately 4.00% annually for FY 2024 through FY 2028
- All other charges for services related to the Railroad Heritage Museum and Mayborn Convention Center are estimated to increase 2.00% annually for FY 2024 through FY 2028

### Expenditures

- Personnel costs also include new positions planned for in FY 2024 through FY 2028, as well as proposed general government pay increases
- Personnel costs are estimated to increase 1.50% in FY 2024 through FY 2028
- Operational costs are estimated to increase 1.50% in FY 2024 through FY 2028
- Contingency placeholders are included in FY 2024 through FY 2028
- Transfers out include repayment of the LoanStar Loan Energy Program of \$67,522 in FY 2024 through FY 2028



## PERSONNEL SUMMARY - HOTEL/MOTEL TAX FUND

Department	Full Time			Part Time			Total F.T.E			2023 vs 2022 Increase/ (Decrease)
	Actual 2021	Actual 2022	Budget 2023	Actual 2021	Actual 2022	Budget 2023	Actual 2021	Actual 2022	Budget 2023	
<b>HOTEL/MOTEL TAX FUND</b>										
DESTINATION MARKETING	5.15	6.00 <sup>1</sup>	5.00 <sup>3</sup>	0.50	0.63 <sup>1</sup>	- <sup>3</sup>	5.65	6.63	5.00	(1.63)
MAIN STREET PROGRAM	1.00	1.00	2.00 <sup>4</sup>	0.50	0.50	- <sup>4</sup>	1.50	1.50	2.00	0.50
MAYBORN CENTER	8.20	8.00 <sup>1,2</sup>	9.00 <sup>5</sup>	4.75	4.75	4.75	12.95	12.75	13.75	1.00
RAILROAD & HERITAGE MUSEUM	5.10	5.00 <sup>1</sup>	5.00	1.63	1.63	1.63	6.73	6.63	6.63	-
<b>HOTEL/MOTEL TAX FUND TOTAL (F.T.E.)</b>	<b>19.45</b>	<b>20.00</b>	<b>21.00</b>	<b>7.38</b>	<b>7.50</b>	<b>6.38</b>	<b>26.83</b>	<b>27.50</b>	<b>27.38</b>	<b>(0.13)</b>

1 - In FY 2022, the funding of one Assistant Director of Parks and Recreation was changed to 100% Recreation (General Fund). During FY 2022, one Marketing Specialist was reclassified to a Destination Coordinator and funding changed to Destination Marketing and the FTE for the part time Office Assistant I position was increased.

2 - In FY 2022, the funding for the Director of Parks and Recreation was changed to 100% Recreation (General Fund).

3 - In FY 2023, the Program Coordinator position will be funded 100% in Recreation (General Fund). The part time Office Assistant II position will be eliminated.

4 - In FY 2023, the part time Office Assistant II position will be made full time.

5 - In FY 2023, one Food & Beverage Coordinator position will be authorized and funded.



## PERSONNEL SUMMARY - HOTEL/MOTEL TAX FUND

Department	Total F.T.E				
	Forecasted 2024	Forecasted 2025	Forecasted 2026	Forecasted 2027	Forecasted 2028
<b>HOTEL/MOTEL TAX FUND</b>					
DESTINATION MARKETING	6.00 <sup>6</sup>	6.00	6.00	6.00	6.00
MAIN STREET PROGRAM	2.00	2.00	2.00	2.00	2.00
MAYBORN CENTER	13.75	13.75	13.75	13.75	13.75
RAILROAD & HERITAGE MUSEUM	7.63 <sup>7</sup>	7.63	7.63	7.63	7.63
<b>HOTEL/MOTEL TAX FUND TOTAL (F.T.E.)</b>	<b>29.38</b>	<b>29.38</b>	<b>29.38</b>	<b>29.38</b>	<b>29.38</b>

6 - In FY 2024, one Sports Marketing Specialist position will be authorized and funded.

7 - In FY 2024, one Maintenance Technician position will be authorized and funded.

## FINANCIAL SUMMARY - FEDERAL/STATE GRANT FUND

	Actual		FY 2022 AMENDED Budget @ 06/30/22	FY 2023 ADOPTED Budget	+(-)
	09/30/20	09/30/21			
<b>Revenues:</b>					
Intergovernmental	\$ 2,131,895	\$ 3,680,129	\$ 5,024,216	\$ 682,794	\$ (4,341,422)
<b>Total revenues</b>	<b>2,131,895</b>	<b>3,680,129</b>	<b>5,024,216</b>	<b>682,794</b>	<b>(4,341,422)</b>
<b>Expenditures:</b>					
General government	536,513	494,771	271,312	168,550	(102,762)
Public safety	112,692	458,698	201,615	111,309	(90,306)
Sanitation	22,527	160,557	15,000	-	(15,000)
Health and welfare	409,437	596,914	2,365,723	402,935	(1,962,788)
Highways and streets	1,918,468	307,090	2,897,418	-	(2,897,418)
Airport	-	1,769,539	-	-	-
<b>Total expenditures</b>	<b>\$ 2,999,637</b>	<b>\$ 3,787,569</b>	<b>5,751,068</b>	<b>682,794</b>	<b>(5,068,274)</b>
Excess (deficiency) of revenues over expenditures	(867,742)	(107,440)	(726,852)	-	726,852
<b>Other financing sources:</b>					
Transfers in - General Fund	11,461	46,022	87,418	-	(87,418)
Transfers in - Capital Projects	856,281	61,418	639,434	-	(639,434)
<b>Total other financing</b>	<b>867,742</b>	<b>107,440</b>	<b>726,852</b>	<b>-</b>	<b>(726,852)</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	-	-	-	-
Fund balance, beginning of year	-	-	-	-	-
<b>Fund balance, end of year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Federal/State Grant Fund Expenditures - By Category</b>					
Personnel services	\$ 137,391	\$ 281,973	\$ 411,020	\$ 370,505	\$ (40,515)
Operations	526,385	1,055,566	2,417,653	312,289	(2,105,364)
Capital outlay	2,335,861	2,450,030	2,922,395	-	(2,922,395)
<b>Fund Total</b>	<b>\$ 2,999,637</b>	<b>\$ 3,787,569</b>	<b>\$ 5,751,068</b>	<b>\$ 682,794</b>	<b>\$ (5,068,274)</b>

## FINANCIAL SUMMARY - FEDERAL/STATE GRANT FUND

	FY 2024 FORECASTED Budget	FY 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget
<b>Revenues:</b>					
Intergovernmental	\$ 703,278	\$ 724,376	\$ 746,107	\$ 768,491	\$ 791,545
<b>Total revenues</b>	<b>703,278</b>	<b>724,376</b>	<b>746,107</b>	<b>768,491</b>	<b>791,545</b>
<b>Expenditures:</b>					
General government	173,607	178,815	184,179	189,705	195,396
Public safety	114,648	118,087	121,630	125,279	129,037
Sanitation	-	-	-	-	-
Health and welfare	415,023	427,474	440,298	453,507	467,112
Highways and streets	-	-	-	-	-
Airport	-	-	-	-	-
<b>Total expenditures</b>	<b>703,278</b>	<b>724,376</b>	<b>746,107</b>	<b>768,491</b>	<b>791,545</b>
Excess (deficiency) of revenues over expenditures	-	-	-	-	-
<b>Other financing sources:</b>					
Transfers in - General Fund	-	-	-	-	-
Transfers in - Capital Projects	-	-	-	-	-
<b>Total other financing</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	-	-	-	-	-
<b>Fund balance, end of year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Total Federal/State Grant Fund Expenditures - By Category					
Personnel services	\$ 381,620	\$ 393,069	\$ 404,860	\$ 417,007	\$ 429,516
Operations	321,658	331,307	341,247	351,484	362,029
Capital outlay	-	-	-	-	-
<b>Fund Total</b>	<b>\$ 703,278</b>	<b>\$ 724,376</b>	<b>\$ 746,107</b>	<b>\$ 768,491</b>	<b>\$ 791,545</b>

**Revenues**

- Intergovernmental revenues are estimated to increase 3.00% annually in FY 2024 through FY 2028

**Expenditures**

- Personnel costs are estimated to increase 3.00% in FY 2024 through FY 2028
- Operational costs are estimated to increase 3.00% in FY 2024 through FY 2028
- Capital costs are not estimated for FY 2024 through FY 2028

## PERSONNEL SUMMARY - FEDERAL/STATE GRANT FUND

Department	Full Time <sup>1</sup>			Part Time <sup>1</sup>			Total F.T.E.			2023 vs 2022
	Actual 2021	Actual 2022	Budget 2023	Actual 2021	Actual 2022	Budget 2023	Actual 2021	Actual 2022	Budget 2023	Increase/ (Decrease)
FEDERAL/STATE GRANT FUND										
CDBG:										
ADMINISTRATION	1.10	0.78	0.92 <sup>2</sup>	-	-	-	1.10	0.78	0.92	0.14
CRIME PREVENTION	1.00	1.00	- <sup>3</sup>	-	-	-	1.00	1.00	-	(1.00)
HOMELESSNESS & MENTAL HEALTH	-	-	0.75 <sup>2</sup>	-	-	-	-	-	0.75	0.75
HOUSING IMPROVEMENT	0.20	1.52	1.15	-	-	-	0.20	1.52	1.15	(0.37)
NEIGHBORHOOD REVITALIZATION	2.25	2.20	1.30	-	-	-	2.25	2.20	1.30	(0.90)
OTHER:										
POLICE - GRANTS	1.00	1.00	1.00	-	-	-	1.00	1.00	1.00	-
FED/STATE GRANT FUND TOTAL (F.T.E.)	5.55	6.50	5.12	-	-	-	5.55	6.50	5.12	(1.38)

1 - During the budget process each position funded within Federal/Grant State Funds 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.

2 - In FY 2023, a Social Navigator position will be authorized and funded. The position will be split 25% CDBG - Administration and 75% CDBG - Homelessness & Mental Health.

3 - In FY 2023, the Police Officer position will be moved from CDBG - Crime Prevention back to Police (General Fund).

## PERSONNEL SUMMARY - FEDERAL/STATE GRANT FUND

Department	Total F.T.E				
	Forecasted 2024	Forecasted 2025	Forecasted 2026	Forecasted 2027	Forecasted 2028
<b>FEDERAL/STATE GRANT FUND</b>					
<u>CDBG:</u>					
ADMINISTRATION	0.92	0.92	0.92	0.92	0.92
CRIME PREVENTION	-	-	-	-	-
HOMELESSNESS & MENTAL HEALTH	0.75	0.75	0.75	0.75	0.75
HOUSING IMPROVEMENT	1.15	1.15	1.15	1.15	1.15
NEIGHBORHOOD REVITALIZATION	1.30	1.30	1.30	1.30	1.30
<u>OTHER:</u>					
POLICE - GRANTS	1.00	1.00	1.00	1.00	1.00
<b>FED/STATE GRANT FUND TOTAL (F.T.E.)</b>	<b>5.12</b>	<b>5.12</b>	<b>5.12</b>	<b>5.12</b>	<b>5.12</b>

## FINANCIAL SUMMARY - DRAINAGE FUND

	Actual		FY 2022 AMENDED Budget @ 06/30/22	FY 2023 ADOPTED Budget	+(-)
	09/30/20	09/30/21			
<b>Revenues:</b>					
Drainage fees	\$ 2,822,622	\$ 2,885,991	\$ 2,973,875	\$ 3,019,753	\$ 45,878
Interest and other	56,989	42,275	875	42,300	41,425
<b>Total revenues</b>	<b>2,879,611</b>	<b>2,928,266</b>	<b>2,974,750</b>	<b>3,062,053</b>	<b>87,303</b>
<b>Expenditures:</b>					
Highways and streets:					
Drainage	2,145,265	1,468,087	3,754,495	2,037,060	(1,717,435)
<b>Total expenditures</b>	<b>2,145,265</b>	<b>1,468,087</b>	<b>3,754,495</b>	<b>2,037,060</b>	<b>(1,717,435)</b>
Excess (deficiency) of revenues over expenditures	734,346	1,460,179	(779,745)	1,024,993	1,804,738
<b>Other financing (uses):</b>					
Transfers out - General Fund	(291,462)	(299,261)	(312,349)	(321,516)	(9,167)
Transfers out - Debt Service	(262,918)	(515,592)	(785,897)	(778,857)	7,040
<b>Total other financing (uses)</b>	<b>(554,380)</b>	<b>(814,853)</b>	<b>(1,098,246)</b>	<b>(1,100,373)</b>	<b>(2,127)</b>
Excess (deficiency) of revenues over expenditures and other financing uses	179,966	645,326	(1,877,991)	(75,380)	1,802,611
Fund balance, beginning of year	2,524,970	2,704,936	3,350,262	1,472,271	(1,877,991)
Fund balance, end of year	<b>\$ 2,704,936</b>	<b>\$ 3,350,262</b>	<b>\$ 1,472,271</b>	<b>\$ 1,396,891</b>	<b>\$ (75,380)</b>

Total Drainage Fund Expenditures - By Category					
Personnel services	\$ 830,388	\$ 935,799	\$ 1,258,387	\$ 1,513,998	\$ 255,611
Operations	331,484	250,195	497,826	402,622	(95,204)
Capital outlay	983,393	282,093	1,997,646	120,440	(1,877,206)
Contingency <sup>(1)</sup>	-	-	636	-	(636)
<b>Fund Total</b>	<b>\$ 2,145,265</b>	<b>\$ 1,468,087</b>	<b>\$ 3,754,495</b>	<b>\$ 2,037,060</b>	<b>\$ (1,717,435)</b>

Drainage Fund - Times Coverage					
Gross Revenue	\$ 2,879,611	\$ 2,928,266	\$ 2,974,750	\$ 3,062,053	
Less: Operating expense	(1,161,872)	(1,185,994)	(1,756,213)	(1,916,620)	
<b>Net Available Revenue for Debt Service</b>	<b>\$ 1,717,739</b>	<b>\$ 1,742,272</b>	<b>\$ 1,218,537</b>	<b>\$ 1,145,433</b>	
<b>Debt Service</b>	<b>262,918</b>	<b>515,592</b>	<b>785,897</b>	<b>778,857</b>	
<b>Coverage</b>	<b>6.53x</b>	<b>3.38x</b>	<b>1.55x</b>	<b>1.47x</b>	

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

## FINANCIAL SUMMARY - DRAINAGE FUND

	FY 2024 FORECASTED Budget	FY 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget
<b>Revenues:</b>					
Drainage fees	\$ 3,186,532	\$ 3,155,918	\$ 3,329,186	\$ 3,396,983	\$ 3,322,028
Interest and other	63,000	81,000	86,100	87,600	87,600
<b>Total revenues</b>	<b>3,249,532</b>	<b>3,236,918</b>	<b>3,415,286</b>	<b>3,484,583</b>	<b>3,409,628</b>
<b>Expenditures:</b>					
Highways and streets:					
Drainage	2,127,474	2,114,985	2,278,974	2,341,095	2,275,011
<b>Total expenditures</b>	<b>2,127,474</b>	<b>2,114,985</b>	<b>2,278,974</b>	<b>2,341,095</b>	<b>2,275,011</b>
Excess (deficiency) of revenues over expenditures	1,122,058	1,121,933	1,136,312	1,143,488	1,134,617
<b>Other financing (uses):</b>					
Transfers out - General Fund	(341,201)	(339,876)	(358,605)	(365,881)	(358,011)
Transfers out - Debt Service	(780,857)	(782,057)	(777,707)	(777,607)	(776,606)
<b>Total other financing (uses)</b>	<b>(1,122,058)</b>	<b>(1,121,933)</b>	<b>(1,136,312)</b>	<b>(1,143,488)</b>	<b>(1,134,617)</b>
Excess (deficiency) of revenues over expenditures and other financing uses	-	-	-	-	-
Fund balance, beginning of year	1,396,891	1,396,891	1,396,891	1,396,891	1,396,891
<b>Fund balance, end of year</b>	<b>\$ 1,396,891</b>	<b>\$ 1,396,891</b>	<b>\$ 1,396,891</b>	<b>\$ 1,396,891</b>	<b>\$ 1,396,891</b>

Total Drainage Fund Expenditures - By Category					
Personnel services	\$ 1,538,085	\$ 1,615,105	\$ 1,639,331	\$ 1,765,066	\$ 1,791,542
Operations	412,951	420,622	426,931	434,335	434,654
Capital outlay	130,100	32,350	165,100	93,600	-
Contingency <sup>(1)</sup>	46,338	46,908	47,612	48,094	48,815
<b>Fund Total</b>	<b>\$ 2,127,474</b>	<b>\$ 2,114,985</b>	<b>\$ 2,278,974</b>	<b>\$ 2,341,095</b>	<b>\$ 2,275,011</b>

Drainage Fund - Times Coverage					
Gross Revenue	\$ 3,249,532	\$ 3,236,918	\$ 3,415,286	\$ 3,484,583	\$ 3,409,628
Less: Operating expense	(1,951,036)	(2,035,727)	(2,066,262)	(2,199,401)	(2,226,196)
<b>Net Available Revenue for Debt Service</b>	<b>\$ 1,298,496</b>	<b>\$ 1,201,191</b>	<b>\$ 1,349,024</b>	<b>\$ 1,285,182</b>	<b>\$ 1,183,432</b>
<b>Debt Service</b>	<b>780,857</b>	<b>782,057</b>	<b>777,707</b>	<b>777,607</b>	<b>776,606</b>
<b>Coverage</b>	<b>1.66x</b>	<b>1.54x</b>	<b>1.73x</b>	<b>1.65x</b>	<b>1.52x</b>



## FINANCIAL SUMMARY - DRAINAGE FUND

### Revenues

- Commercial drainage fees are estimated to increase an average of 1.48% annually between FY 2024 through FY 2028
- Residential drainage fees are estimated to increase an average of 2.38% annually between FY 2024 through FY 2028
- The growth in commercial and residential drainage fee revenue is based on development growth, not fee increases

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 2023.

### Expenditures

- Personnel costs also include new positions planned for in FY 2024 through FY 2028, as well as proposed general government pay increases
- Personnel costs are estimated to increase 1.50% in FY 2024 through FY 2028
- Operational costs are estimated to increase 1.50% in FY 2024 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 2024 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	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Drainage	Replace 2008 New Holland TL90A Tractor Asset # 12590	\$ 62,000	\$ -	\$ -	\$ -	\$ -	\$ -
Streets	Dump Truck for Concrete Maintenance Crew Split: Gen Fund 40%, Drng Fund 20%, W/WW 20%	26,120	-	-	-	-	-
Streets	Skid Steer for Concrete Maintenance Crew Split: Gen Fund 40%, Drng Fund 20%, W/WW 20%	14,540	-	-	-	-	-
Streets	Crew Cab Utility 4x2 Truck for Concrete Maintenance Crew Split: Gen Fund 40%, Drng Fund 20%, W/WW 20%	13,380	-	-	-	-	-
Streets	Skid Steer Trailer for New Concrete Maintenance Crew Split: Gen Fund 40%, Drng Fund 20%, W/WW 20%	4,400	-	-	-	-	-
Drainage	Replace 2002 LoadKing Equipment Trailer Asset #11459	-	115,000	-	-	-	-
Drainage	Replace 2019 Hustler Super Z 72" Mower Asset # 14961	-	15,100	-	-	-	-
Streets	Utility Body for requested New ROW Crew Split: Gen Fund 50%, Drng Fund 50%	-	-	32,350	-	-	-
Drainage	Replace 2001 Freightliner FL112 Haul Truck Asset #11188	-	-	-	125,000	-	-
Streets	Replace 2014 F-150 Regular Cab 4x2 - Addition of 4WD Asset # 13881	-	-	-	40,100	-	-
Drainage	Replace 2015 F-350 SuperCrew 4x2 Utility - Addition of 4WD Asset #14151	-	-	-	-	75,300	-
Drainage	Replace 2008 Kubota RTV 900 Utility Vehicle Asset # 12811	-	-	-	-	18,300	-
<b>Total Capital</b>		<b>\$ 120,440</b>	<b>\$ 130,100</b>	<b>\$ 32,350</b>	<b>\$ 165,100</b>	<b>\$ 93,600</b>	<b>\$ -</b>
Fuel		\$ 830	\$ 1,048	\$ 1,069	\$ 1,090	\$ 1,112	\$ 1,134
Insurance		341	375	412	454	499	549
Repair & Maintenance		776	1,552	2,472	3,392	4,312	5,232
<b>Total Cumulative Operating Impact</b>		<b>\$ 1,947</b>	<b>\$ 2,975</b>	<b>\$ 3,953</b>	<b>\$ 4,936</b>	<b>\$ 5,923</b>	<b>\$ 6,915</b>

## PERSONNEL SUMMARY - DRAINAGE FUND

Department	Full Time			Part Time			Total F.T.E			2023 vs 2022 Increase/ (Decrease)
	Actual 2021	Actual 2022	Budget 2023	Actual 2021	Actual 2022	Budget 2023	Actual 2021	Actual 2022	Budget 2023	
<b>DRAINAGE FUND</b>										
DRAINAGE	20.19	20.59 <sup>1</sup>	21.59 <sup>2</sup>	-	-	-	20.19	20.59	21.59	1.00
<b>DRAINAGE FUND TOTAL (F.T.E)</b>	<b>20.19</b>	<b>20.59</b>	<b>21.59</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20.19</b>	<b>20.59</b>	<b>21.59</b>	<b>1.00</b>

1 - In FY 2022, an Equipment Maintenance & Transporter position was added. This position is split funded - 60% General Fund (Streets) and 40% Drainage Fund.

2 - In FY 2023, a Concrete Crew will be added, consisting of a Crew Leader II - Streets, Foreman II - Streets, Equipment Operator II - Streets, Equipment Operator I - Streets, and a Maintenance Worker - Streets. Funding allocation for the crew will be split as follows: 40% Streets, 20% Drainage, 20% Wastewater, and 20% Water Distribution.

## PERSONNEL SUMMARY - DRAINAGE FUND

Department	Total F.T.E				
	Forecasted 2024	Forecasted 2025	Forecasted 2026	Forecasted 2027	Forecasted 2028
<b>DRAINAGE FUND</b>					
DRAINAGE	21.59	22.59 <sup>3</sup>	22.59	24.59 <sup>4</sup>	24.59
<b>DRAINAGE FUND TOTAL (F.T.E)</b>	<b>21.59</b>	<b>22.59</b>	<b>22.59</b>	<b>24.59</b>	<b>24.59</b>

3 - In FY 2025, one Equipment Operator I position and one Crew Leader II position will be authorized and funded. These positions will be split funded 50% Drainage and 50% General Fund (Streets).

4 - In FY 2027, two Equipment Operator I positions will be authorized and funded.

## FINANCIAL SUMMARY - DEBT SERVICE FUND

	Actual		FY 2022 AMENDED Budget @ 06/30/22	FY 2023 ADOPTED Budget	+(-)
	09/30/20	09/30/21			
<b>Revenues:</b>					
Taxes	\$ 15,287,703	\$ 16,755,745	\$ 17,858,902	\$ 21,208,677	\$ 3,349,775
Intergovernmental	1,505,000	1,280,286	1,505,000	1,057,480	(447,520)
Interest and other	150,176	56,118	4,200	180,000	175,800
<b>Total revenues</b>	<b>16,942,879</b>	<b>18,092,149</b>	<b>19,368,102</b>	<b>22,446,157</b>	<b>3,078,055</b>
<b>Expenditures:</b>					
Debt service:					
Principal retirement, interest & fiscal charges	20,150,999	20,046,476	21,972,789	25,228,239	3,255,450
Refunding bond issuance costs	17,046	-	-	-	-
<b>Total expenditures</b>	<b>20,168,045</b>	<b>20,046,476</b>	<b>21,972,789</b>	<b>25,228,239</b>	<b>3,255,450</b>
Excess (deficiency) of revenues over expenditures	(3,225,166)	(1,954,327)	(2,604,687)	(2,782,082)	(177,395)
<b>Other financing sources (uses):</b>					
Transfers in - General Fund	1,771,784	1,289,847	1,751,238	1,935,673	184,435
Transfers in - Hotel/Motel Fund	33,776	67,551	67,552	67,552	-
Transfers in - Drainage Fund	262,919	515,592	785,897	778,857	(7,040)
Refunding bonds issued	685,000	-	-	-	-
Bond discount	(4,785)	-	-	-	-
Payment to refunded bond escrow agent	(677,282)	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>2,071,412</b>	<b>1,872,990</b>	<b>2,604,687</b>	<b>2,782,082</b>	<b>177,395</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(1,153,755)	(81,337)	-	-	-
Fund balance, beginning of year	1,457,372	303,617	222,280	222,280	-
<b>Fund balance, end of year</b>	<b>\$ 303,617</b>	<b>\$ 222,280</b>	<b>\$ 222,280</b>	<b>\$ 222,280</b>	<b>\$ -</b>
Allocation of Fund Balance, end of year:					
Reserved for Debt Service	\$ 303,617	\$ 222,280	\$ 222,280	\$ 222,280	
	<u>\$ 303,617</u>	<u>\$ 222,280</u>	<u>\$ 222,280</u>	<u>\$ 222,280</u>	

## FINANCIAL SUMMARY - DEBT SERVICE FUND

	FY 2024 FORECASTED Budget	FY 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget
<b>Revenues:</b>					
Taxes	\$ 24,188,542	\$ 27,452,528	\$ 30,491,357	\$ 32,900,435	\$ 34,301,833
Intergovernmental	1,128,686	1,108,347	1,122,258	1,134,130	841,358
Interest and other	231,200	272,000	272,000	272,000	272,000
<b>Total revenues</b>	<b>25,548,428</b>	<b>28,832,875</b>	<b>31,885,615</b>	<b>34,306,565</b>	<b>35,415,191</b>
<b>Expenditures:</b>					
Debt service:					
Principal retirement, interest & fiscal charges	28,363,634	31,999,007	35,553,994	38,275,027	39,428,450
Refunding bond issuance costs	-	-	-	-	-
<b>Total expenditures</b>	<b>28,363,634</b>	<b>31,999,007</b>	<b>35,553,994</b>	<b>38,275,027</b>	<b>39,428,450</b>
Excess (deficiency) of revenues over expenditures	(2,815,206)	(3,166,132)	(3,668,379)	(3,968,462)	(4,013,259)
<b>Other financing sources (uses):</b>					
Transfers in - General Fund	1,966,797	2,316,523	2,823,120	3,123,303	3,169,101
Transfers in - Hotel/Motel Fund	67,552	67,552	67,552	67,552	67,552
Transfers in - Drainage Fund	780,857	782,057	777,707	777,607	776,606
Refunding bonds issued	-	-	-	-	-
Bond discount	-	-	-	-	-
Payment to refunded bond escrow agent	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>2,815,206</b>	<b>3,166,132</b>	<b>3,668,379</b>	<b>3,968,462</b>	<b>4,013,259</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	-	-	-	-
Fund balance, beginning of year	222,280	222,280	222,280	222,280	222,280
<b>Fund balance, end of year</b>	<b>\$ 222,280</b>	<b>\$ 222,280</b>	<b>\$ 222,280</b>	<b>\$ 222,280</b>	<b>\$ 222,280</b>
Allocation of Fund Balance, end of year:					
Reserved for Debt Service	\$ 222,280	\$ 222,280	\$ 222,280	\$ 222,280	\$ 222,280
	<b>\$ 222,280</b>	<b>\$ 222,280</b>	<b>\$ 222,280</b>	<b>\$ 222,280</b>	<b>\$ 222,280</b>

**Revenues**

- Property taxes are 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 &amp; WASTEWATER FUND

	Actual		FY 2022 AMENDED Budget @ 06/30/22	FY 2023 ADOPTED Budget	+(-)
	09/30/20	09/30/21			
<b>Operating Revenues:</b>					
Water service	\$ 21,483,096	\$ 20,287,335	\$ 24,947,510	\$ 27,118,999	\$ 2,171,489
Wastewater service	14,584,853	15,502,183	17,685,986	21,497,833	3,811,847
Effluent	1,016,647	1,150,221	1,100,000	1,100,000	-
Other	2,000,046	2,350,976	2,397,140	2,329,856	(67,284)
<b>Total operating revenues</b>	<b>39,084,642</b>	<b>39,290,715</b>	<b>46,130,636</b>	<b>52,046,688</b>	<b>5,916,052</b>
<b>Operating Expenses:</b>					
Personnel services	6,092,665	6,726,930	7,769,403	9,253,968	1,484,565
Supplies	1,789,658	1,970,882	2,278,209	2,802,480	524,271
Repairs and maintenance	1,442,026	1,625,832	1,877,784	1,839,831	(37,953)
Depreciation	8,430,854	8,970,794	9,500,000	9,500,000	-
Other services and charges	14,275,523	14,021,835	16,567,555	18,484,515	1,916,960
Contingency <sup>(1)</sup>	-	-	1,557	11,277	9,720
<b>Total operating expenses</b>	<b>32,030,726</b>	<b>33,316,273</b>	<b>37,994,508</b>	<b>41,892,071</b>	<b>3,897,563</b>
Operating income	7,053,916	5,974,442	8,136,128	10,154,617	2,018,489
<b>Nonoperating revenues (expenses):</b>					
Interest income	1,599,150	1,429,672	590,323	2,158,550	1,568,227
Intergovernmental revenues	-	6,861	-	-	-
Contributions - TxDOT	8,909	-	-	-	-
Contributed capital	3,980,948	104,702	-	-	-
Contributions from others	-	-	8,000,000	-	(8,000,000)
Interest expense	(5,371,315)	(7,031,842)	(7,886,287)	(7,303,093)	583,194
Other expense	(2,970,594)	(2,095,642)	(2,845,860)	-	2,845,860
<b>Net nonoperating expenses</b>	<b>(2,752,902)</b>	<b>(7,586,249)</b>	<b>(2,141,824)</b>	<b>(5,144,543)</b>	<b>(3,002,719)</b>
Net income	4,301,014	(1,611,807)	5,994,304	5,010,074	(984,230)
<b>Increase in net assets</b>	<b>\$ 4,301,014</b>	<b>\$ (1,611,807)</b>	<b>\$ 5,994,304</b>	<b>\$ 5,010,074</b>	<b>\$ (984,230)</b>

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

(2) - Operating expenses less depreciation and contingency



## FINANCIAL SUMMARY - WATER &amp; WASTEWATER FUND

	FY 2024 FORECASTED Budget	FY 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget
<b>Operating Revenues:</b>					
Water service	\$ 29,122,975	\$ 29,591,295	\$ 31,105,904	\$ 32,128,279	\$ 36,493,814
Wastewater service	22,429,308	24,800,991	26,327,182	28,930,075	29,484,616
Effluent	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Other	2,359,577	2,389,892	2,420,813	2,452,352	2,484,522
<b>Total operating revenues</b>	<b>55,011,860</b>	<b>57,882,178</b>	<b>60,953,899</b>	<b>64,610,706</b>	<b>69,562,952</b>
<b>Operating Expenses:</b>					
Personnel services	9,439,380	10,389,289	10,593,846	11,718,540	12,437,662
Supplies	2,844,390	2,885,509	2,936,386	2,972,304	3,060,120
Repairs and maintenance	1,851,980	1,865,870	1,879,864	1,888,712	1,902,877
Depreciation	9,500,000	9,750,000	10,000,000	10,250,000	10,500,000
Other services and charges	19,017,948	19,222,137	19,628,927	20,420,061	21,328,356
Contingency <sup>(1)</sup>	43,461	109,813	301,915	144,417	311,824
<b>Total operating expenses</b>	<b>42,697,159</b>	<b>44,222,618</b>	<b>45,340,938</b>	<b>47,394,034</b>	<b>49,540,839</b>
Operating income	12,314,701	13,659,560	15,612,961	17,216,672	20,022,113
<b>Nonoperating revenues (expenses):</b>					
Interest income	2,299,350	2,411,550	2,411,550	2,411,550	2,411,550
Intergovernmental revenues	-	-	-	-	-
Contributions - TxDOT	-	-	-	-	-
Contributed capital	-	-	-	-	-
Contributions from others	-	-	-	-	-
Interest expense	(6,786,437)	(6,251,189)	(5,733,360)	(5,188,240)	(4,685,048)
Other expense	-	-	-	-	-
<b>Net nonoperating expenses</b>	<b>(4,487,087)</b>	<b>(3,839,639)</b>	<b>(3,321,810)</b>	<b>(2,776,690)</b>	<b>(2,273,498)</b>
Net income	7,827,614	9,819,921	12,291,151	14,439,982	17,748,615
<b>Increase in net assets</b>	<b>\$ 7,827,614</b>	<b>\$ 9,819,921</b>	<b>\$ 12,291,151</b>	<b>\$ 14,439,982</b>	<b>\$ 17,748,615</b>

## FINANCIAL SUMMARY - WATER &amp; WASTEWATER FUND

	Actual		FY 2022 AMENDED Budget @ 06/30/22	FY 2023 ADOPTED Budget	+(-)
	09/30/20	09/30/21			
<b>Water &amp; Wastewater Fund - Changes in Working Capital</b>					
Gross revenue -					
Operating income	\$ 39,084,642	\$ 39,290,715	\$ 46,130,636	\$ 52,046,688	\$ 5,916,052
Intergovernmental revenues	-	6,861	-	-	-
Interest income	1,599,150	1,429,672	590,323	2,158,550	1,568,227
Contributions - TxDOT	8,909	-	-	-	-
Contributed capital	3,980,948	104,702	-	-	-
Contributions from others	-	-	8,000,000	-	(8,000,000)
Operating expenses <sup>(2)</sup>	(23,599,872)	(24,345,479)	(28,492,951)	(32,380,794)	(3,887,843)
<b>Net revenue available for capital &amp; debt</b>	<b>21,073,777</b>	<b>16,486,471</b>	<b>26,228,008</b>	<b>21,824,444</b>	<b>(4,403,564)</b>
Capital & debt:					
Principal	(6,723,285)	(10,074,774)	(10,703,138)	(12,888,614)	(2,185,476)
Interest	(5,371,315)	(7,031,842)	(7,886,287)	(7,303,093)	583,194
Capital outlay	(20,244,191)	(32,818,295)	(108,299,864)	(30,241,460)	78,058,404
Other	(2,970,594)	(2,095,642)	(2,845,860)	-	2,845,860
Contingency <sup>(1)</sup>	-	-	(1,557)	(11,277)	(9,720)
Application of bond proceeds	8,957,498	27,217,134	100,828,676	28,620,000	(72,208,676)
<b>Total capital &amp; debt</b>	<b>(26,351,887)</b>	<b>(24,803,419)</b>	<b>(28,908,030)</b>	<b>(21,824,444)</b>	<b>7,083,586</b>
<b>Net increase (decrease) in working capital</b>	<b>\$ (5,278,110)</b>	<b>\$ (8,316,948)</b>	<b>\$ (2,680,022)</b>	<b>\$ -</b>	<b>\$ 2,680,022</b>

<b>Water &amp; Wastewater Fund - Times Coverage</b>					
Gross Revenue	\$ 40,692,701	\$ 40,727,248	\$ 46,720,959	\$ 54,205,238	
Less: Operating Expense	(23,599,872)	(24,345,479)	(28,492,951)	(32,380,794)	
Add: BRA Capital	-	-	992,150	1,153,650	
<b>Net Available Revenue</b>	<b>\$ 17,092,829</b>	<b>\$ 16,381,769</b>	<b>\$ 19,220,158</b>	<b>\$ 22,978,094</b>	
Average Annual Debt Service	\$ 6,674,494	\$ 11,920,773	\$ 13,150,569	\$ 15,536,255	
<b>Coverage</b>	<b>2.56x</b>	<b>1.37x</b>	<b>1.46x</b>	<b>1.48x</b>	
Max Annual Debt Service	\$ 6,350,978	\$ 12,684,203	\$ 14,322,469	\$ 17,184,469	
<b>Coverage</b>	<b>2.69x</b>	<b>1.29x</b>	<b>1.34x</b>	<b>1.34x</b>	

## FINANCIAL SUMMARY - WATER &amp; WASTEWATER FUND

	FY 2024 FORECASTED Budget	FY 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget
<b>Water &amp; Wastewater Fund - Changes in Working Capital</b>					
Gross revenue -					
Operating income	\$ 55,011,860	\$ 57,882,178	\$ 60,953,899	\$ 64,610,706	\$ 69,562,952
Intergovernmental revenues	-	-	-	-	-
Interest income	2,299,350	2,411,550	2,411,550	2,411,550	2,411,550
Contributions - TxDOT	-	-	-	-	-
Contributed capital	-	-	-	-	-
Contributions from others	-	-	-	-	-
Operating expenses <sup>(2)</sup>	(33,153,698)	(34,362,805)	(35,039,023)	(36,999,617)	(38,729,015)
<b>Net revenue available for capital &amp; debt</b>	<b>24,157,512</b>	<b>25,930,923</b>	<b>28,326,426</b>	<b>30,022,639</b>	<b>33,245,487</b>
Capital & debt:					
Principal	(16,280,914)	(19,005,221)	(21,221,351)	(22,841,482)	(25,547,615)
Interest	(6,786,437)	(6,251,189)	(5,733,360)	(5,188,240)	(4,685,048)
Capital outlay	(22,686,700)	(17,174,700)	(36,969,800)	(23,708,500)	(28,581,000)
Other	-	-	-	-	-
Contingency <sup>(1)</sup>	(43,461)	(109,813)	(301,915)	(144,417)	(311,824)
Application of bond proceeds	21,640,000	16,610,000	35,900,000	21,860,000	25,880,000
<b>Total capital &amp; debt</b>	<b>(24,157,512)</b>	<b>(25,930,923)</b>	<b>(28,326,426)</b>	<b>(30,022,639)</b>	<b>(33,245,487)</b>
<b>Net increase (decrease) in working capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Water &amp; Wastewater Fund - Times Coverage</b>					
Gross Revenue	\$ 57,311,210	\$ 60,293,728	\$ 63,365,449	\$ 67,022,256	\$ 71,974,502
Less: Operating Expense	(33,153,698)	(34,362,805)	(35,039,023)	(36,999,617)	(38,729,015)
Add: BRA Capital	1,035,500	605,375	334,500	389,500	443,125
<b>Net Available Revenue</b>	<b>\$ 25,193,012</b>	<b>\$ 26,536,298</b>	<b>\$ 28,660,926</b>	<b>\$ 30,412,139</b>	<b>\$ 33,688,612</b>
Average Annual Debt Service	\$ 17,395,436	\$ 17,899,192	\$ 20,136,236	\$ 20,955,266	\$ 19,641,200
<b>Coverage</b>	<b>1.45x</b>	<b>1.48x</b>	<b>1.42x</b>	<b>1.45x</b>	<b>1.72x</b>
Max Annual Debt Service	\$ 19,348,469	\$ 21,009,469	\$ 24,599,469	\$ 26,785,469	\$ 26,785,469
<b>Coverage</b>	<b>1.30x</b>	<b>1.26x</b>	<b>1.17x</b>	<b>1.14x</b>	<b>1.26x</b>

## 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.

### Customer Base Growth - Water

Growth Rate	Water - Minimum Bill	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
	3/4" - 5/8" - Inside	4.00%	2.75%	2.75%	2.75%	2.75%
	3/4" - 5/8" - Outside	1.75%	2.00%	2.00%	2.00%	2.00%
	1" - Inside	1.00%	0.75%	0.75%	0.75%	0.75%
	1" - Outside	2.00%	0.00%	0.00%	0.00%	0.00%
	1 1/2" - Inside	0.50%	0.50%	0.50%	0.50%	0.50%
	1 1/2" - Outside	0.00%	0.00%	0.00%	0.00%	0.00%
	2" - Inside	1.75%	1.75%	1.75%	1.75%	1.75%
	2" - Outside	0.00%	0.00%	0.00%	0.00%	0.00%
	3" - Inside	0.00%	0.00%	0.00%	0.00%	0.00%
	3" - Outside	0.00%	0.00%	0.00%	0.00%	0.00%
	4" - Inside	0.00%	0.00%	0.00%	0.00%	0.00%
	4" - Outside	0.00%	0.00%	0.00%	0.00%	0.00%
	6" - Inside	1.00%	1.00%	1.00%	1.00%	1.00%
	6" - Outside	0.00%	0.00%	0.00%	0.00%	0.00%
	8" - Inside	0.00%	0.00%	0.00%	0.00%	0.00%
	8" - Outside	0.00%	0.00%	0.00%	0.00%	0.00%
	10"	0.00%	0.00%	0.00%	0.00%	0.00%
	Industrial [10"]	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%
	Bell County WCID [6"]	0.00%	0.00%	0.00%	0.00%	0.00%
	Troy [6"]	0.00%	0.00%	0.00%	0.00%	0.00%
	Arrowhead Hill [2"] Outside	0.00%	0.00%	0.00%	0.00%	0.00%

Growth Rate	Water - Volumetric	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
	Residential In	4.00%	2.80%	2.80%	2.80%	2.80%
	Residential In - Irrigation only	3.50%	2.00%	2.00%	2.00%	2.00%
	Residential Out	0.50%	1.00%	1.00%	1.00%	1.00%
	Residential Out - Irrigation only	3.50%	0.00%	0.00%	0.00%	0.00%
	Commercial In	1.75%	2.00%	2.00%	2.00%	2.00%
	Commercial In - Irrigation only	1.75%	1.75%	1.75%	1.75%	1.75%
	Commercial Out	0.00%	0.00%	0.00%	0.00%	0.00%
	Commercial Out - Irrigation only	0.00%	0.00%	0.00%	0.00%	0.00%
	Industrial	0.00%	0.00%	0.00%	0.00%	0.00%
	Bell Co WCID	0.00%	0.00%	0.00%	0.00%	0.00%
	Troy	0.00%	0.00%	0.00%	0.00%	0.00%
	Morgan's Point	0.00%	0.00%	0.00%	0.00%	0.00%
	Arrowhead Hill	0.00%	0.00%	0.00%	0.00%	0.00%

### Customer Base Growth - Wastewater

Growth Rate	Wastewater - Minimum Bill	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
	Residential In	4.00%	2.75%	2.75%	2.75%	2.75%
	Residential Out	0.00%	0.00%	0.00%	0.00%	0.00%
	Commercial In	0.75%	75.00%	0.75%	0.75%	0.75%
	Commercial Out	0.00%	0.00%	0.00%	0.00%	0.00%
	Industrial	0.00%	0.00%	0.00%	0.00%	0.00%

Growth Rate	Wastewater - Volumetric	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
	Residential In	4.00%	2.75%	2.75%	2.75%	2.75%
	Residential Out	0.00%	0.00%	0.00%	0.00%	0.00%
	Commercial In	75.00%	75.00%	0.75%	0.75%	0.75%
	Commercial Out	0.00%	0.00%	0.00%	0.00%	0.00%
	Industrial	0.00%	0.00%	0.00%	0.00%	0.00%

## FINANCIAL SUMMARY - WATER & WASTEWATER FUND

### Revenues (continued)

#### Planned Rate Adjustments Based on Annual Cost of Service Update

Rate Adjustments	Water	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
	<b>Residential/Commercial</b>					
	Minimum	\$ 0.55	\$ 0.62	\$ 0.61	\$ 0.64	\$ 1.34
	Volumetric	\$ 0.15	\$ -	\$ 0.10	\$ -	\$ 0.50
	<b>Industrial</b>					
	Minimum	\$ 96.80	\$ 108.75	\$ 107.08	\$ 112.43	\$ 236.11
	Volumetric	\$ 0.15	\$ -	\$ 0.10	\$ -	\$ 0.50
	<b>Wastewater</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>FY 2028</b>
	<b>Residential/Commercial</b>					
	Minimum	\$ 0.88	\$ 1.85	\$ 2.77	\$ 2.31	\$ -
	Volumetric	\$ -	\$ 0.50	\$ -	\$ 0.50	\$ -
	<b>Industrial</b>					
	Minimum	\$ 0.88	\$ 1.85	\$ 2.77	\$ 2.31	\$ -
	Volumetric	\$ -	\$ 0.50	\$ -	\$ 0.25	\$ -

- All other charges for services reflect an annual increase of 2.00% in FY 2024 through FY 2028

### Expenditures

- Personnel costs also include new positions planned for in FY 2024 through FY 2028, as well as proposed general government pay increases
- Personnel costs are estimated to increase 1.25% in FY 2024 through FY 2028
- Operational costs are estimated to increase 0.75% in FY 2024 through FY 2026, 0.50% in FY 2027, and 0.75% in 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 2024 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 2024 through FY 2028
- Debt service expenditures are forecasted based on amortization schedules created for existing debt, as well as future debt issuances.

## CAPITAL SUMMARY - WATER &amp; WASTEWATER FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Water Distribution	Water Line Replacements	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Collection	Sewer Line Replacements	250,000	-	-	-	-	-
Wastewater Collection	Upgrade 2012 F-350 to F-550 - Add Chassis Mounted Jetter & 4WD Asset #13522	205,280	-	-	-	-	-
Water Distribution	Replace 2012 Mini Excavator, Upgrade to Mid Size Mini Excavator Asset #13536	138,000	-	-	-	-	-
Water Treatment Plant	Replace Rake Drive (on Clarifier 1,2,4)	125,000	-	-	-	-	-
Wastewater Collection	Replace 2012 Ford Super Duty Crew Cab - Add 4WD Asset # 13521	70,700	-	-	-	-	-
Water Distribution	Replace 2008 F-350 Super Duty Regular Cab 4x2 - Add 4WD Asset # 12587	66,900	-	-	-	-	-
Water Distribution	Replace 2015 F-350 Super Duty Regular Cab 4x2 - Add 4WD Asset # 13885	66,900	-	-	-	-	-
Streets	Dump Truck for Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	52,240	-	-	-	-	-
Water Treatment Plant	Membrane Rack Valve & Actuator Replacements (1 rack per year)	46,000	46,000	46,000	46,000	46,000	46,000
Water Distribution	Replace 2008 F250 - Upgrade to Extended Cab Asset # 12869	46,000	-	-	-	-	-
Water Treatment Plant	Clarifier Floc Mixers	45,000	-	-	-	-	-
Water Treatment Plant	Replace 2002 Dodge Ram 2500 Truck Asset # 11325	41,000	-	-	-	-	-
Water Treatment Plant	Replace 2009 F-250 Super Duty Asset # 12966	37,400	-	-	-	-	-
Metering	Replace 2013 F-150 Regular Cab 4x2 Asset # 13707	33,200	-	-	-	-	-
Water Treatment Plant	Replace 2004 Chevrolet Silverado 1500 Asset # 11777	33,200	-	-	-	-	-
Water Treatment Plant	Conventional Plant Valve Actuator Replacement	30,000	30,000	30,000	30,000	30,000	30,000

## CAPITAL SUMMARY - WATER &amp; WASTEWATER FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Streets	Skid Steer for Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	29,080	-	-	-	-	-
Streets	Crew Cab Utility 4x2 Truck for Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	26,760	-	-	-	-	-
Water Treatment Plant	Chemical Pump Replacement	20,000	20,000	20,000	20,000	20,000	20,000
Streets	Skid Steer Trailer for New Concrete Maintenance Crew To be split funded: General Fund - 40% Drainage Fund - 20% Water/Wastewater Fund - 40%	8,800	-	-	-	-	-
Water Treatment Plant	Membrane Module Replacements	-	200,000	-	-	-	-
Water Distribution / Wastewater Collection	East Temple Materials Storage Facility	-	125,000	-	-	-	-
Water Treatment Plant	Replace Rake Drive (on Clarifier 1,2,4)	-	125,000	-	-	-	-
Wastewater Collection	Replace 2010 Caterpillar 420E Backhoe Asset # 13137	-	119,200	-	-	-	-
Water Distribution	Travel Vac and Valve Exerciser Trailer	-	105,000	-	-	-	-
Water Treatment Plant	Variable Frequency Drive (VFDs) for Raw Water Intakes	-	100,000	-	-	-	-
Water Treatment Plant	Replace Conventional Filter Effluent Valve	-	70,000	-	-	-	-
Water Distribution	Vehicle for Utility Manager (2nd) - Add 4WD	-	37,800	-	-	-	-
Environmental Programs	Vehicle for Environmental Programs Manager	-	33,200	-	-	-	-
Water Distribution / Wastewater Collection	Shoring Equipment For Manholes & Trenches	-	27,000	-	-	-	-
Wastewater Collection	Jet Scan for Jet Truck & Vactors	-	8,500	-	-	-	-



## CAPITAL SUMMARY - WATER &amp; WASTEWATER FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Water Distribution	Dump Truck for Distribution Maintenance Crew #7 (Crew Leader, 2 UTs)	-	-	133,200	-	-	-
Water Treatment Plant	Replace Rake Drive (on Clarifier 1,2,4)	-	-	125,000	-	-	-
Water Distribution	Backhoe for Distribution Maintenance Crew #7 (Crew Leader, 2 UTs)	-	-	119,200	-	-	-
Water Distribution	Truck for Distribution Maintenance Crew #7 (Crew Leader, 2 UTs)	-	-	68,900	-	-	-
Water Distribution	Backhoe Trailer for Distribution Maintenance Crew #7 (Crew Leader, 2 UTs)	-	-	22,400	-	-	-
Wastewater Collection	Replace 2011 Freightliner FL112 / Vactor 2110 J4 Asset # 13377 & 13377-967	-	-	-	425,000	-	-
Wastewater Collection	Replace 2008 International Work Star Dump Truck Asset # 12575	-	-	-	138,600	-	-
Wastewater Collection	Replace 2008 Sterling Acterra Dump Truck Asset # 12805	-	-	-	138,600	-	-
Wastewater Collection	Standard Van & MH Scanner for Collection Maintenance Crew #4 I&I	-	-	-	125,000	-	-
PW Admin	Additional Admin Vehicle	-	-	-	40,200	-	-
Wastewater Collection	Replace 2012 F-150 Regular Cab 4x2 - Addition of 4WD Asset # 13520	-	-	-	40,100	-	-
Metering	Vehicle for Additional Meter Technician	-	-	-	36,300	-	-
Water Distribution / Wastewater Collection	Rocksaw Attachment for Existing Skid Steer Asset #12866	-	-	-	30,000	-	-
Wastewater Collection	Sewer Main and Manhole Rehabilitation	-	-	-	-	500,000	-
Wastewater Collection	Replace 2014 Chevrolet Express/Cues Van Asset # 13843	-	-	-	-	235,000	-
Water Distribution / Wastewater Collection	Front Loader / Rubber Tire Loader - 100HP with 2 - 3 yard Bucket	-	-	-	-	185,000	-
Water Treatment Plant	SCADA Automation at Plant, Pump Stations, & ESTs	-	-	-	-	150,000	-
Wastewater Collection	Replace 2013 Freightliner Business Class Asset # 13528	-	-	-	-	141,400	-
Water Distribution	Dump Truck for Distribution Maintenance Crew #8	-	-	-	-	138,600	-

## CAPITAL SUMMARY - WATER &amp; WASTEWATER FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Water Distribution	Backhoe for Distribution Maintenance Crew #8	-	-	-	-	124,000	-
Water Treatment Plant	Security Improvements at Water Treatment Plant	-	-	-	-	100,000	-
Water Distribution	Vehicle for Distribution Maintenance Crew #8 1 Ton Crew Cab 4WD Utility Body	-	-	-	-	77,300	-
Water Distribution	Replace 2016 F-150 Regular Cab 4X2 - Add 4WD Asset # 14288	-	-	-	-	41,300	-
Water Distribution	Backhoe Trailer for Distribution Maintenance Crew #8	-	-	-	-	23,300	-
Water Treatment Plant	Replace 2012 John Deere Gator Utility Vehicle Asset #13538	-	-	-	-	18,300	-
Water Treatment Plant	Replace 2012 John Deere Gator Utility Vehicle Asset #13537	-	-	-	-	18,300	-
Wastewater Collection	Sewer Main and Manhole Rehabilitation	-	-	-	-	-	500,000
Wastewater Collection	Equipment for Collection Maintenance Crew #7	-	-	-	-	-	367,000
Water Distribution	Equipment for Distribution Maintenance Crew #9	-	-	-	-	-	363,200
Water Distribution / Wastewater Collection	Additional Vactor Truck	-	-	-	-	-	300,000
Water Distribution	Water Line Replacements	-	-	-	-	-	250,000
Wastewater Collection	Sewer Line Replacements	-	-	-	-	-	250,000
Water Treatment Plant	Conventional Filter Bed Coverings	-	-	-	-	-	150,000
Wastewater Collection	Dump Truck for Collection Maintenance Crew #6	-	-	-	-	-	141,400
Wastewater Collection	Backhoe for Collection Maintenance Crew #6	-	-	-	-	-	126,500
Wastewater Collection	Vehicle for Collection Maintenance Crew #6	-	-	-	-	-	75,300
Environmental Programs	Vehicle For Environmental Programs Tech	-	-	-	-	-	37,300

## CAPITAL SUMMARY - WATER &amp; WASTEWATER FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Wastewater Collection	Backhoe Trailer for Collection Maintenance Crew #6	-	-	-	-	-	23,800
Water Distribution	Replace 2008 Sullair 185 Air Compressor Asset # 12921	-	-	-	-	-	14,000
Water Distribution	Replace 2012 Wanco WTSP Arrow Board Asset # 13493	-	-	-	-	-	6,500
<b>Total Capital</b>		<b>\$ 1,621,460</b>	<b>\$ 1,046,700</b>	<b>\$ 564,700</b>	<b>\$ 1,069,800</b>	<b>\$ 1,848,500</b>	<b>\$ 2,701,000</b>
Dues and Subscriptions		\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -
Fuel		4,538	12,687	27,233	40,353	57,443	112,816
Insurance		682	1,541	3,757	5,324	8,532	18,579
Repair & Maintenance		1,552	4,824	11,976	21,288	35,920	63,632
<b>Total Cumulative Operating Impact</b>		<b>\$ 6,772</b>	<b>\$ 19,052</b>	<b>\$ 42,966</b>	<b>\$ 66,965</b>	<b>\$ 116,894</b>	<b>\$ 195,027</b>



## PERSONNEL SUMMARY - WATER & WASTEWATER FUND

Department	Full Time			Part Time			Total F.T.E			2023 vs 2022 Increase/ (Decrease)
	Actual 2021	Actual 2022	Budget 2023	Actual 2021	Actual 2022	Budget 2023	Actual 2021	Actual 2022	Budget 2023	
UTILITY ENTERPRISE FUND										
ENVIRONMENTAL PROGRAMS	4.00	4.00	4.00	-	-	-	4.00	4.00	4.00	-
METERING	8.00	8.00	8.00	-	-	-	8.00	8.00	8.00	-
PUBLIC WORKS ADMINISTRATION	6.81	6.81	6.81	-	-	-	6.81	6.81	6.81	-
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	28.50	32.00 <sup>1</sup>	33.50 <sup>3</sup>	-	-	-	28.50	32.00	33.50	1.50
WASTEWATER TREATMENT	-	-	-	-	-	-	-	-	-	-
WATER DISTRIBUTION	32.25	32.75 <sup>2</sup>	34.25 <sup>3</sup>	-	-	-	32.25	32.75	34.25	1.50
WATER TREATMENT	23.00	23.00	24.00 <sup>4</sup>	-	-	-	23.00	23.00	24.00	1.00
UTILITY ENT FUND TOTAL (F.T.E.)	113.56	117.56	121.56	1.01	1.01	1.01	114.57	118.57	122.57	4.00

1 - In FY 2022, an additional Maintenance crew was added. The additional crew consisted of one Crew Leader II position, one Utility Tech II position and one Utility Tech I position. The Utility Services Manager position changed funding from 50%/50% Water/Wastewater to 100% Wastewater.

2 - In FY 2022, an additional Utility Services Manager position was authorized and funded and the existing Utility Services Manager position was funded 100% in Wastewater.

3 - In FY 2023, a Concrete Crew will be added, consisting of a Crew Leader II - Streets, Foreman II - Streets, Equipment Operator II - Streets, Equipment Operator I - Streets, and a Maintenance Worker - Streets. Funding allocation for the crew will be split as follows: 40% Streets, 20% Drainage, 20% Wastewater, and 20% Water Distribution. In addition, an Administrative Assistant II position will be authorized and funding associated to this position will be split - 50% Wastewater and 50% Water Distribution.

4 - In FY 2023, a Treatment Plant Services Manager will be authorized and funded.



## PERSONNEL SUMMARY - WATER & WASTEWATER FUND

Department	Total F.T.E				
	Forecasted 2024	Forecasted 2025	Forecasted 2026	Forecasted 2027	Forecasted 2028
<b>UTILITY ENTERPRISE FUND</b>					
ENVIRONMENTAL PROGRAMS	5.00 <sup>5</sup>	5.00	5.00	6.00 <sup>10</sup>	7.00 <sup>13</sup>
METERING	8.00	8.00	9.00 <sup>8</sup>	9.00	9.00
PUBLIC WORKS ADMINISTRATION	6.81	6.81	6.81	6.81	6.81
PURCHASING	1.38	1.38	1.38	1.38	1.38
UTILITY BUSINESS OFFICE	10.63	10.63	10.63	10.63	10.63
WASTEWATER COLLECTION	33.50	33.50	35.50 <sup>9</sup>	35.50	42.50 <sup>14</sup>
WASTEWATER TREATMENT	-	-	-	-	-
WATER DISTRIBUTION	34.25	37.25 <sup>7</sup>	37.25	40.25 <sup>11</sup>	44.25 <sup>15</sup>
WATER TREATMENT	26.00 <sup>6</sup>	26.00	26.00	28.00 <sup>12</sup>	28.00
<b>UTILITY ENT FUND TOTAL (F.T.E.)</b>	<b>125.57</b>	<b>128.57</b>	<b>131.57</b>	<b>137.57</b>	<b>149.57</b>

5 - In FY 2024, one Environmental Programs Tech I position will be authorized and funded.

6 - In FY 2024, two Water Operator I positions will be authorized and funded.

7 - In FY 2025, the following positions will be authorized and funded: one Crew Leader II position, one Utility Technician II position, and one Utility Technician I position.

8 - In FY 2026, one Meter Technician I position will be authorized and funded.

9 - In FY 2026, one Utility Technician II position and one Utility Technician I position will be authorized and funded.

10 - In FY 2027, one Administrative Assistant I position will be authorized and funded.

11 - In FY 2027, the following positions will be authorized and funded: one Crew Leader II, one Utility Technician II, and one Utility Technician I.

12 - In FY 2027, two Water Operator I positions will be authorized and funded.

13 - In FY 2028, one Environmental Programs Tech I position will be authorized and funded.

14 - In FY 2028, the following positions will be authorized and funded: two Crew Leader II positions, one Foreman II position, two Utility Technician II positions, and two Utility Technician I positions.

15 - In FY 2028, the following positions will be authorized and funded: one Crew Leader II position, one Foreman II position, one Utility Technician II position, and one Utility Technician I position.

## FINANCIAL SUMMARY - REINVESTMENT ZONE NO. 1 FUND

	Actual		FY 2022 AMENDED Budget <sup>(1)</sup>	FY 2023 ADOPTED Budget <sup>(1)</sup>	+(-)
	09/30/20	09/30/21			
<b>Revenues:</b>					
Taxes	\$ 18,513,743	\$ 19,212,894	\$ 20,091,331	\$ 23,642,139	\$ 3,550,808
Intergovernmental	50,571	50,000	50,000	50,000	-
Licenses and permits	265,121	177,230	150,000	150,000	-
Interest and other	1,114,844	608,719	554,000	870,000	316,000
<b>Total revenues</b>	<b>19,944,279</b>	<b>20,048,843</b>	<b>20,845,331</b>	<b>24,712,139</b>	<b>3,866,808</b>
<b>Expenditures:</b>					
Current:					
General government	3,292,162	3,439,418	4,437,510	5,245,492	807,982
TEDC land purchases	-	10,853,125	-	-	-
Capital outlay	15,569,335	14,626,605	114,251,440	44,405,300	(69,846,140)
Debt service:					
Principal retirement	4,730,000	5,130,000	5,315,000	4,195,000	(1,120,000)
Interest and fiscal charges	2,469,776	1,873,226	3,477,800	7,887,698	4,409,898
Issuance cost - bonds	122,207	988,239	689,705	-	(689,705)
<b>Total expenditures</b>	<b>26,183,480</b>	<b>36,910,613</b>	<b>128,171,455</b>	<b>61,733,490</b>	<b>(66,437,965)</b>
Excess (deficiency) of revenues over expenditures	(6,239,201)	(16,861,770)	(107,326,124)	(37,021,351)	70,304,773
<b>Other financing sources (uses):</b>					
Bond proceeds	-	44,615,000	52,705,000	38,291,300	(14,413,700)
Refunding bonds issued	16,750,000	-	-	-	-
Original issues premium	-	4,763,431	2,984,705	-	(2,984,705)
Bond discount	(111,130)	(292,794)	-	-	-
Payment to refunded bond escrow agent	(16,512,877)	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>125,993</b>	<b>49,085,637</b>	<b>55,689,705</b>	<b>38,291,300</b>	<b>(17,398,405)</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(6,113,208)	32,223,867	(51,636,419)	1,269,949	52,906,368
Fund balance, beginning of year	38,277,834	32,164,626	64,388,493	12,752,074	(51,636,419)
<b>Fund balance, end of year</b>	<b>\$ 32,164,626</b>	<b>\$ 64,388,493</b>	<b>\$ 12,752,074</b>	<b>\$ 14,022,023</b>	<b>\$ 1,269,949</b>
Allocation of Fund Balance, end of year:					
Reserved for Debt Service	\$ 2,090,804	\$ 5,383,388	\$ 5,383,388	\$ 8,674,688	
	<u>\$ 2,090,804</u>	<u>\$ 5,383,388</u>	<u>\$ 5,383,388</u>	<u>\$ 8,674,688</u>	

(1) - As amended in the Financing Plan approved by the Reinvestment Board on 08/31/22 and Council on 10/06/22.



## FINANCIAL SUMMARY - REINVESTMENT ZONE NO. 1 FUND

	FY 2024 FORECASTED Budget <sup>(1)</sup>	FY 2025 FORECASTED Budget <sup>(1)</sup>	FY 2026 FORECASTED Budget <sup>(1)</sup>	FY 2027 FORECASTED Budget <sup>(1)</sup>	FY 2028 FORECASTED Budget <sup>(1)</sup>
<b>Revenues:</b>					
Taxes	\$ 26,602,968	\$ 34,509,358	\$ 38,546,582	\$ 45,758,244	\$ 46,307,271
Intergovernmental	5,050,000	50,000	50,000	50,000	50,000
Licenses and permits	150,000	150,000	150,000	150,000	150,000
Interest and other	5,520,000	420,000	320,000	120,000	120,000
<b>Total revenues</b>	<b>37,322,968</b>	<b>35,129,358</b>	<b>39,066,582</b>	<b>46,078,244</b>	<b>46,627,271</b>
<b>Expenditures:</b>					
Current:					
General government	4,532,996	4,659,916	4,785,628	4,725,549	4,835,045
TEDC land purchases	-	-	-	-	-
Capital outlay	24,222,422	17,212,422	20,102,422	26,965,000	27,400,000
Debt service:					
Principal retirement	4,350,000	5,195,000	6,960,000	7,220,000	7,495,000
Interest and fiscal charges	7,695,818	7,546,948	7,387,980	7,131,252	6,856,134
Issuance cost - bonds	-	-	-	-	-
<b>Total expenditures</b>	<b>40,801,236</b>	<b>34,614,286</b>	<b>39,236,030</b>	<b>46,041,801</b>	<b>46,586,179</b>
Excess (deficiency) of revenues over expenditures	(3,478,268)	515,072	(169,448)	36,443	41,092
<b>Other financing sources (uses):</b>					
Bond proceeds	-	-	-	-	-
Refunding bonds issued	-	-	-	-	-
Original issues premium	-	-	-	-	-
Bond discount	-	-	-	-	-
Payment to refunded bond escrow agent	-	-	-	-	-
<b>Total other financing sources (uses)</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	(3,478,268)	515,072	(169,448)	36,443	41,092
Fund balance, beginning of year	14,022,023	10,543,755	11,058,827	10,889,379	10,925,822
<b>Fund balance, end of year</b>	<b>\$ 10,543,755</b>	<b>\$ 11,058,827</b>	<b>\$ 10,889,379</b>	<b>\$ 10,925,822</b>	<b>\$ 10,966,914</b>
Allocation of Fund Balance, end of year:					
Reserved for Debt Service	\$ 8,674,688	\$ 8,674,688	\$ 8,674,688	\$ 8,674,688	\$ 8,674,688
	\$ 8,674,688	\$ 8,674,688	\$ 8,674,688	\$ 8,674,688	\$ 8,674,688

## CAPITAL SUMMARY - REINVESTMENT ZONE NO. 1 FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Reinvestment Zone	Central and Adams Corridor Land Acquisition	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ -
Reinvestment Zone	1st Street Parking Garage & Underground Electric Utilities	1,100,000	-	-	-	-	-
Reinvestment Zone	Old Howard Road Improvements	880,000	-	-	-	-	-
Reinvestment Zone	Veteran's Memorial Blvd. Phase II	700,300	10,450,000	-	-	-	-
Reinvestment Zone	Santa Fe Community Market	350,000	3,500,000	-	-	-	-
Reinvestment Zone	3rd Street Pedestrian Facilities and Landscaping	310,000	-	4,860,000	-	-	-
Reinvestment Zone	Rail Maintenance	200,000	200,000	200,000	200,000	200,000	200,000
Reinvestment Zone	Airport RAMP Grant	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
Reinvestment Zone	T Hangar Ramp Rehabilitation NPE Grant Match	60,000	-	-	-	-	-
Reinvestment Zone	Taxiway D Improvements Grant Match	25,000	200,000	-	-	-	-
Reinvestment Zone	Old Howard Road Improvements	-	3,870,000	-	-	-	-
Reinvestment Zone	Bell County Annex	-	2,000,000	2,000,000	2,000,000	-	-
Reinvestment Zone	Infrastructure Improvements - Synergy Park	-	1,602,422	1,602,422	1,602,422	-	-
Reinvestment Zone	TISD/Travis Middle School	-	1,200,000	-	-	-	-

## CAPITAL SUMMARY - REINVESTMENT ZONE NO. 1 FUND

Department	Project	2022/2023 ADOPTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget
Reinvestment Zone	Rail Backage Road (N-S) GST Tract	-	-	2,325,000	-	-	-
Reinvestment Zone	South Temple Transmission Line A (WTP to GST)	-	-	550,000	1,270,000	9,730,000	-
Reinvestment Zone	Downtown Corridor Enhancement - Hawn Hotel	-	-	200,000	200,000	200,000	200,000
Reinvestment Zone	South Temple Pump Station & Ground Storage Tank	-	-	-	6,615,000	-	-
Reinvestment Zone	Public Improvements	-	-	-	3,500,000	5,000,000	6,000,000
Reinvestment Zone	South Temple Transmission Line B (GST to Lorraine)	-	-	-	2,100,000	-	10,800,000
Reinvestment Zone	Crestview - Henderson to 24th Street	-	-	-	1,725,000	-	-
Reinvestment Zone	East Outer Loop (Gun Club Road to Lorraine Drive) Compliance Design	-	-	-	690,000	-	-
Reinvestment Zone	Avenue C from Main Street to 24th Street	-	-	-	-	7,200,000	-
Reinvestment Zone	24th Street - Avenue C to Central Street	-	-	-	-	2,935,000	-
Reinvestment Zone	Art District	-	-	-	-	1,500,000	10,000,000
	<b>Total Capital</b>	<b>\$ 5,225,300</b>	<b>\$ 24,222,422</b>	<b>\$ 17,212,422</b>	<b>\$ 20,102,422</b>	<b>\$ 26,965,000</b>	<b>\$ 27,400,000</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 Annual Budget is more than a spending plan; it is the way the City operationalizes our Strategic Plan, which reflects the needs and input of the community and priorities of City Council.**

**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 fourth 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 upcoming fiscal year.

This is the fourth year we have presented the Annual Budget in the context of a multi-year business plan. The multi-year planning framework of our Business Plan allows us to be flexible and responsive to changing circumstances while maintaining our focus on intentionally planning for the future.

The focus of the FY 2023 Budget is on enhancing 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 five 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 2023, the Budget totals \$255,586,996 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 61.30¢ per \$100 valuation, which is a decrease of 2.70¢ as compared to FY 2022 tax rate of 64.00¢.

# FINANCIAL HIGHLIGHTS

The FY 2023 Budget allocates resources based on the five focus areas identified in the Strategic Plan:





# FINANCIAL HIGHLIGHTS

## General Fund Revenues

Total revenues for the FY 2023 General Fund Budget are presented at \$103,304,453 an increase of 15.37% as compared to the FY 2022 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 2023 Budget, property tax accounts for 21.21% 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 61.30¢ per \$100 valuation, which is a decrease of 2.70¢ as compared to FY 2022 tax rate of 64.00¢.

This rate is based on an appraised value of \$7,360,078,454 (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 28.63¢ for the M&O rate and 32.67¢ 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 2023 Budget, sales tax is projected to account for 32.43% of the General Fund budgeted revenues.

The FY 2023 Budget estimates \$33,500,000 in sales tax revenue, a 19.79% increase in sales tax revenue over budgeted FY 2022 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 15.29% of total General Fund revenues. \$15,798,031 in solid waste revenue is projected for FY 2023, representing a 12.11% increase from the FY 2022 solid waste revenue adopted budget of \$14,091,121. A temporary fuel surcharge of \$1.25 per month is being proposed for residential services, as well as an approximate 5% temporary fuel surcharge per month for commercial services.



## General Fund Expenditures

Total expenditures for the FY 2023 General Fund Budget are presented at \$107,621,647, an increase of 15.59% compared to the FY 2022 Adopted Budget.

# FINANCIAL HIGHLIGHTS

## Water and Wastewater Fund

Total revenues for the FY 2023 Water and Wastewater Fund Budget are presented at \$54,205,238, an increase of 16.15% compared to the FY 2022 Adopted Budget. Total expenditures for the FY 2023 Water and Wastewater Fund Budget are presented at \$54,205,238, an increase of 16.15% compared to the FY 2022 Adopted Budget. A rate adjustment of approximately 3.86% is being proposed for water rates, as well as an approximate 13.83% rate adjustment for wastewater rates.

## Hotel/Motel Tax Fund

Total revenues for the Hotel/Motel Fund Budget are presented at \$2,803,155, an increase of 28.44% compared to the FY 2022 Adopted Budget. 12.45% of the Hotel/Motel revenues are from the operations of the Frank Mayborn Center. Expenditures for the Hotel/Motel Fund Budget are presented at \$2,978,155, an increase of 36.46% compared to the FY 2022 Adopted Budget.

## Federal and State Grant Fund

Total revenues and expenditures for Federal and State Grant Fund Budget are presented at \$682,794, an increase of 3.55% compared to the FY 2022 Adopted Budget. Total revenues include the award of the Community Development Block Grant (CDBG) and the anticipated award of \$111,309 for the Crisis Assistance grant.

The allocation of CDBG funds are as follows:

<b>Housing Improvement Program</b>	<b>\$271,530</b>
<b>General Administration</b>	<b>\$114,297</b>
<b>Neighborhood Revitalization Program</b>	<b>\$91,405</b>
<b>Homelessness &amp; Mental Health Program</b>	<b>\$54,253</b>
<b>Projects</b>	<b>\$40,000</b>

## Drainage Fund

Total revenues and expenditures are presented at \$3,062,053, a 2.93% increase from prior year. These revenues are based on rates that remain unchanged from current year.



## COMBINED SUMMARY OF REVENUES, EXPENDITURES, &amp; 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 10/01/22</b>	\$ 27,248,156	\$ 1,394,824	\$ -	\$ 1,472,271	\$ 12,752,074	\$ 222,280	\$ 129,617,842	\$ 172,707,447
<b>REVENUES:</b>								
Taxes	\$ 55,714,805	\$ 2,383,259	\$ -	\$ -	\$ 23,642,139	\$ 21,208,677	\$ -	\$ 102,948,880
Water and wastewater revenue	-	-	-	-	-	-	52,046,688	52,046,688
Drainage fees	-	-	-	3,019,753	-	-	-	3,019,753
Franchise fees	8,108,940	-	-	-	-	-	-	8,108,940
Licenses and permits	1,365,449	-	-	-	150,000	-	-	1,515,449
Intergovernmental	167,000	-	682,794	-	50,000	1,057,480	-	1,957,274
Charges for services	34,503,604	401,566	-	-	-	-	-	34,905,170
Fines	1,518,942	-	-	-	-	-	-	1,518,942
Interest and other	1,604,197	18,330	-	42,300	870,000	180,000	2,158,550	4,873,377
<b>TOTAL REVENUES</b>	<b>102,982,937</b>	<b>2,803,155</b>	<b>682,794</b>	<b>3,062,053</b>	<b>24,712,139</b>	<b>22,446,157</b>	<b>54,205,238</b>	<b>210,894,473</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$ 130,231,093</b>	<b>\$ 4,197,979</b>	<b>\$ 682,794</b>	<b>\$ 4,534,324</b>	<b>\$ 37,464,213</b>	<b>\$ 22,668,437</b>	<b>\$ 183,823,080</b>	<b>\$ 383,601,920</b>
<b>EXPENDITURES:</b>								
Personnel services	\$ 70,912,294	\$ 1,713,849	\$ 370,505	\$ 1,513,998	\$ -	\$ -	\$ 9,253,968	\$ 83,764,614
Operations	30,919,071	969,604	312,289	402,622	5,245,492	-	23,126,826	60,975,904
Capital	3,488,494	224,000	-	120,440	44,405,300	-	1,621,460	49,859,694
Contingency	-	-	-	-	-	-	11,277	11,277
Debt service	366,115	3,150	-	-	12,082,698	25,228,239	20,191,707	57,871,909
<b>TOTAL EXPENDITURES</b>	<b>\$ 105,685,974</b>	<b>\$ 2,910,603</b>	<b>\$ 682,794</b>	<b>\$ 2,037,060</b>	<b>\$ 61,733,490</b>	<b>\$ 25,228,239</b>	<b>\$ 54,205,238</b>	<b>\$ 252,483,398</b>
<b>OTHER FINANCING SOURCES (USES):</b>								
Transfers in	\$ 321,516	\$ -	\$ -	\$ -	\$ -	\$ 2,782,082	\$ -	\$ 3,103,598
Transfers (out)	(1,935,673)	(67,552)	-	(1,100,373)	-	-	-	(3,103,598)
Bond proceeds	-	-	-	-	38,291,300	-	-	38,291,300
	\$ (1,614,157)	\$ (67,552)	\$ -	\$ (1,100,373)	\$ 38,291,300	\$ 2,782,082	\$ -	\$ 38,291,300
<b>ENDING FUND BALANCE /</b>								
<b>NET POSITION 09/30/2023</b>	<b>\$ 22,930,962</b>	<b>\$ 1,219,824</b>	<b>\$ -</b>	<b>\$ 1,396,891</b>	<b>\$ 14,022,023</b>	<b>\$ 222,280</b>	<b>\$ 129,617,842</b>	<b>\$ 169,409,822</b>

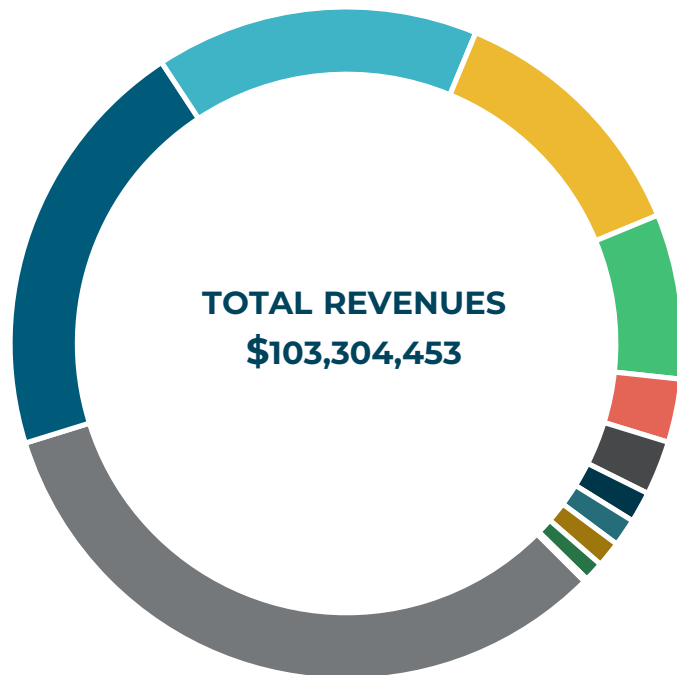
<sup>1</sup>- As amended in the Financing Plan approved by the Reinvestment Board on 08/31/22 and Council on 10/06/22.

# GENERAL FUND



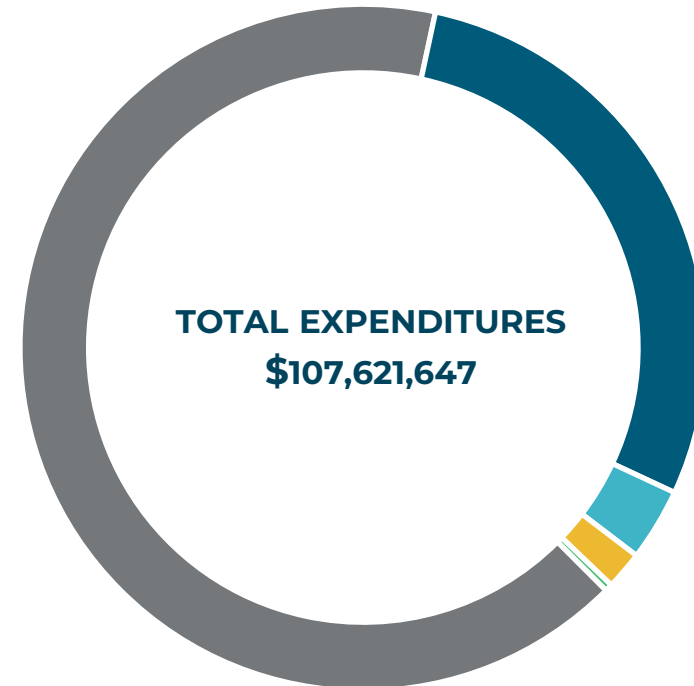
## REVENUES & EXPENDITURES

GENERAL FUND REVENUES BY SOURCES



- Sales Tax - 32.43%
- Solid Waste - 15.40%
- Franchise Fees - 7.85%
- Airport - 2.59%
- Licenses & Permits - 1.32%
- Interest Income - 0.94%
- Ad Valorem Tax - 21.21%
- Charges for Services - 12.40%
- Waste Management - 3.02%
- Fines & Fees - 1.47%
- Other Revenues/Sources - 1.22%
- Intergovernmental Revenues - 0.15%

GENERAL FUND EXPENDITURES BY TYPE



- Personnel - 65.87%
- Operations - 28.57%
- Capital - 3.42%
- Transfers - 1.80%
- Debt Service - 0.34%



## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
Current AD Valorem	\$ 17,549,395	\$ 19,228,866	\$ 19,315,000	\$ 21,984,474
Discount Current Tax	(418,300)	(420,000)	(470,192)	(420,000)
Delinquent AD Valorem	71,084	196,213	35,751	224,331
Penalty and Interest - AD Valorem Taxes	145,070	125,000	197,700	125,000
<b>TOTAL TAXES</b>	<b>\$ 17,347,249</b>	<b>\$ 19,130,079</b>	<b>\$ 19,078,259</b>	<b>\$ 21,913,805</b>
Sales Tax	\$ 28,357,487	\$ 27,965,000	\$ 32,712,899	\$ 33,500,000
Mixed Beverage Tax	205,921	170,000	236,238	240,000
Occupation Taxes	52,120	42,000	41,685	45,000
Bingo Tax	17,531	20,000	15,259	16,000
<b>TOTAL NON-PROPERTY TAXES</b>	<b>\$ 28,633,059</b>	<b>\$ 28,197,000</b>	<b>\$ 33,006,081</b>	<b>\$ 33,801,000</b>
Electric Franchise	\$ 3,364,629	\$ 3,430,000	\$ 3,434,504	\$ 3,488,678
Gas Franchise	435,299	520,000	773,007	840,000
Telecommunications	210,417	220,000	175,868	165,000
Cable Television	716,654	730,000	720,143	675,000
Public Education Channel	119,654	124,673	118,000	110,000
Water & Wastewater Franchise Fee	2,186,416	2,333,357	2,333,357	2,710,262
Ambulance	116,195	86,700	116,000	120,000
<b>TOTAL FRANCHISE FEES</b>	<b>\$ 7,149,264</b>	<b>\$ 7,444,730</b>	<b>\$ 7,670,879</b>	<b>\$ 8,108,940</b>

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
Building Permit Fee	\$ 426,274	\$ 454,050	\$ 592,388	\$ 445,000
Electrical Permit Fee	42,124	37,000	55,400	45,600
Mechanical Permit Fee	16,087	20,000	28,500	27,200
Plumbing Permit Fee	130,848	125,000	164,070	160,500
Residential Permit Fee	427,623	510,000	428,500	415,069
Fire Safety	30,020	30,600	28,200	28,200
Curb and Street Cuts	43,785	40,000	45,300	48,770
Other Permits - Fees	109,714	120,000	127,300	132,800
Contractor Registration Licenses	28,640	25,000	30,000	28,160
Right-Of-Way Permit	250	-	250	-
Mobile Home Permit Fee	2,702	2,000	5,600	5,600
Alarm Permit Fee	24,055	21,000	24,200	28,550
<b>TOTAL LICENSES AND PERMITS</b>	<b>\$ 1,282,122</b>	<b>\$ 1,384,650</b>	<b>\$ 1,529,708</b>	<b>\$ 1,365,449</b>
Federal Grants	\$ 1,241,206	\$ 127,386	\$ 2,386	\$ 125,000
State Grants	125,350	167,049	277,996	-
Traffic Signal Reimbursement	8,352	42,000	42,000	42,000
Civil Preparedness - Federal Grant	32,258	36,713	-	-
<b>TOTAL INTERGOVERNMENTAL REVENUES</b>	<b>\$ 1,407,166</b>	<b>\$ 373,148</b>	<b>\$ 322,382</b>	<b>\$ 167,000</b>



## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
Vital Statistics	\$ 117,770	\$ 120,000	\$ 139,000	\$ 140,000
Vital Statistics Preservation	7,151	-	9,100	-
Envelope/Miscellaneous Sales	479	-	-	-
Subdivision Fees	34,519	32,000	33,100	32,000
Water & Wastewater - Reimbursements	102,260	102,260	102,260	37,260
I.T. Services/Water-Wastewater	492,422	538,520	538,520	596,003
W&WW Contractual	4,591,474	4,900,050	4,900,050	5,691,550
Over/Under Account	582	-	800	-
<b>TOTAL CHARGES FOR SERVICES - GENERAL GOVT.</b>	<b>\$ 5,346,657</b>	<b>\$ 5,692,830</b>	<b>\$ 5,722,830</b>	<b>\$ 6,496,813</b>
Police Overtime	\$ 190,560	\$ 160,733	\$ 160,734	\$ 168,140
Police Revenue	647,802	669,608	669,608	839,844
Police Reports	6,007	10,000	11,800	9,000
Police Donations/Gifts	6,100	-	5,450	-
Dare Donations - Unrestricted	3,660	-	2,930	-
Firing Range - Rental Fee	1,600	1,400	1,400	1,400
OCU State Seized Funds	46,906	-	15,300	-
County Fire Service	9,298	9,298	10,177	9,000
Fire Donations/Gifts	6,563	8,038	10,008	-
Fire Department Revenue	1,632	1,000	2,000	1,000
Fire Training Revenue	64,146	62,500	62,500	65,000
<b>TOTAL CHARGES FOR SERVICES - PUBLIC SAFETY</b>	<b>\$ 984,274</b>	<b>\$ 922,577</b>	<b>\$ 951,907</b>	<b>\$ 1,093,384</b>

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
CNG Sales	\$ 14,629	\$ 14,000	\$ 18,700	\$ 15,000
Federal Motor Fuel Excise Tax Credit	102,137	86,700	78,820	88,434
W&WW Street Repair	110,141	144,480	154,300	125,000
Fleet Service Charges	78,267	90,000	81,700	90,000
<b>TOTAL CHARGES FOR SERVICES - PUBLIC WORKS</b>	<b>\$ 305,174</b>	<b>\$ 335,180</b>	<b>\$ 333,520</b>	<b>\$ 318,434</b>
Solid Waste - Residential	\$ 5,965,109	\$ 6,620,146	\$ 6,578,112	\$ 7,270,488
Solid Waste - Residential Recycling	477,279	378,000	490,000	399,000
Solid Waste - Commercial - Plastic	511,799	546,669	542,800	579,784
Solid Waste - Commercial - Sideload	391,452	416,969	419,250	449,193
Solid Waste - Commercial - Frontload	2,740,298	2,894,130	2,996,500	3,192,293
Solid Waste - Rolloff	2,578,306	2,687,307	3,194,000	3,356,243
Solid Waste - Recycling	135,798	120,000	148,580	130,000
Solid Waste - Special Pickup	100,681	76,500	124,000	78,030
Solid Waste - Other Recycling	305,858	254,400	456,000	212,000
Solid Waste - Other Charges	1,050	-	800	-
Solid Waste - Recycling Roll-Off	138,851	137,000	136,400	131,000
Waste Management Contract	715,698	728,535	755,445	743,106
Waste Management Surcharge	1,959,493	1,850,000	2,337,000	2,485,000
<b>TOTAL CHARGES FOR SERVICES - SOLID WASTE</b>	<b>\$ 16,021,672</b>	<b>\$ 16,709,656</b>	<b>\$ 18,178,887</b>	<b>\$ 19,026,137</b>

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
Library Fines	\$ 2,848	\$ 2,500	\$ 1,500	\$ 1,200
Lost Books	3,125	2,000	4,025	3,000
Library Memorials	1,865	-	250	-
User Fees/Parks Dept.	18,936	9,500	6,000	11,475
Football Entry Fees	-	3,468	-	3,468
Softball Entry Fees	41,282	32,640	42,000	32,640
Volleyball Entry Fees	10,582	15,300	9,000	15,300
Basketball Entry Fees	7,238	14,280	6,400	14,280
Soccer Entry Fees	3,195	5,610	5,057	5,610
Swimming Pool Fees	6,720	34,000	11,000	34,000
Sponsors - Temple Bloomin' Festival	-	24,480	9,450	24,970
Tickets - Temple Bloomin' Festival	-	96,900	-	98,838
Alcoholic Beverage (Beer) - Temple Bloomin' Festival	-	45,900	-	46,818
Non-Alcoholic Beverage - Temple Bloomin' Festival	-	714	-	728
Vendors - Temple Bloomin' Festival	-	9,690	3,435	9,884
Merchandise Sales - Temple Bloomin' Festival	-	765	-	780
Carnival - Temple Bloomin' Festival	-	15,918	-	16,236
Food Truck Plaza Rental	10,489	-	17,530	-
Corporate Games	14,828	30,600	20,000	30,600
Mayor's Fitness Council	10,000	10,000	10,000	10,000

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
Facility Rental/P&R	86,701	91,800	115,000	91,800
Merchandise Sales	2,554	1,020	2,000	1,040
Recreation Membership Fees	16,392	24,480	26,000	24,480
Donations/Parks & Rec.	62,002	45,900	36,700	45,900
Special Events/Classes	359,244	830,000	415,000	630,000
Summit Rec - Memberships	237,673	330,000	290,000	250,000
Summit Rec - Facility Rental	1,555	7,650	1,400	1,500
Summit Rec - Classes	16,266	32,640	25,000	20,000
Summit Rec - Store Sales	686	-	600	-
Summit Concession Sales	4,426	3,264	8,200	3,264
Tennis Fees	48,820	25,000	52,000	25,000
Reinvestment Zone No. 1 Reimbursements	1,172,408	1,667,927	1,667,927	1,899,867
Lion's Junction Water Park - Admission	247,711	255,000	270,000	255,000
Lion's Junction Water Park - Facility Rental	-	26,520	-	26,520
Lion's Junction Water Park - Lion's Store Sales	206	3,060	130	3,060
Lion's Junction Water Park - Food & Beverage Sales	87,719	91,800	108,700	91,800
Lion's Junction Water Park - Junction Memberships	-	51,000	43,000	51,000
Lion's Locker Rentals	6	1,530	2,100	1,530
Lion's Catering Fee	-	255	-	255
Indoor Pool Rental	3,675	10,000	6,000	10,000
Indoor Pool Classes/Fees	41,270	70,000	80,000	45,000

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
Green Fees	252,391	242,329	356,000	272,000
Golf Tournaments	44,205	41,683	53,500	42,000
Golf Cart Fees	284,978	279,252	295,000	282,045
Golf Pro Shop Sales	78,868	58,000	77,700	75,750
Golf Driving Range	61,289	55,466	71,000	63,000
Golf Lessons	6,190	8,585	7,000	8,585
Other Golf Revenue	150	-	200	-
Golf Food Sales	58,609	65,650	72,000	67,000
Golf Non-Alcoholic Beverages	16,400	12,000	25,400	16,500
Golf Alcoholic Beverages	59,876	45,450	80,000	58,000
Junior Golf Program Donations	-	5,000	375	5,000
Golf Memberships	83,737	76,774	110,000	88,000
Hillcrest Cemetery - Plot Sales	86,574	20,000	63,100	20,000
Hillcrest Cemetery - Opening/Closing	12,150	8,400	10,200	8,400
Hillcrest Cemetery - Headstone Setting	4,300	750	5,000	750
Hillcrest Cemetery - Other	273,130	-	19,100	-
Crossroads Park - Field Rentals	27,599	40,000	20,600	40,800
Crossroads Park - Light Rentals	5,130	5,000	3,000	5,100
Crossroads Park - Concession Rentals	8,550	2,700	4,500	2,754
Crossroads Park - Concessionaire Revenues	1,200	3,672	450	3,745
<b>TOTAL CHARGES FOR SERVICES - CULTURE &amp; REC</b>	<b>\$ 3,885,748</b>	<b>\$ 4,893,822</b>	<b>\$ 4,569,529</b>	<b>\$ 4,896,272</b>

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
AV Gas Sales	\$ 343,298	\$ 338,079	\$ 481,507	\$ 343,150
Oil	8,555	15,493	16,131	15,725
Jet Fuel Sales	1,713,407	2,163,473	2,836,761	2,285,925
Discount on AV Gas Sales	(18,641)	(20,605)	(23,852)	(20,914)
Discount Jet Sales	(420,979)	(680,721)	(537,418)	(690,923)
Merchandise Sales	-	-	650	-
Ramp and Tie Down	9,637	5,000	13,875	5,100
Warehouse/Hangar Rent	205,606	222,042	216,122	240,000
Fire Land Lease	12,458	12,458	12,458	12,458
Corporate Land Leases	21,758	21,758	33,300	22,193
Corporate Hangar Leases	173,184	165,101	175,379	165,000
Overnight Fees	2,265	-	8,000	-
Hangar Complex - Rent	-	150,000	74,070	164,850
Over/Under	125	-	(505)	-
Sponsors - Airshow	-	-	-	20,000
Ticket Sales - Airshow	-	-	-	68,500
Alcoholic Beverages - Airshow	-	-	-	10,000
Vendors - Airshow	-	-	-	1,500
Misc Airport Revenue	8,519	31,212	21,400	30,000
<b>TOTAL CHARGES FOR SERVICES - AIRPORT</b>	<b>\$ 2,059,192</b>	<b>\$ 2,423,290</b>	<b>\$ 3,327,878</b>	<b>\$ 2,672,564</b>

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
Traffic & Criminal Fines	\$ 951,154	\$ 1,225,000	\$ 793,000	\$ 1,150,000
Commercial Vehicle Enforcement	246	-	-	-
Dismissal Fee	7,560	15,000	8,200	10,000
Child Safety Fees - Bell County	62,859	62,859	-	62,859
False Alarm Violations	44,110	41,105	29,000	35,000
Animal Shelter	35,389	30,000	44,500	40,000
Parking Fines	3,065	1,000	5,100	4,500
Jury Fee	39	50	70	50
Judicial Efficiency - Local	15,044	-	14,500	-
Technology Fee	32,659	20,419	26,000	17,500
Security Fee	36,844	30,459	29,200	31,533
Judicial Support Fund	968	-	600	-
Juvenile Case Manager Fund	39,958	40,000	31,900	-
Municipal Court O/U	385	-	(296)	-
Defensive Driving	20,258	40,000	13,700	15,000
Warrant Fees	97,754	95,000	74,100	65,000
Written Notice Fee	40,472	60,000	32,200	30,000
Child Safety Court Costs	9,989	9,580	6,125	7,500
Traffic Costs	18,091	25,000	12,900	10,000
State Service Fee	60,105	65,000	47,000	40,000
Expunction Fee	30	-	-	-
Truancy Prevention (TPDF)	1,289	1,000	825	-
Municipal Jury Fund	648	-	600	-
Code Enforcement Fines	230	-	110	-
<b>TOTAL FINES AND FEES</b>	<b>\$ 1,479,146</b>	<b>\$ 1,761,472</b>	<b>\$ 1,169,334</b>	<b>\$ 1,518,942</b>



## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
Interest Income	\$ 289,857	\$ 25,200	\$ 240,000	\$ 967,500
City Leases	171,517	177,560	171,507	179,336
Sale of Scrap	813	-	-	-
Sale of Land	2,500	-	18,622	-
Sale of Assets	255,158	129,900	210,000	124,848
Insurance Claims	568,292	194,082	140,008	142,800
Pay in Lieu of Taxes	19,073	19,000	18,957	19,380
Other Revenues	110,649	272,596	200,100	110,408
Insufficient Checks	1,110	750	2,250	765
Street Use License/Abandonment	2,750	2,000	1,100	2,040
Library Donations	9,020	4,639	23,488	-
Donations/Gifts	121,418	-	13,600	-
Demolition Revenue	-	1,000	21,000	1,020
Lot Cutting	93,834	15,000	90,000	15,300
Claims Due City	7,505	-	10,150	-
Miscellaneous Reimbursements	88,593	15,000	20,617	-
Library - Building Rental	37,728	40,000	30,000	40,800
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 1,779,817</b>	<b>\$ 896,727</b>	<b>\$ 1,211,399</b>	<b>\$ 1,604,197</b>
Other Financing - Lease Purchases	\$ -	\$ 181,295	\$ 181,275	\$ -
Transfer In	299,261	312,349	312,349	321,516
<b>TOTAL OTHER FINANCING SOURCES (TRANSFERS)</b>	<b>\$ 299,261</b>	<b>\$ 493,644</b>	<b>\$ 493,624</b>	<b>\$ 321,516</b>
<b>REVENUE TOTAL - GENERAL FUND</b>	<b>\$ 87,979,801</b>	<b>\$ 90,658,805</b>	<b>\$ 97,566,217</b>	<b>\$ 103,304,453</b>



## SUMMARY & PERSONNEL SCHEDULE

The Draughon-Miller Central Texas Regional Airport is a modern and award-winning aviation facility. It also serves as an Automated Weather Observation Station. 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-hangers and ample land for development.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 658,841	\$ 696,976	\$ 678,367	\$ 888,080
PERSONNEL BENEFITS	196,309	209,759	204,158	260,498
SUPPLIES	42,552	52,661	48,127	57,675
CAPITAL < \$5,000	4,451	5,450	4,981	8,975
REPAIR AND MAINTENANCE	44,344	75,900	69,365	84,553
OTHER SERVICES	23,777	48,011	43,877	59,911
CONTRACTED SERVICES	120,476	138,364	126,451	269,422
COST OF GOODS SOLD	1,017,120	1,181,450	1,079,727	1,181,450
<b>TOTAL</b>	<b>\$ 2,107,871</b>	<b>\$ 2,408,571</b>	<b>\$ 2,255,053</b>	<b>\$ 2,810,564</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
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 <sup>3</sup>	2.000	2.000	2.000	0.000
AIRPORT OPERATIONS SPECIALIST - PT <sup>1</sup>	0.500	0.500	0.000	0.000
AIRPORT OPERATIONS SUPERVISOR <sup>3</sup>	1.000	1.000	1.000	0.000
AIRPORT SERVICES COORDINATOR <sup>3</sup>	1.000	1.000	1.000	0.000
CUSTOMER SERVICE REPRESENTATIVE I <sup>2</sup>	0.000	0.000	0.000	2.000
CUSTOMER SERVICE REPRESENTATIVE - PT <sup>1</sup>	0.000	0.000	0.500	0.500
DIRECTOR OF AIRPORT	1.000	1.000	1.000	1.000
FACILITY MAINTENANCE COORDINATOR <sup>3</sup>	0.000	0.000	0.000	1.000
FBO MANAGER <sup>2</sup>	0.000	0.000	0.000	1.000
MAINTENANCE TECHNICIAN <sup>3</sup>	0.000	0.000	0.000	2.000
OPERATIONS COORDINATOR <sup>3</sup>	0.000	0.000	0.000	1.000
OPERATIONS MANAGER I - 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>16.380</b>

1 - During FY2022, an Airport Operations Specialist - PT position was reclassified to a Customer Service Representative - PT position.

2 - In FY2023, a FBO Manager and two Customer Service Representative I positions will be added.

3 - As part of the General Government Market Study, the following title changes will occur: Airport Operations Specialist to Maintenance Technician, Airport Operations Supervisor to Facility Maintenance Coordinator, and Airport Services Coordinator to Operations Coordinator.

## SUMMARY & PERSONNEL SCHEDULE

The City Attorney serves as the chief legal officer for the City. The City Attorney also leads the legal team in providing counsel to officials, employees, and appointed board and commission members regarding legal and risk management matters related to daily government activities. The legal team assists the City Manager in implementing 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 City Council consideration to ensure compliance with state, federal, and local laws.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 752,195	\$ 801,358	\$ 779,962	\$ 1,086,489
PERSONNEL BENEFITS	183,058	204,396	198,939	277,943
SUPPLIES	5,487	10,000	9,139	9,600
CAPITAL < \$5,000	15,703	23,430	21,413	10,525
REPAIR & MAINTENANCE	-	-	-	636
OTHER SERVICES	21,771	45,302	41,401	59,599
CONTRACTED SERVICES	28,299	18,093	16,535	18,828
<b>TOTAL</b>	<b>\$ 1,006,513</b>	<b>\$ 1,102,579</b>	<b>\$ 1,067,389</b>	<b>\$ 1,463,620</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ASSISTANT CITY ATTORNEY <sup>1,3</sup>	4.000	4.000	4.000	5.000
CITY ATTORNEY	1.000	1.000	1.000	1.000
DEPUTY CITY ATTORNEY	1.000	1.000	1.000	1.000
EXECUTIVE ASSISTANT I	1.000	1.000	1.000	1.000
LEGAL ADMINISTRATIVE SPECIALIST <sup>2</sup>	0.000	0.000	1.000	1.000
LEGAL ADMINISTRATIVE SUPERVISOR <sup>2</sup>	1.000	1.000	0.000	0.000
LEGAL SPECIALIST <sup>2</sup>	1.000	0.000	0.000	0.000
PARALEGAL <sup>2</sup>	0.000	1.000	1.000	1.000
PUBLIC RECORDS ADMINISTRATOR	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>10.000</b>	<b>10.000</b>	<b>10.000</b>	<b>11.000</b>

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

2 - In FY 2022, the Legal Specialist was reclassified to a Paralegal. In addition, the Legal Administrative Supervisor position was reclassified to a Legal Administrative Specialist.

3 - In FY 2023, one Assistant City Attorney position will be authorized and funded to serve as a legal advisor to the Police Department.



## SUMMARY & PERSONNEL SCHEDULE

The Mayor and City 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.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
PERSONNEL BENEFITS	\$ 4,639	\$ 2,022	\$ 1,968	\$ 36,822
SUPPLIES	4,009	8,100	7,403	8,100
CAPITAL < \$5,000	-	500	457	500
OTHER SERVICES	66,215	99,225	90,682	99,215
CONTRACTED SERVICES	116,927	105,367	96,295	116,888
<b>TOTAL</b>	<b>\$ 191,791</b>	<b>\$ 215,214</b>	<b>\$ 196,804</b>	<b>\$ 261,525</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
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. Besides managing an annual business plan of nearly \$215 million and staff of over 900 full and part-time employees, the City Manager 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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 791,370	\$ 789,754	\$ 768,668	\$ 942,988
PERSONNEL BENEFITS	190,151	191,462	186,350	230,828
SUPPLIES	4,551	12,100	11,058	12,100
CAPITAL < \$5,000	939	3,150	2,879	3,150
REPAIR & MAINTENANCE	-	-	-	132
OTHER SERVICES	17,647	60,569	55,354	66,679
CONTRACTED SERVICES	7,178	5,781	5,283	6,344
<b>TOTAL</b>	<b>\$ 1,011,837</b>	<b>\$ 1,062,816</b>	<b>\$ 1,029,592</b>	<b>\$ 1,262,221</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ASSISTANT CITY MANAGER	2.000	2.000	2.000	2.000
ASSISTANT TO CITY MANAGER'S OFFICE <sup>1</sup>	0.000	0.000	0.000	1.000
CHIEF OF STAFF	1.000	1.000	1.000	1.000
CITY MANAGER	1.000	1.000	1.000	1.000
EXECUTIVE ASSISTANT I	1.000	1.000	1.000	1.000
SENIOR EXECUTIVE ASSISTANT <sup>1</sup>	1.000	1.000	1.000	0.000
<b>TOTAL</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>

<sup>1</sup> - In FY 2023, the General Government Market Study will include a title change from Senior Executive Assistant to Assistant to City Manager's Office.



## SUMMARY & PERSONNEL SCHEDULE

The City Secretary is the administrator of all official municipal records, including the publication and posting of authorized legal notices 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 requests from 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, as well as and maintaining the records relating to these appointments.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 233,101	\$ 268,097	\$ 260,939	\$ 270,052
PERSONNEL BENEFITS	76,481	86,555	84,244	74,963
SUPPLIES	5,954	9,255	8,458	9,255
CAPITAL < \$5,000	1,407	3,260	2,979	3,260
REPAIR AND MAINTENANCE	-	500	457	960
OTHER SERVICES	14,486	33,337	30,467	33,462
CONTRACTED SERVICES	20,486	29,085	26,581	29,276
<b>TOTAL</b>	<b>\$ 351,916</b>	<b>\$ 430,089</b>	<b>\$ 414,125</b>	<b>\$ 421,228</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
CITY SECRETARY	1.000	1.000	1.000	1.000
DEPUTY CITY SECRETARY	1.000	1.000	1.000	1.000
EXECUTIVE ASSISTANT <sup>1</sup>	1.000	1.000	0.000	0.000
RECORDS TECHNICIAN	2.000	2.000	2.000	2.000
<b>TOTAL</b>	<b>5.000</b>	<b>5.000</b>	<b>4.000</b>	<b>4.000</b>

1 - During FY 2022, the Executive Assistant position was eliminated.

## SUMMARY & PERSONNEL SCHEDULE

City of Temple established the Economic Development budget as a commitment to the promotion of high quality commercial and industrial development in all parts of the City. The City is committed to establishing long-term economic vitality, as essential key to the growth of any community, by responding and preparing for challenges and changes in an environment characterized by ongoing competition for sustained economic advantage and identity. The City has adopted a comprehensive economic development policy that includes guidelines and criteria for authorizing property tax abatement, an overview of the Strategic Investment Zone Incentive Program, and guidelines and criteria for additional City incentives as authorized by the Texas Local Government Code.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
OTHER SERVICES	\$ 491,216	\$ 525,145	\$ 525,145	\$ 733,912
<b>TOTAL</b>	<b>\$ 491,216</b>	<b>\$ 525,145</b>	<b>\$ 525,145</b>	<b>\$ 733,912</b>

Transactions related to economic development are performed by the Finance department.

## 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 contractors on larger plans. Facility Services also includes our Custodial Services team which is responsible for the daily maintenance of City facilities.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 708,865	\$ 735,237	\$ 715,606	\$ 1,007,170
PERSONNEL BENEFITS	255,629	282,821	275,270	354,468
SUPPLIES	121,146	86,889	79,408	101,202
CAPITAL < \$5,000	7,009	27,400	25,041	24,500
REPAIR AND MAINTENANCE	182,368	228,995	209,279	235,816
OTHER SERVICES	6,420	9,900	9,048	11,500
CONTRACTED SERVICES	170,326	185,243	169,294	201,343
<b>TOTAL</b>	<b>\$ 1,451,764</b>	<b>\$ 1,556,485</b>	<b>\$ 1,482,944</b>	<b>\$ 1,935,999</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ASST DIRECTOR OF PURCHASING & FACILITY SVCS <sup>1</sup>	0.000	0.000	1.000	1.000
CREW LEADER I	2.890	2.890	2.890	2.890
CUSTODIAN	8.890	8.890	8.890	8.890
FACILITIES MANAGER <sup>1</sup>	1.000	1.000	0.000	0.000
FACILITY MAINTENANCE SUPERVISOR	1.000	1.000	1.000	1.000
FOREMAN I	1.000	1.000	1.000	1.000
HVAC TECHNICIAN	1.000	1.000	1.000	1.000
JOURNEYMAN ELECTRICIAN	1.000	1.000	1.000	1.000
MAINTENANCE TECHNICIAN	2.760	2.760	2.760	2.760
PROJECT MANAGER <sup>1</sup>	0.000	0.000	1.000	1.000
<b>TOTAL</b>	<b>19.540</b>	<b>19.540</b>	<b>20.540</b>	<b>20.540</b>

<sup>1</sup> - During FY 2022, the Facilities Manager position was reclassified to the Assistant Director of Purchasing & Facility Services and a Project Manager position was authorized and funded.

## 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 Annual Comprehensive Financial Report (ACFR). The Finance department compiles timely reports in a format that effectively and efficiently communicates financial data to Council, citizens, bond holders, and other interested users. The Finance department also develops the City's Annual Budget, as well as monitors budgetary compliance throughout the fiscal year.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 1,087,798	\$ 1,199,759	\$ 1,167,725	\$ 1,487,980
PERSONNEL BENEFITS	286,756	327,472	318,728	395,725
SUPPLIES	15,455	26,560	24,273	27,710
CAPITAL < \$5,000	3,589	9,700	8,865	8,725
REPAIR AND MAINTENANCE	-	-	-	2,459
OTHER SERVICES	20,704	61,256	55,982	60,345
CONTRACTED SERVICES	540,174	621,363	567,864	639,619
<b>TOTAL</b>	<b>\$ 1,954,476</b>	<b>\$ 2,246,110</b>	<b>\$ 2,143,437</b>	<b>\$ 2,622,563</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ACCOUNTANT I <sup>2</sup>	0.000	0.000	0.000	1.000
ACCOUNTANT II <sup>3</sup>	0.000	0.000	0.000	2.000
ACCOUNTING SPECIALIST <sup>1</sup>	1.000	0.000	0.000	0.000
ACCOUNTING TECHNICIAN <sup>1</sup>	1.000	2.000	2.000	2.000
ASSISTANT DIRECTOR OF FINANCE	1.000	1.000	1.000	1.000
BUDGET DIVISION DIRECTOR	1.000	1.000	1.000	1.000
DIRECTOR OF FINANCE	1.000	1.000	1.000	1.000
EXECUTIVE ASSISTANT <sup>3</sup>	1.000	1.000	1.000	0.000
EXECUTIVE SUPPORT COORDINATOR <sup>3</sup>	0.000	0.000	0.000	1.000
FINANCIAL ANALYST I	2.000	2.000	2.000	2.000
FINANCIAL ANALYST II	1.000	1.000	1.000	1.000
PAYROLL & ANALYTICS MANAGER	1.000	1.000	1.000	1.000
PAYROLL ANALYST <sup>3</sup>	0.000	0.000	0.000	2.000
PAYROLL SPECIALIST <sup>1,3</sup>	1.000	2.000	2.000	0.000
SENIOR ACCOUNTANT <sup>1,3</sup>	1.000	2.000	2.000	0.000
TREASURY & DEBT DIVISION DIRECTOR	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>13.000</b>	<b>15.000</b>	<b>15.000</b>	<b>16.000</b>

1 - In FY 2022, an Accounting Technician, as well as a Senior Accountant position was authorized and funded. In addition, an existing Accounting Specialist was reclassified to a Payroll Specialist.

2 - In FY 2023, an Accountant I position will be authorized and funded.

3 - In FY 2023, as part of the General Government Market Study implementation, the following title changes will occur: Senior Accountant to Accountant II, Executive Assistant to Executive Support Coordinator, and Payroll Specialist to Payroll Analyst.

## SUMMARY & PERSONNEL SCHEDULE

The Fleet Services staff provides daily activity and long-term management in support of all 600+ vehicles and/or pieces of equipment owned by the City. The support is accomplished through both scheduled maintenance and unscheduled repairs. Staff develops and implements fleet and equipment annual budgets, manages fuel purchases and billings, internally audits inventory, and prepares and recommends bids for parts. 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/construction of equipment, and inspects/approves newly purchased equipment.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 873,766	\$ 1,125,183	\$ 1,095,141	\$ 1,326,143
PERSONNEL BENEFITS	266,020	361,793	352,133	412,517
SUPPLIES	28,469	39,417	36,023	41,713
CAPITAL < \$5,000	8,387	13,585	12,415	5,970
REPAIR AND MAINTENANCE	6,627	17,900	16,359	11,229
OTHER SERVICES	9,974	23,561	21,532	23,961
CONTRACTED SERVICES	22,740	29,185	26,672	31,548
<b>TOTAL</b>	<b>\$ 1,215,981</b>	<b>\$ 1,610,624</b>	<b>\$ 1,560,276</b>	<b>\$ 1,853,081</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT II	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF PUBLIC WORKS	0.500	0.500	0.500	0.500
AUTOMOTIVE TECHNICIAN I	1.000	1.000	1.000	1.000
AUTOMOTIVE TECHNICIAN II	2.000	2.000	2.000	2.000
FLEET SERVICE WRITER <sup>1</sup>	1.000	0.000	0.000	0.000
FLEET SERVICES DIVISION DIRECTOR	1.000	1.000	1.000	1.000
FLEET SERVICES INVENTORY SUPERVISOR	1.000	1.000	1.000	1.000
FOREMAN I <sup>2</sup>	0.000	0.000	1.000	1.000
FOREMAN II <sup>1, 2</sup>	1.000	2.000	1.000	1.000
HEAVY DUTY TRUCK TECHNICIAN I	1.000	1.000	1.000	1.000
HEAVY DUTY TRUCK TECHNICIAN II <sup>1</sup>	4.000	5.000	5.000	5.000
HEAVY DUTY TRUCK TECHNICIAN III	3.000	3.000	3.000	3.000
INVENTORY SPECIALIST	2.000	2.000	2.000	2.000
LEAD AUTOMOTIVE TECHNICIAN	1.000	1.000	1.000	1.000
LEAD HEAVY DUTY TRUCK TECHNICIAN	1.000	1.000	1.000	1.000
OPERATIONS MANAGER I <sup>1</sup>	0.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>20.500</b>	<b>22.500</b>	<b>22.500</b>	<b>22.500</b>

1 - In FY 2022, an Operations Manager I, as well as a Heavy Duty Truck Technician II was authorized and funded. In addition, the Fleet Service Writer was reclassified to a Foreman II.

2 - During FY 2022, a Foreman II position was reclassified to a Foreman I position.



## SUMMARY & PERSONNEL SCHEDULE

The Housing & Community Development department provides a variety of programs and services that improve the quality of life for our citizens while also enhancing our neighborhoods. By leveraging partnerships and funding sources, the department actively assists low to moderate income homeowners with minor home repairs and other needs, while also completing large scale community improvement projects such as sidewalk installation, road repairs, beautification projects, and neighborhood planning. The department is also responsible for administering the City's allocation of Community Development Block Grant funding, as well as other grants from a variety of sources.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 232,911	\$ 259,903	\$ 252,964	\$ 376,977
PERSONNEL BENEFITS	70,514	91,791	89,340	121,844
SUPPLIES	9,318	11,650	10,647	13,436
CAPITAL < \$5,000	720	6,150	5,620	9,025
REPAIR AND MAINTENANCE	21	750	685	935
OTHER SERVICES	5,140	9,757	8,917	21,447
CONTRACTED SERVICES	3,094	7,081	6,471	7,006
<b>TOTAL</b>	<b>\$ 321,717</b>	<b>\$ 387,082</b>	<b>\$ 374,645</b>	<b>\$ 550,670</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT II <sup>3</sup>	1.000	1.000	1.000	0.000
ADMINISTRATIVE ASSISTANT III <sup>3</sup>	0.000	0.000	0.000	1.000
DIRECTOR OF HOUSING & COMMUNITY DEVELOPMENT <sup>1</sup>	1.000	0.650	0.650	1.000
GRANT MANAGER <sup>1</sup>	0.250	0.250	0.250	0.480
NEIGHBORHOOD NAVIGATOR <sup>2</sup>	0.000	1.000	1.000	1.000
NEIGHBORHOOD REVITALIZATION MANAGER <sup>1</sup>	0.800	0.650	0.650	0.000
RESOURCE COORDINATOR <sup>1</sup>	1.250	1.400	1.400	2.000
<b>TOTAL</b>	<b>4.300</b>	<b>4.950</b>	<b>4.950</b>	<b>5.480</b>

<sup>1</sup> During the budget process each position funded within the Federal/State Grant Fund is evaluated based on program needs & available resources. Therefore, personnel distributions amongst the divisions within the Federal/State Grant Fund will be adjusted accordingly. Several positions within Code Compliance, Housing & Community Development, and Planning are partially funded with Federal/State Grant Funds.

<sup>2</sup> - In FY 2022, a Neighborhood Navigator position was authorized and funded.

<sup>3</sup> - In FY 2023, as part of the General Government Market Study, the Administrative Assistant II position will be reclassified to an Administrative Assistant III position.

## SUMMARY & PERSONNEL SCHEDULE

Human Resources (HR) provides support services to the City's most valuable resource - our employees. Human Resources recruits qualified individuals to develop our diverse workforce. HR also provides continued training and career development to grow our employees to their fullest potential. HR staff establishes sound personnel policies, including compensation management. In addition, HR provides Civil Service administration. Human Resources utilizes practices that treat employees and retirees with dignity and equality while simultaneously complying with employment and labor laws.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 513,551	\$ 586,163	\$ 570,512	\$ 701,426
PERSONNEL BENEFITS	250,232	328,309	319,543	363,597
SUPPLIES	5,311	11,550	10,556	12,350
CAPITAL < \$5,000	3,422	7,895	7,215	4,950
REPAIR AND MAINTENANCE	-	200	183	763
OTHER SERVICES	15,849	119,395	109,115	114,019
CONTRACTED SERVICES	157,573	134,951	123,332	124,530
<b>TOTAL</b>	<b>\$ 945,938</b>	<b>\$ 1,188,463</b>	<b>\$ 1,140,456</b>	<b>\$ 1,321,635</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ASSISTANT DIRECTOR OF HUMAN RESOURCES	1.000	1.000	1.000	1.000
DIRECTOR OF HUMAN RESOURCES	1.000	1.000	1.000	1.000
HRIS MANAGER <sup>4</sup>	0.000	0.000	0.000	1.000
HUMAN RESOURCES ANALYST	1.000	1.000	1.000	1.000
HUMAN RESOURCES ASSISTANT <sup>4</sup>	0.000	0.000	0.000	1.000
HUMAN RESOURCES GENERALIST I <sup>1, 4</sup>	2.000	3.000	3.000	1.000
HUMAN RESOURCES GENERALIST II <sup>4</sup>	0.000	0.000	0.000	2.000
HUMAN RESOURCES MANAGER <sup>4</sup>	1.000	1.000	1.000	0.000
HUMAN RESOURCES TECHNICIAN <sup>3, 4</sup>	1.000	1.000	1.000	1.000
RECORDS TECHNICIAN - PT <sup>2, 3</sup>	0.380	0.380	0.630	0.000
<b>TOTAL</b>	<b>7.380</b>	<b>8.380</b>	<b>8.630</b>	<b>9.000</b>

1 - In FY 2022, an additional Human Resources Generalist was authorized and funded.

2 - During FY 2022, the funding for the part time Records Technician was increased.

3 - In FY 2023, a Records Technician - PT will be reclassified to a Human Resources Technician.

4 - In FY 2023, as part of the General Government Market Study, the following changes will occur: one Human Resources Technician will be reclassified to a Human Resources Assistant, two Human Resources Generalist I positions will be reclassified to Human Resources Generalist II, and the Human Resources Manager will be reclassified to HRIS Manager.

## SUMMARY & PERSONNEL SCHEDULE

Information Technology Services (ITS) administers sophisticated, secure, and state-of-the-art computer and telecommunications systems that deliver advanced technological services to City departments. Staff implements and maintains an accessible and sustainable communications and resource infrastructure to provide the highest level of computing services. 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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 1,325,069	\$ 1,450,256	\$ 1,411,534	\$ 1,774,009
PERSONNEL BENEFITS	359,384	407,713	396,827	481,220
SUPPLIES	10,551	18,513	16,919	20,951
CAPITAL < \$5,000	42,372	75,290	68,808	70,800
REPAIR AND MAINTENANCE	432,843	592,737	541,702	448,886
OTHER SERVICES	846,420	1,139,863	1,041,721	1,470,718
CONTRACTED SERVICES	704,848	836,025	764,043	853,416
CAPITAL EQUIPMENT	15,259	-	-	-
<b>TOTAL</b>	<b>\$ 3,736,746</b>	<b>\$ 4,520,397</b>	<b>\$ 4,241,554</b>	<b>\$ 5,120,000</b>

## SUMMARY &amp; PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY <sup>1</sup>	2.000	2.000	0.000	0.000
CHIEF TECHNOLOGY OFFICER <sup>1</sup>	0.000	0.000	1.000	1.000
DIRECTOR OF INFORMATION TECHNOLOGY	1.000	1.000	1.000	1.000
GIS ANALYST	2.800	2.800	2.800	2.800
GIS MANAGER	1.000	1.000	1.000	1.000
GIS TECHNICIAN	0.400	0.400	0.400	0.400
IT INFRASTRUCTURE MANAGER <sup>1</sup>	0.000	0.000	1.000	1.000
IT SECURITY ADMINISTRATOR <sup>1</sup>	0.000	0.000	1.000	1.000
IT SUPPORT MANAGER <sup>1</sup>	0.000	0.000	1.000	1.000
LEAD TECHNOLOGY SPECIALIST	1.000	1.000	1.000	1.000
LEAD TECHNOLOGY SUPPORT SPECIALIST	2.000	2.000	2.000	2.000
NETWORK ANALYST	1.000	1.000	1.000	1.000
LEAD PROJECT MANAGER <sup>1</sup>	0.000	0.000	1.000	1.000
SYSTEM/DATABASE ADMINISTRATOR <sup>1</sup>	3.000	3.000	2.000	2.000
SYSTEMS ANALYST I <sup>1</sup>	2.000	2.000	0.000	0.000
SYSTEMS ANALYST II <sup>1</sup>	2.000	2.000	3.000	3.000
TECHNOLOGY SUPPORT SPECIALIST I	1.000	1.000	1.000	1.000
TECHNOLOGY SUPPORT SPECIALIST II	1.000	1.000	1.000	1.000
TELECOM & NETWORK SPECIALIST	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>21.200</b>	<b>21.200</b>	<b>22.200</b>	<b>22.200</b>

<sup>1</sup> - During FY 2022, one IT Support Manager position was added and the following reclassifications occurred: System/Database Administrator to IT Security Administrator, Assistant Director of IT to IT Infrastructure Manager, Assistant Director of IT to Chief Technology Officer, two Systems Analyst I positions to Systems Analyst II, and Systems Analyst II to Lead Project Manager.

## 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, social media, television, radio, and print publication. Staff is also responsible for managing emergency communications.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 553,292	\$ 631,353	\$ 614,496	\$ 785,299
PERSONNEL BENEFITS	164,295	192,932	187,781	222,576
SUPPLIES	128,260	130,001	118,808	191,001
CAPITAL < \$5,000	12,799	18,150	16,587	18,400
REPAIR AND MAINTENANCE	-	600	548	545
OTHER SERVICES	161,264	163,782	149,680	188,337
CONTRACTED SERVICES	22,731	18,874	17,249	22,049
CAPITAL BUILDINGS & GROUNDS	-	40,000	40,000	-
CAPITAL EQUIPMENT	4,761	-	-	-
<b>TOTAL</b>	<b>\$ 1,047,402</b>	<b>\$ 1,195,692</b>	<b>\$ 1,145,149</b>	<b>\$ 1,428,207</b>

## SUMMARY &amp; PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
COMMUNICATIONS & PUBLIC RELATIONS MGR	1.000	1.000	1.000	1.000
DIRECTOR OF MARKETING & COMMUNICATIONS	1.000	1.000	1.000	1.000
GRAPHIC DESIGNER <sup>1</sup>	1.000	2.000	2.000	2.000
MARKETING & DIGITAL MEDIA MANAGER	1.000	1.000	1.000	1.000
MARKETING ASSISTANT <sup>2</sup>	1.000	1.000	0.000	0.000
MARKETING COORDINATOR <sup>2</sup>	0.000	0.000	0.250	0.250
MARKETING SPECIALIST <sup>2,3</sup>	2.250	2.250	1.000	2.000
PUBLIC RELATIONS COORDINATOR	1.000	1.000	1.000	1.000
PUBLIC RELATIONS SPECIALIST	1.000	1.000	1.000	1.000
RECRUITING & OUTREACH COORDINATOR <sup>3</sup>	0.000	0.000	0.000	1.000
SENIOR MARKETING ASSISTANT <sup>2</sup>	0.000	0.000	1.000	1.000
<b>TOTAL</b>	<b>9.250</b>	<b>10.250</b>	<b>9.250</b>	<b>11.250</b>

1 - In FY 2022, an additional Graphic Designer position was authorized and funded.

2 - During FY 2022, one Marketing Specialist was reclassified to a Destination Marketing Coordinator and funding changed to Destination Marketing. In addition, one Marketing Specialist was reclassified to a Marketing Coordinator, and the Marketing Assistant was reclassified to a Senior Marketing Assistant.

3 - In FY 2023, one Recruiting & Outreach Coordinator position and one Marketing Specialist will be authorized and funded.

## 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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 267,330	\$ 454,977	\$ 442,829	\$ 560,770
PERSONNEL BENEFITS	69,166	130,788	127,296	151,537
SUPPLIES	20,396	45,100	41,217	86,700
CAPITAL < \$5,000	812	10,900	9,962	7,400
REPAIR & MAINTENANCE	-	-	-	9
OTHER SERVICES	11,444	77,104	70,465	52,131
CONTRACTED SERVICES	11,782	1,905	1,741	21,443
<b>TOTAL</b>	<b>\$ 380,931</b>	<b>\$ 720,774</b>	<b>\$ 693,510</b>	<b>\$ 879,990</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT I <sup>2</sup>	0.000	0.000	1.000	1.000
ADMINISTRATIVE ASSISTANT II	1.000	1.000	1.000	1.000
BUSINESS DATA ANALYST <sup>1</sup>	0.000	1.000	1.000	1.000
DIRECTOR OF PERFORMANCE EXCELLENCE	1.000	1.000	1.000	1.000
EQUITY MANAGER	1.000	1.000	1.000	1.000
ORGANIZATIONAL DEVELOPMENT MANAGER <sup>1</sup>	0.000	1.000	1.000	1.000
PERFORMANCE AND ANALYTICS MANAGER	1.000	1.000	1.000	1.000
SAFETY COORDINATOR	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>5.000</b>	<b>7.000</b>	<b>8.000</b>	<b>8.000</b>

1 - In FY 2022, an Organizational Development Manager position, as well as a Business Analyst position was authorized and funded.

2 - During FY 2022, an Administrative Assistant I position was added.



## SUMMARY & PERSONNEL SCHEDULE

Permits and Inspections is responsible for reviewing building plans, issuing permits, and performing inspections for new construction, as well as additions and remodeling projects on existing structures for both 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 building code ordinances and the International Building, Residential Plumbing, Mechanical Energy, and Fuel Gas Codes along with the National Electrical Code.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 467,127	\$ 501,043	\$ 487,665	\$ 696,196
PERSONNEL BENEFITS	138,304	157,656	153,447	211,488
SUPPLIES	11,906	18,252	16,681	26,571
CAPITAL < \$5,000	774	4,990	4,560	9,050
REPAIR AND MAINTENANCE	1,459	1,750	1,599	1,879
OTHER SERVICES	3,694	19,900	18,187	19,400
CONTRACTED SERVICES	41,134	20,724	18,940	156,474
CAPITAL EQUIPMENT	-	-	-	181,200
<b>TOTAL</b>	<b>\$ 664,397</b>	<b>\$ 724,315</b>	<b>\$ 701,078</b>	<b>\$ 1,302,258</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
CHIEF BUILDING OFFICIAL	1.000	1.000	1.000	1.000
COMBINATION BUILDING INSPECTOR I <sup>1,2</sup>	4.000	5.000	5.000	7.000
DEVELOPMENT SERVICES COORDINATOR	1.000	1.000	1.000	1.000
PERMIT SUPERVISOR	1.000	1.000	1.000	1.000
PERMIT TECHNICIAN <sup>2,3</sup>	2.000	2.000	2.000	2.000
SENIOR PERMIT TECHNICIAN <sup>2</sup>	0.000	0.000	0.000	1.000
<b>TOTAL</b>	<b>9.000</b>	<b>10.000</b>	<b>10.000</b>	<b>13.000</b>

1 - In FY 2022, a Combination Building Inspector I position was authorized and funded.

2 - In FY 2023, as part of the General Government Market Study, one Permit Technician will be reclassified to a Senior Permit Technician.

3 - In FY 2023, two additional Combination Building Inspector I and a Permit Technician position will be authorized and funded.

## 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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 552,252	\$ 607,577	\$ 591,355	\$ 721,892
PERSONNEL BENEFITS	157,275	179,168	174,384	202,300
SUPPLIES	5,207	6,600	6,032	8,675
CAPITAL < \$5,000	161	2,210	2,020	9,160
REPAIR & MAINTENANCE	-	-	-	375
OTHER SERVICES	11,003	23,568	21,539	22,468
CONTRACTED SERVICES	19,870	7,558	6,907	66,315
<b>TOTAL</b>	<b>\$ 745,768</b>	<b>\$ 826,681</b>	<b>\$ 802,236</b>	<b>\$ 1,031,185</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT II	1.000	1.000	1.000	0.000
ASSISTANT DIRECTOR OF PLANNING	1.000	1.000	1.000	1.000
EXECUTIVE ASSISTANT I	0.000	0.000	0.000	1.000
DIRECTOR OF PLANNING	1.000	1.000	1.000	1.000
PLANNER <sup>2</sup>	1.000	1.000	1.000	0.000
PLANNING TECHNICIAN	1.000	1.000	1.000	1.000
PRINCIPAL PLANNER	1.000	1.000	1.000	1.000
SENIOR PLANNER <sup>1, 2, 3</sup>	1.750	2.750	2.750	3.700
<b>TOTAL</b>	<b>7.750</b>	<b>8.750</b>	<b>8.750</b>	<b>8.700</b>

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

2 - In FY 2022, an additional Senior Planner position was authorized and funded.

3 - In FY 2023, as part of the General Government Market Study, one Planner position will be reclassified to a Senior Planner.

## 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 facility construction projects.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 445,412	\$ 513,328	\$ 499,622	\$ 613,059
PERSONNEL BENEFITS	132,353	155,604	151,449	172,111
SUPPLIES	3,079	3,525	3,221	5,525
CAPITAL < \$5,000	3,134	1,200	1,097	1,500
REPAIR AND MAINTENANCE	-	250	228	1,109
OTHER SERVICES	19,375	28,776	26,298	35,603
CONTRACTED SERVICES	7,842	2,547	2,328	2,981
<b>TOTAL</b>	<b>\$ 611,195</b>	<b>\$ 705,230</b>	<b>\$ 684,244</b>	<b>\$ 831,888</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ACCOUNTS PAYABLE SPECIALIST	1.000	1.000	1.000	1.000
ADMINISTRATIVE ASSISTANT II	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF PURCHASING & FACILITY SERVICES	1.000	1.000	1.000	1.000
BUYER <sup>1</sup>	0.000	0.000	0.000	1.000
DIRECTOR OF PURCHASING & FACILITY SERVICES	1.000	1.000	1.000	1.000
PROCUREMENT SPECIALIST	1.000	1.000	1.000	1.000
PURCHASING MANAGER	1.000	1.000	1.000	1.000
SENIOR BUYER <sup>1</sup>	2.000	2.000	2.000	1.000
<b>TOTAL</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>

<sup>1</sup> - In FY 2023, as part of the General Government Market Study, one Senior Buyer position will be reclassified to a Buyer position.

## 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 or bad debt expenses. The contingency/contribution to fund balance is budgeted in this department, as well as separation pay. Specific activities budgeted in this department include:

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

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 591,745	\$ 451,011	\$ 451,011	\$ 500,000
OTHER SERVICES	72	10,000	10,000	10,000
CONTRACTED SERVICES	426,106	475,414	475,414	952,048
<b>TOTAL</b>	<b>\$ 1,017,924</b>	<b>\$ 936,425</b>	<b>\$ 936,425</b>	<b>\$ 1,462,048</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 are used by the general public and that affect the daily lives of those living in, working in, and visiting Temple. These commodities include drainage, sewage, streets, rail, and water systems. Staff designs infrastructure improvements, 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 by 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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 322,749	\$ 319,821	\$ 311,282	\$ 391,223
PERSONNEL BENEFITS	95,871	95,928	93,367	110,560
SUPPLIES	10,340	15,476	14,144	19,078
CAPITAL < \$5,000	2,239	4,690	4,286	4,690
REPAIR AND MAINTENANCE	1,191	5,200	4,752	5,200
OTHER SERVICES	52,593	66,930	61,167	123,930
CONTRACTED SERVICES	7,027	17,724	16,198	10,846
<b>TOTAL</b>	<b>\$ 492,011</b>	<b>\$ 525,769</b>	<b>\$ 505,196</b>	<b>\$ 665,527</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT II	1.000	1.000	1.000	1.000
CITY ENGINEER	0.340	0.340	0.340	0.340
DEPUTY CITY ENGINEER	0.400	0.400	0.400	0.400
DIRECTOR OF PUBLIC WORKS	0.100	0.100	0.100	0.100
PROJECT ENGINEER <sup>2</sup>	0.340	0.340	0.000	0.000
PROJECT INSPECTOR	2.000	2.000	2.000	2.000
PROJECT MANAGER <sup>2</sup>	1.000	1.000	0.000	0.000
SENIOR PROJECT ENGINEER <sup>1,2</sup>	0.450	0.450	0.790	0.790
SENIOR PROJECT INSPECTOR	1.000	1.000	1.000	1.000
SENIOR PROJECT MANAGER <sup>2</sup>	0.000	0.000	1.000	1.000
<b>TOTAL</b>	<b>6.630</b>	<b>6.630</b>	<b>6.630</b>	<b>6.630</b>

1 - 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).

2 - During FY 2022, the Project Manager position was reclassified to a Senior Project Manager and the Project Engineer was reclassified to a Senior Project Engineer.



## SUMMARY & PERSONNEL SCHEDULE

The Streets department is responsible for providing maintenance of the City's roadway system for the public's safety and convenience to the highest standard allowed by funding. 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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 815,575	\$ 1,141,730	\$ 1,111,246	\$ 1,464,106
PERSONNEL BENEFITS	274,636	429,461	417,994	526,525
SUPPLIES	71,339	113,998	104,183	157,957
CAPITAL < \$5,000	13,292	9,505	8,687	11,500
REPAIR AND MAINTENANCE	243,767	393,600	359,711	412,711
OTHER SERVICES	5,127	6,181	5,649	26,181
CONTRACTED SERVICES	820,775	1,068,617	976,609	1,076,289
CAPITAL BUILDINGS & GROUNDS	5,166	-	-	-
<b>TOTAL</b>	<b>\$ 2,249,677</b>	<b>\$ 3,163,092</b>	<b>\$ 2,984,079</b>	<b>\$ 3,675,269</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT I <sup>4</sup>	0.500	0.500	0.500	0.000
ADMINISTRATIVE ASSISTANT III <sup>4</sup>	0.000	0.000	0.000	0.500
ASSISTANT DIRECTOR OF PUBLIC WORKS - TRANSPORTATION <sup>4</sup>	0.000	0.000	0.000	0.340
CREW LEADER II - CONSTRUCTION <sup>1,2</sup>	3.000	3.000	0.000	0.000
CREW LEADER II - STREETS <sup>3</sup>	5.000	5.000	5.000	5.400
CREW LEADER III - HEAVY CONSTRUCTION <sup>4</sup>	0.000	0.000	0.000	3.000
EQUIPMENT MAINTENANCE & TRANSPORTER <sup>1</sup>	0.000	0.600	0.600	0.600
EQUIPMENT OPERATOR I - STREETS <sup>3</sup>	6.000	6.000	6.000	6.400
EQUIPMENT OPERATOR II - STREET/DRAINAGE <sup>3</sup>	5.000	5.000	5.000	5.400
FOREMAN II - STREET RECONSTRUCTION	1.000	1.000	1.000	1.000
FOREMAN II - STREET SERVICES <sup>3</sup>	1.000	1.000	1.000	1.400
HEAVY DUTY CONSTRUCTION CREW LEADER <sup>2,4</sup>	0.000	0.000	3.000	0.000
MAINTENANCE WORKER - STREETS <sup>3</sup>	6.000	6.000	6.000	6.400
STREET & DRAINAGE SERVICES MANAGER <sup>4</sup>	0.500	0.500	0.500	0.000
STREET & DRAINAGE DIVISION DIRECTOR <sup>4</sup>	0.000	0.000	0.000	0.500
TRANSPORTATION DIVISION DIRECTOR <sup>4</sup>	0.340	0.340	0.340	0.000
<b>TOTAL</b>	<b>28.340</b>	<b>28.940</b>	<b>28.940</b>	<b>30.940</b>

1 - In FY 2022, an Equipment Maintenance & Transporter position was authorized and funded. Funding for the position is split - 60% Streets and 40% Drainage.

2 - During FY 2022, three Crew Leader II - Construction were reclassified to Heavy Duty Construction Crew Leader positions.

3 - In FY 2023, a Concrete Crew will be added. The crew will consist of a Crew Leader II - Streets, Foreman II - Streets, Equipment Operator II - Streets, Equipment Operator I - Streets, and a Maintenance Worker - Streets. Funding allocation for the crew will be split funded as follows: 40% Streets, 20% Drainage, 20% Wastewater Collection, and 20% Water Distribution.

4 - As part of the General Government Market Study, the following changes will occur: Administrative Assistant I reclassified to Administrative Assistant III, Transportation Division Director reclassified to Assistant Director of Public Works, Heavy Duty Construction Crew Leader retitled to Crew Leader III - Heavy Construction, and the Street & Drainage Services Manager reclassified to Street & Drainage Division Director.

## SUMMARY & PERSONNEL SCHEDULE

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

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 285,319	\$ 296,022	\$ 288,118	\$ 343,057
PERSONNEL BENEFITS	71,241	78,435	76,341	107,579
SUPPLIES	10,729	19,362	17,695	11,787
CAPITAL < \$5,000	2,240	2,730	2,495	2,730
REPAIR AND MAINTENANCE	44,920	47,615	43,515	61,815
OTHER SERVICES	2,066	13,985	12,781	20,985
CONTRACTED SERVICES	4,094	7,278	6,651	7,571
<b>TOTAL</b>	<b>\$ 420,610</b>	<b>\$ 465,427</b>	<b>\$ 447,596</b>	<b>\$ 555,524</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT I <sup>1</sup>	0.250	0.250	0.250	0.000
ADMINISTRATIVE ASSISTANT III <sup>1</sup>	0.000	0.000	0.000	0.250
ASSISTANT DIRECTOR OF PUBLIC WORKS - TRANSPORTATION <sup>1</sup>	0.000	0.000	0.000	0.330
FOREMAN II - TRAFFIC SIGNALS	1.000	1.000	1.000	1.000
SENIOR TRAFFIC SIGNAL MAINTENANCE TECHNICIAN	1.000	1.000	1.000	1.000
TRAFFIC SIGNAL MAINTENANCE TECHNICIAN	2.000	2.000	2.000	2.000
TRAFFIC SIGNAL MANAGER	1.000	1.000	1.000	1.000
TRANSPORTATION DIVISION DIRECTOR <sup>1</sup>	0.330	0.330	0.330	0.000
<b>TOTAL</b>	<b>5.580</b>	<b>5.580</b>	<b>5.580</b>	<b>5.580</b>

1 - In FY 2023, as part of the General Government Market Study, the following changes will occur: Administrative Assistant I will be reclassified to Administrative Assistant III and the Transportation Division Director will be reclassified to Assistant Director of Public Works - Transportation.



## 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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 705,690	\$ 690,749	\$ 672,306	\$ 770,245
PERSONNEL BENEFITS	194,344	210,617	204,994	247,334
SUPPLIES	82,493	136,514	124,760	143,785
CAPITAL < \$5,000	14,935	29,185	26,672	20,185
REPAIR AND MAINTENANCE	78,653	79,613	72,758	102,476
OTHER SERVICES	10,465	28,082	25,664	23,934
CONTRACTED SERVICES	109,734	120,815	110,413	131,937
COST OF GOODS SOLD	145,771	144,140	131,730	144,140
CAPITAL EQUIPMENT	4,750	-	-	-
CAPITAL BUILDINGS AND GROUNDS	12,636	-	-	-
<b>TOTAL</b>	<b>\$ 1,359,472</b>	<b>\$ 1,439,715</b>	<b>\$ 1,369,297</b>	<b>\$ 1,584,036</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ASSISTANT DIRECTOR OF PARKS & RECREATION <sup>2</sup>	0.250	0.250	0.250	0.000
ASSISTANT GOLF COURSE GENERAL MANAGER	1.000	1.000	1.000	1.000
ASSISTANT GOLF COURSE SUPERINTENDENT	1.000	1.000	1.000	1.000
ASSISTANT GOLF PROFESSIONAL <sup>1</sup>	1.000	1.000	1.000	0.000
CREW LEADER I - FACILITY SERVICES	0.110	0.110	0.110	0.110
CUSTODIAN	0.110	0.110	0.110	0.110
EQUIPMENT OPERATOR I	2.000	2.000	2.000	2.000
GOLF COURSE GENERAL MANAGER	1.000	1.000	1.000	1.000
GOLF PROFESSIONAL <sup>1</sup>	0.000	0.000	0.000	1.000
GOLF SUPERINTENDENT	1.000	1.000	1.000	1.000
MAINTENANCE TECHNICIAN	0.060	0.060	0.060	0.060
MAINTENANCE WORKER	4.000	4.000	4.000	4.000
MECHANIC	1.000	1.000	1.000	1.000
PART-TIME POSITIONS <sup>2</sup>	6.880	6.880	6.880	5.880
PLAYER ATTENDANT <sup>2</sup>	0.000	0.000	0.000	2.000
<b>TOTAL</b>	<b>19.410</b>	<b>19.410</b>	<b>19.410</b>	<b>20.160</b>

1 - In FY 2023, as part of the General Government Market Study, the Assistant Golf Professional position will be reclassified to a Golf Professional position.

2 - In FY 2023, two part time Player attendant positions will be made into two full time Player Attendant positions and funding for the Assistant Director of Parks and Recreation will be changed to 100% PARD Administration.



## 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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 987,071	\$ 1,088,155	\$ 1,059,101	\$ 1,307,843
PERSONNEL BENEFITS	285,833	325,357	316,670	369,911
SUPPLIES	49,673	58,314	53,293	60,313
CAPITAL < \$5,000	131,274	140,130	128,065	131,830
REPAIR AND MAINTENANCE	32,318	37,050	33,860	37,829
OTHER SERVICES	86,130	108,940	99,560	162,932
CONTRACTED SERVICES	167,337	289,994	265,026	162,852
CAPITAL BUILDINGS AND GROUNDS	84,079	-	-	-
<b>TOTAL</b>	<b>\$ 1,823,714</b>	<b>\$ 2,047,940</b>	<b>\$ 1,955,575</b>	<b>\$ 2,233,510</b>



## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
ASSISTANT LIBRARIAN - PT <sup>2</sup>	1.530	1.530	2.060	2.060
CIRCULATION TECHNICIAN - PT	5.580	5.580	5.580	5.580
CUSTODIAN	2.000	2.000	2.000	2.000
DIRECTOR OF LIBRARY	1.000	1.000	1.000	1.000
LIBRARIAN <sup>2</sup>	4.000	4.000	5.000	5.000
LIBRARIAN - PT <sup>2</sup>	1.780	1.780	0.000	0.000
LIBRARY ASSISTANT <sup>1,3</sup>	3.000	4.000	4.000	0.000
LIBRARY ASSISTANT - PT <sup>1,3</sup>	1.260	0.760	0.760	0.000
LIBRARY OUTREACH COORDINATOR	1.000	1.000	1.000	1.000
LIBRARY SPECIALIST <sup>3</sup>	0.000	0.000	0.000	4.000
LIBRARY SPECIALIST - PT <sup>3</sup>	0.000	0.000	0.000	0.760
LIBRARY SUPERVISOR	4.000	4.000	4.000	4.000
LIBRARY TECHNICIAN	2.000	2.000	2.000	2.000
<b>TOTAL</b>	<b>28.150</b>	<b>28.650</b>	<b>28.400</b>	<b>28.400</b>

1 - In FY 2022, a part time Library Assistant was reclassified to full time.

2 - During FY 2022, two part time Librarian positions were reclassified to a full time Librarian and a part time Librarian was reclassified to a part time Assistant Librarian.

3 - In FY 2023, as part of the General Government Market Study, the Library Assistant positions will be retitled to Library Specialist.

## SUMMARY & PERSONNEL SCHEDULE

The Parks department is responsible for 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 associations. Staff also produces several well-known events that include Bloomin' Temple Festival, the Christmas Parade, and the 4th of July celebration.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 1,317,686	\$ 1,731,199	\$ 1,684,976	\$ 2,172,239
PERSONNEL BENEFITS	416,418	602,032	585,958	760,123
SUPPLIES	199,796	247,335	226,039	333,215
CAPITAL < \$5,000	17,874	18,141	16,579	20,971
REPAIR AND MAINTENANCE	392,067	472,040	431,397	481,136
OTHER SERVICES	8,308	11,975	10,944	11,975
CONTRACTED SERVICES	2,183,916	2,754,907	2,517,710	3,377,541
CAPITAL EQUIPMENT	12,623	-	-	-
CAPITAL BUILDINGS AND GROUNDS	152,961	-	-	-
CAPITAL SPECIAL PROJECTS	105,359	-	-	-
<b>TOTAL</b>	<b>\$ 4,807,008</b>	<b>\$ 5,837,629</b>	<b>\$ 5,473,603</b>	<b>\$ 7,157,200</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT II	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF PARKS & RECREATION <sup>3</sup>	0.750	0.750	0.750	0.000
CHEMICAL TECHNICIAN <sup>2</sup>	1.000	1.000	0.000	0.000
CREW LEADER II - ATHLETICS	1.000	1.000	1.000	1.000
CREW LEADER II - HORTICULTURE	1.000	1.000	1.000	1.000
CREW LEADER II - PARKS <sup>2</sup>	1.000	1.000	1.000	2.000
EQUIPMENT OPERATOR I - PARKS <sup>2</sup>	7.500	7.500	3.000	3.000
EQUIPMENT OPERATOR II - PARKS <sup>2,3</sup>	0.000	0.000	4.500	5.500
FOREMAN II - PARKS <sup>2</sup>	2.000	2.000	2.000	3.000
IRRIGATION TECHNICIAN	1.000	1.000	1.000	1.000
LANDSCAPE SPRAY TECHNICIAN <sup>2</sup>	0.000	0.000	1.000	2.000
MAINTENANCE TECHNICIAN - PARKS	2.000	2.000	2.000	2.000
MAINTENANCE WORKER <sup>1,3</sup>	15.950	16.950	16.950	19.950
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
PARKS DIVISION DIRECTOR	1.000	1.000	1.000	1.000
PART TIME POSITIONS	0.460	0.460	0.460	0.460
TREE SERVICE TECHNICIAN	1.000	1.000	1.000	1.000
UTILITY TECHNICIAN II	1.500	1.500	1.500	1.500
<b>TOTAL</b>	<b>41.040</b>	<b>42.040</b>	<b>42.040</b>	<b>48.290</b>

1 - In FY 2022, an additional Maintenance Worker position was authorized and funded.

2 - During FY 2022, five Equipment Operator I positions were reclassified to Equipment Operator II positions. In addition, a Chemical Technician position was reclassified to a Landscape Spray Technician.

3 - In FY 2023, an Events Crew will be authorized and funded. The Events Crew consist of one Crew Leader II, one Equipment Operator II, one Foreman II, and three Maintenance Workers. In addition, a Landscape Spray Technician will be authorized and funded. The funding for the Assistant Director of Parks & Recreation will be changed to 100% Parks Administration.

## SUMMARY & PERSONNEL SCHEDULE

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

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 196,678	\$ 219,561	\$ 213,699	\$ 504,712
PERSONNEL BENEFITS	56,734	63,073	61,389	133,417
SUPPLIES	11,351	37,520	34,290	44,370
CAPITAL < \$5,000	1,276	5,300	4,844	5,300
REPAIR & MAINTENANCE	-	-	-	495
OTHER SERVICES	28,453	78,538	71,776	77,528
CONTRACTED SERVICES	22,867	27,555	25,183	103,598
<b>TOTAL</b>	<b>\$ 317,359</b>	<b>\$ 431,547</b>	<b>\$ 411,179</b>	<b>\$ 869,420</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT I	2.000	2.000	2.000	2.000
ASSISTANT DIRECTOR OF PARKS & RECREATION <sup>2</sup>	0.000	0.000	0.000	2.000
DIRECTOR OF PARKS AND RECREATION <sup>1</sup>	0.900	1.000	1.000	1.000
OPERATIONS COORDINATOR	0.120	0.120	0.120	0.120
<b>TOTAL</b>	<b>3.020</b>	<b>3.120</b>	<b>3.120</b>	<b>5.120</b>

1 - In FY 2022, the funding allocation of the Director of Parks and Recreation was changed to 100% General Fund.

2 - In FY 2023, the funding allocation for both Assistant Director of Parks and Recreation will change to 100% Parks and Recreation Administration.





## 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, a family water park, special events, and a fitness center.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 1,726,744	\$ 2,376,127	\$ 2,312,684	\$ 2,528,558
PERSONNEL BENEFITS	391,748	534,613	520,339	582,036
SUPPLIES	201,420	359,564	328,606	370,971
CAPITAL < \$5,000	60,353	99,475	90,910	134,515
REPAIR AND MAINTENANCE	24,260	60,420	55,218	58,443
OTHER SERVICES	225,689	329,885	301,482	351,810
CONTRACTED SERVICES	368,530	633,845	579,271	686,204
COST OF GOODS SOLD	36,508	75,600	69,091	77,100
CAPITAL EQUIPMENT	12,746	-	-	-
<b>TOTAL</b>	<b>\$ 3,047,998</b>	<b>\$ 4,469,529</b>	<b>\$ 4,257,601</b>	<b>\$ 4,789,637</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT I <sup>3</sup>	0.000	0.000	0.000	2.000
ASSISTANT DIRECTOR OF PARKS & RECREATION <sup>1, 2</sup>	0.650	1.000	1.000	0.000
ASSISTANT PROGRAM COORDINATOR	1.000	1.000	1.000	1.000
MAINTENANCE TECHNICIAN	0.180	0.180	0.180	0.180
MAINTENANCE WORKER	0.050	0.050	0.050	0.050
OFFICE ASSISTANT II <sup>3</sup>	2.000	2.000	2.000	0.000
OPERATIONS COORDINATOR	1.000	1.000	1.000	1.000
PART TIME POSITIONS <sup>1</sup>	49.920	51.000	51.000	51.000
PROGRAM COORDINATOR <sup>2</sup>	6.000	6.000	6.000	7.000
PROGRAM MANAGER	1.000	1.000	1.000	1.000
RECREATION DIVISION DIRECTOR	2.000	2.000	2.000	2.000
RECREATION LEADER II	1.000	1.000	1.000	1.000
RECREATION SPECIALIST	7.000	7.000	7.000	7.000
SENIOR PROGRAM COORDINATOR	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>72.800</b>	<b>74.230</b>	<b>74.230</b>	<b>74.230</b>

1 - In FY 2022, the funding allocation for the Assistant Director of Parks and Recreation changed to 100% General Fund. In addition, three part time Recreation Leaders were authorized and funded for Crossroads Park.

2 - In FY 2023, a Program Coordinator position will be moved from Destination Marketing to Recreation. In addition, the funding allocation for the Assistant Director of Parks and Recreation will move from Recreation to Parks and Recreation Administration.

3 - In FY 2023, as part of the General Government Market Study, two Office Assistant II positions will be reclassified to an Administrative Assistant I.



## 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.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 301,734	\$ 321,231	\$ 312,654	\$ 372,685
PERSONNEL BENEFITS	109,662	120,627	117,406	131,012
SUPPLIES	37,169	37,750	34,500	45,481
CAPITAL < \$5,000	5,379	9,500	8,682	9,100
REPAIR AND MAINTENANCE	2,532	6,750	6,169	6,869
OTHER SERVICES	8,184	5,300	4,844	6,900
CONTRACTED SERVICES	38,413	46,738	42,714	49,160
<b>TOTAL</b>	<b>\$ 503,074</b>	<b>\$ 547,896</b>	<b>\$ 526,969</b>	<b>\$ 621,207</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 579,546	\$ 728,411	\$ 555,062	\$ 972,798
PERSONNEL BENEFITS	192,564	254,185	173,146	314,205
SUPPLIES	111,636	71,380	61,634	84,641
CAPITAL < \$5,000	18,599	20,575	18,803	27,200
REPAIR AND MAINTENANCE	35,256	20,950	16,146	31,400
OTHER SERVICES	9,135	11,062	10,110	12,188
CONTRACTED SERVICES	44,420	127,990	116,400	145,699
CAPITAL EQUIPMENT	45,251	-	-	176,200
CAPITAL LAND	25,206	-	-	-
<b>TOTAL</b>	<b>\$ 1,061,613</b>	<b>\$ 1,234,553</b>	<b>\$ 951,302</b>	<b>\$ 1,764,331</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT I - PT	0.625	0.625	0.625	0.625
ASSISTANT DIRECTOR OF TRANSFORM TEMPLE <sup>1</sup>	0.900	0.700	0.700	1.000
CODE COMPLIANCE MANAGER <sup>2</sup>	0.000	1.000	1.000	0.700
CODE COMPLIANCE OFFICER <sup>1,4</sup>	1.500	1.400	1.400	0.000
CODE COMPLIANCE OFFICER I <sup>4</sup>	0.000	0.000	0.000	1.000
CODE COMPLIANCE OFFICER II <sup>4</sup>	0.000	0.000	0.000	2.000
CREW LEADER I <sup>4</sup>	0.000	0.000	0.000	1.000
CUSTOMER SERVICE COORDINATOR <sup>1</sup>	1.000	0.850	0.850	1.000
DIRECTOR OF TRANSFORM TEMPLE	1.000	1.000	1.000	1.000
LEAD TRANSFORM TEMPLE AGENT	1.000	1.000	1.000	1.000
PARKING ENFORCEMENT OFFICIAL <sup>2</sup>	0.000	1.000	1.000	2.000
PARKING MANAGER <sup>2</sup>	0.000	1.000	1.000	1.000
SENIOR CODE COMPLIANCE OFFICER <sup>1</sup>	1.000	0.850	0.850	0.000
TRANSFORM TEMPLE AGENT <sup>4</sup>	5.000	5.000	5.000	6.000
TRANSFORM TEMPLE ASSISTANT <sup>4</sup>	2.000	2.000	2.000	0.000
TRANSFORM TEMPLE COORDINATOR	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>15.025</b>	<b>17.425</b>	<b>17.425</b>	<b>19.325</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, Housing & Community Development, and Planning are partially funded with Federal/State Grant Funds.

2 - In FY 2022, a Code Compliance Manager, as well as a Parking Manager was authorized and funded. In addition, a Parking Enforcement Official was moved from Police to Code Compliance.

3 - In FY 2023, an additional Parking Enforcement Official will be authorized and funded.

4 - As part of the General Government Market Study, the following changes will occur: three Code Compliance Officers will be reclassified to one Code Compliance Officer I and two Code Compliance Officer II positions, one Transform Temple Agent position will be reclassified to a Crew Leader I position and two Transform Temple Assistant positions will be reclassified to Transform Temple Agent positions.



## 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, school, and citizens. Staff also works with commercial and manufacturing industries to reduce the hazard of fires through inspection and code compliance programs.

CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 9,782,326	\$ 10,316,005	\$ 10,040,568	\$ 10,725,243
PERSONNEL BENEFITS	2,665,928	2,787,256	2,712,836	3,076,603
SUPPLIES	287,142	394,230	360,287	483,347
CAPITAL < \$5,000	115,124	114,785	104,902	134,170
REPAIR AND MAINTENANCE	126,006	216,230	197,613	263,214
OTHER SERVICES	320,855	196,019	179,142	210,835
CONTRACTED SERVICES	266,123	320,618	293,013	298,855
CAPITAL EQUIPMENT	17,252	-	-	-
CAPITAL BUILDINGS AND GROUNDS	72,632	-	-	-
<b>TOTAL</b>	<b>\$ 13,653,388</b>	<b>\$ 14,345,143</b>	<b>\$ 13,888,360</b>	<b>\$ 15,192,267</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT II <sup>2</sup>	2.000	2.000	2.000	1.000
ASSISTANT FIRE CHIEF	2.000	2.000	2.000	2.000
BATTALION CHIEF	4.000	4.000	4.000	4.000
COMMUNITY EDUCATION SPECIALIST	1.000	1.000	1.000	1.000
EXECUTIVE ASSISTANT I <sup>2</sup>	0.000	0.000	0.000	1.000
FIRE & EMERGENCY MANAGEMENT PROGRAM MANAGER <sup>2</sup>	0.000	0.000	0.000	1.000
FIRE & EMERGENCY MANAGEMENT SPECIALIST <sup>2</sup>	1.000	1.000	1.000	0.000
FIRE CAPTAIN	25.000	25.000	25.000	25.000
FIRE CHIEF	1.000	1.000	1.000	1.000
FIRE DRIVER	34.000	34.000	34.000	34.000
FIREFIGHTER	55.000	55.000	55.000	55.000
PLANS REVIEWER/INSPECTOR <sup>1</sup>	0.000	0.000	0.000	1.000
<b>TOTAL</b>	<b>125.000</b>	<b>125.000</b>	<b>125.000</b>	<b>126.000</b>

1 - In FY 2023, one Plans Reviewer/Inspector position will be authorized and funded.

2 - As part of the General Government Market Study, one Administrative Assistant II position will be reclassified to Executive Assistant I and the Fire & Emergency Manager Specialist will be reclassified to Fire & Emergency Manager Program Manager.

## 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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 504,521	\$ 581,457	\$ 565,932	\$ 687,185
PERSONNEL BENEFITS	159,878	189,939	184,868	221,753
SUPPLIES	15,930	25,138	22,974	25,002
CAPITAL < \$5,000	1,701	2,722	2,488	2,445
REPAIR & MAINTENANCE	15,500	16,000	14,622	919
OTHER SERVICES	3,342	17,349	15,855	37,196
CONTRACTED SERVICES	18,516	24,591	22,474	23,555
<b>TOTAL</b>	<b>\$ 719,389</b>	<b>\$ 857,196</b>	<b>\$ 829,212</b>	<b>\$ 998,055</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
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 I	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 in, work in, and visit 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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 12,438,928	\$ 14,218,376	\$ 13,838,745	\$ 15,518,327
PERSONNEL BENEFITS	3,573,671	4,097,943	3,988,528	4,587,390
SUPPLIES	607,529	722,066	659,896	905,821
CAPITAL < \$5,000	51,646	97,001	88,649	114,135
REPAIR AND MAINTENANCE	259,333	332,391	303,772	336,021
OTHER SERVICES	320,188	396,122	362,016	635,423
CONTRACTED SERVICES	391,946	654,195	597,869	641,810
CAPITAL EQUIPMENT	143,438	-	-	-
CAPITAL BUILDINGS & GROUNDS	17,696	-	-	-
<b>TOTAL</b>	<b>\$ 17,804,375</b>	<b>\$ 20,518,094</b>	<b>\$ 19,839,475</b>	<b>\$ 22,738,927</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
ADMINISTRATIVE ASSISTANT II	4.000	4.000	4.000	4.000
COMMUNITY SERVICE RECORDS TECHNICIAN <sup>1, 2</sup>	12.000	13.000	6.000	6.000
CORPORAL	18.000	18.000	18.000	18.000
CRIME ANALYST	1.000	1.000	1.000	1.000
CRIME SCENE INVESTIGATOR I <sup>3, 4</sup>	0.000	0.000	0.000	3.000
CRIME SCENE INVESTIGATOR II <sup>3</sup>	0.000	0.000	0.000	1.000
CRIME SCENE TECHNICIAN I <sup>3</sup>	2.000	2.000	2.000	0.000
CRIME VICTIM LIAISON	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
FACILITY MAINTENANCE COORDINATOR	1.000	1.000	1.000	1.000
FLEET SERVICE COORDINATOR	1.000	1.000	1.000	1.000
LIEUTENANT	7.000	7.000	7.000	7.000
OFFICE ASSISTANT I - PT	0.625	0.625	0.625	0.625
PARKING ENFORCEMENT OFFICIAL <sup>1</sup>	1.000	0.000	0.000	0.000
POLICE CHIEF	1.000	1.000	1.000	1.000
POLICE COMMUNICATIONS SUPERVISOR <sup>3</sup>	0.000	0.000	0.000	1.000
POLICE OFFICER <sup>1, 4</sup>	108.000	113.000	113.000	119.000
POLICE RECORDS SUPERVISOR <sup>3</sup>	0.000	0.000	0.000	1.000
PROJECT MANAGER <sup>2</sup>	0.000	0.000	1.000	1.000
RECORDS TECHNICIAN SUPERVISOR <sup>3</sup>	2.000	2.000	2.000	0.000
SERGEANT	20.000	20.000	20.000	20.000
TELECOMMUNICATOR <sup>2, 4</sup>	0.000	0.000	7.000	9.000
<b>TOTAL</b>	<b>186.625</b>	<b>191.625</b>	<b>192.625</b>	<b>202.625</b>

1 - In FY 2022, a Community Service Records Technician and five Police Officer positions were authorized. In addition, the Parking Enforcement Official was moved from Police to Code Compliance.

2 - During FY 2022, seven Community Service Records Technicians were reclassified to Telecommunicators and a Project Manager was authorized and funded for the Niche Program.

3 - In FY 2023, as part of the General Government Market Study, the Crime Scene Technician I positions were reclassified to Crime Scene Investigator I and Crime Scene Investigator II. In addition, two Records Technician Supervisor positions were reclassified to Police Communications Supervisor and Police Records Supervisor.

4 - In FY 2023, the following positions will be authorized and funded: two Crime Scene Investigator I positions, two Telecommunicator positions, and five Police Officers. Lastly, one Police Officer position previously funded within the Grant Fund under the Crime Prevention Program will be funded within General Fund (Police).

## SUMMARY & PERSONNEL SCHEDULE

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

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
CONTRACTED SERVICES	\$ 1,078,737	\$ 1,049,165	\$ 1,049,165	\$ 1,039,435
<b>TOTAL</b>	<b>\$ 1,078,737</b>	<b>\$ 1,049,165</b>	<b>\$ 1,049,165</b>	<b>\$ 1,039,435</b>

This category/department does not have any associated personnel. The City partners with Bell County Communications who provide response services for our citizens, including EMS, Fire, and Police 911 calls.





## 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 and curbside recycling once per week. The commercial division operates with one commercial side-load truck and 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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 2,431,736	\$ 2,654,603	\$ 2,583,725	\$ 3,184,413
PERSONNEL BENEFITS	807,691	955,299	929,793	1,092,245
SUPPLIES	430,289	539,449	493,002	853,461
CAPITAL < \$5,000	268,688	306,842	280,423	371,076
REPAIR AND MAINTENANCE	845,344	603,360	551,411	780,543
OTHER SERVICES	347,761	362,538	331,323	418,667
CONTRACTED SERVICES	3,470,581	3,273,605	2,991,748	3,811,422
<b>TOTAL</b>	<b>\$ 8,602,091</b>	<b>\$ 8,695,696</b>	<b>\$ 8,161,425</b>	<b>\$ 10,511,827</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT I	0.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF PUBLIC WORKS	0.500	0.500	0.500	0.500
CREW LEADER II - SOLID WASTE	1.000	1.000	1.000	1.000
CUSTOMER SERVICE REPRESENTATIVE I <sup>2,3</sup>	2.000	2.000	2.000	2.000
CUSTOMER SERVICE REPRESENTATIVE II <sup>3</sup>	1.000	1.000	1.000	2.000
EQUIPMENT OPERATOR II	1.000	1.000	1.000	1.000
FOREMAN II - SOLID WASTE <sup>1</sup>	3.000	5.000	5.000	5.000
MAINTENANCE COORDINATOR	1.000	1.000	1.000	1.000
MAINTENANCE WORKER - PT <sup>1</sup>	0.500	0.000	0.000	0.000
MAINTENANCE WORKER <sup>1</sup>	4.000	5.000	5.000	5.000
OPERATIONS MANAGER II - SW <sup>3</sup>	1.000	1.000	1.000	0.000
RECYCLING ASSISTANT	1.000	1.000	1.000	1.000
RECYCLING MANAGER	1.000	1.000	1.000	1.000
SOLID WASTE BUSINESS MANAGER	1.000	1.000	1.000	1.000
SOLID WASTE DIVISION DIRECTOR	1.000	1.000	1.000	1.000
SOLID WASTE DRIVER <sup>1,2</sup>	39.000	42.000	42.000	44.000
SOLID WASTE OPERATIONS MANAGER <sup>3</sup>	0.000	0.000	0.000	1.000
<b>TOTAL</b>	<b>58.000</b>	<b>64.500</b>	<b>64.500</b>	<b>67.500</b>

1 - In FY 2022, the part time Maintenance Worker position became full time. In addition, two Foreman II positions, three Solid Waste Driver positions, and an Administrative Assistant I position was authorized and funded.

2 - In FY 2023, two Solid Waste Drivers and a Customer Service Representative I position will be authorized and funded.

3 - As part of the General Government Market Study, the Operations Manager II - SW will be retitled to Solid Waste Operations Manager and one Customer Service Representative I position will be retitled to a Customer Service Representative II.



## SUMMARY

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
OTHER SERVICES	\$ 28,000	\$ -	\$ -	\$ -
CONTRACTED SERVICES	10,500	125,000	125,000	500,000
CAPITAL EQUIPMENT	2,013,104	2,690,829	2,690,829	2,827,344
CAPITAL BUILDINGS AND GROUNDS	101,558	130,000	130,000	303,750
<b>TOTAL</b>	<b>\$ 2,153,162</b>	<b>\$ 2,945,829</b>	<b>\$ 2,945,829</b>	<b>\$ 3,631,094</b>

This department does not have any associated personnel.

## SUMMARY

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
PRINCIPAL RETIREMENT	\$ 341,007	\$ 353,529	\$ 353,529	\$ 341,811
INTEREST AND FISCAL CHARGES	25,723	31,966	31,966	24,304
<b>TOTAL</b>	<b>\$ 366,730</b>	<b>\$ 385,495</b>	<b>\$ 385,495</b>	<b>\$ 366,115</b>

Transactions related to debt service are performed by the Finance Department.

## SUMMARY

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
OPERATING TRANSFERS OUT - DEBT SERVICE	\$ 2,217,382	\$ 1,751,238	\$ 1,751,238	\$ 1,935,673
<b>TOTAL</b>	<b>\$ 2,217,382</b>	<b>\$ 1,751,238</b>	<b>\$ 1,751,238</b>	<b>\$ 1,935,673</b>

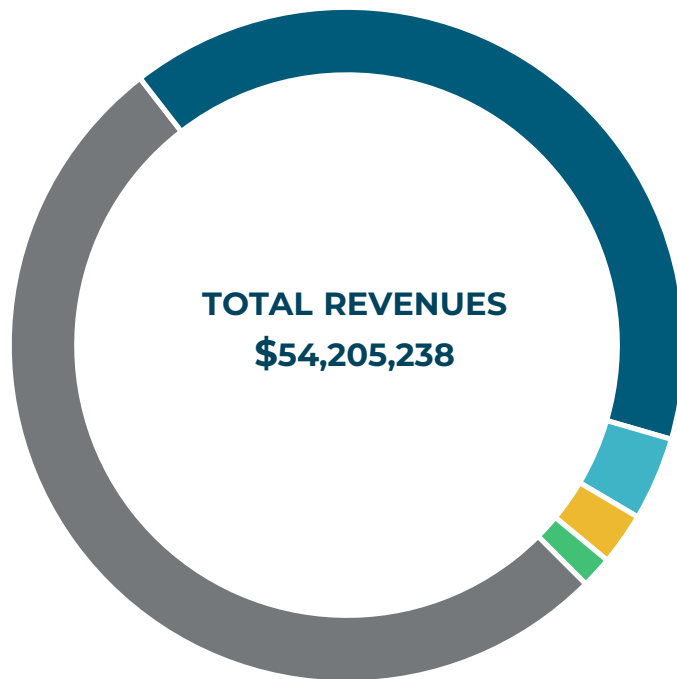
Transactions related to transfers out are performed by the Finance Department.

# **WATER & WASTEWATER FUND**



## REVENUES & EXPENDITURES

WATER &amp; WASTEWATER FUND REVENUES BY SOURCES



- Water Services - 52.06%
- Wastewater Services - 39.66%
- Interest Income - 3.98%
- Other - 2.77%
- Panda Reimbursements - 1.53%

WATER &amp; WASTEWATER FUND EXPENDITURES BY TYPE



- Operations - 42.67%
- Debt Service - 37.25%
- Personnel - 17.07%
- Capital - 2.99%
- Contingency - 0.02%

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
Federal Grants	\$ 6,861	\$ -	\$ -	\$ -
<b>TOTAL INTERGOVERNMENTAL REVENUES</b>	<b>\$ 6,861</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Water - Residential	\$ 10,581,884	\$ 12,573,720	\$ 12,573,720	\$ 13,632,040
Water - Commercial	8,573,411	10,160,915	10,160,915	10,628,559
Water - Industrial	-	843,945	843,945	1,548,000
Water - Reclaimed	1,150,221	1,100,000	1,100,000	1,100,000
Water - Wholesale	1,132,040	1,368,930	1,368,930	1,310,400
Wastewater - Residential	8,981,424	9,933,958	9,933,958	11,816,439
Wastewater - Commercial	6,520,759	7,752,028	7,752,028	9,681,394
New Connects	206,775	200,000	200,000	200,000
Penalties	406,707	470,000	490,000	470,000
Reconnect Fees	309,240	290,000	300,160	300,000
Tap Fees	404,319	450,000	419,130	425,000
Other Charges	102,709	70,000	74,750	71,400
Liquid Waste Transport	5,600	6,000	5,200	5,000
Liquid Waste Manifest Pad	1,320	1,500	900	1,530
Sale of Assets	68,911	5,000	26,075	5,100
W&WW Over/Under	(119)	-	(93)	-
Insufficient Check Fee	7,650	7,000	8,300	8,000
IPP Surcharges	-	-	4,447	-
Insurance Claims	-	-	400	-
Other Charges / Panda Reimbursements	828,826	828,826	828,826	828,826
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 39,281,676</b>	<b>\$ 46,061,822</b>	<b>\$ 46,091,591</b>	<b>\$ 52,031,688</b>

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
Interest Income	\$ 167,165	\$ 24,500	\$ 32,500	\$ 495,000
Premium on Bonds Payable	1,238,417	565,823	565,823	1,663,550
Sale of Assets	-	25,000	26,075	-
Insurance Claims	2,543	28,814	28,990	-
Other Revenues	-	15,000	39,647	15,000
Miscellaneous Reimbursements	6,496	8,000,000	8,000,000	-
Contributed Capital - Citizens	104,702	-	-	-
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 1,519,323</b>	<b>\$ 8,659,137</b>	<b>\$ 8,693,035</b>	<b>\$ 2,173,550</b>
<b>REVENUE TOTAL - WATER &amp; WASTEWATER FUND</b>	<b>\$ 40,807,860</b>	<b>\$ 54,720,959</b>	<b>\$ 54,784,626</b>	<b>\$ 54,205,238</b>



## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
PRINCIPAL RETIREMENT	\$ 1,852	\$ 9,625,487	\$ 9,625,487	\$ 12,888,614
INTEREST AND FISCAL CHARGES	6,342,973	8,129,434	8,129,434	6,911,608
AMORTIZATION AND BOND ISSUE	334,457	383,809	383,809	391,485
<b>TOTAL</b>	<b>\$ 6,679,282</b>	<b>\$ 18,138,730</b>	<b>\$ 18,138,730</b>	<b>\$ 20,191,707</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 11,000 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 500+ 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). EP staff also inspects, evaluates, and ensures proper maintenance of 458 grease/grit interceptors installed throughout the City. Programs administered by our Environmental Programs staff comply with Texas Commission on Environmental Quality (TCEQ) standards.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 167,682	\$ 187,366	\$ 184,762	\$ 241,085
PERSONNEL BENEFITS	53,395	64,198	63,306	74,938
SUPPLIES	17,654	20,610	19,963	22,516
CAPITAL < \$5000	2,069	4,060	3,933	3,210
REPAIR AND MAINTENANCE	3,396	6,300	6,102	7,808
OTHER SERVICES	10,439	12,555	12,161	12,375
CONTRACTED SERVICES	7,153	10,347	10,022	9,335
<b>TOTAL</b>	<b>\$ 261,788</b>	<b>\$ 305,436</b>	<b>\$ 300,248</b>	<b>\$ 371,267</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT I <sup>1</sup>	1.000	1.000	1.000	0.000
ADMINISTRATIVE ASSISTANT II <sup>1</sup>	0.000	0.000	0.000	1.000
ENVIRONMENTAL PROGRAMS MANAGER	1.000	1.000	1.000	1.000
ENVIRONMENTAL PROGRAMS TECHNICIAN <sup>1</sup>	2.000	2.000	2.000	0.000
ENVIRONMENTAL PROGRAMS TECHNICIAN II <sup>1</sup>	0.000	0.000	0.000	1.000
ENVIRONMENTAL PROGRAMS TECHNICIAN III <sup>1</sup>	0.000	0.000	0.000	1.000
<b>TOTAL</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>

<sup>1</sup> - In FY 2023, as part of the General Government Market Study, the following changes will occur: Administrative Assistant I reclassified to Administrative Assistant II and the two Environmental Programs Technician positions will be reclassified to an Environmental Programs Technician II and an Environmental Programs Technician III.

## 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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 330,909	\$ 328,653	\$ 324,085	\$ 432,182
PERSONNEL BENEFITS	119,386	122,163	120,465	144,138
SUPPLIES	27,387	37,405	36,230	47,520
CAPITAL < \$5000	151,963	177,000	171,442	392,500
REPAIR AND MAINTENANCE	46,503	52,500	50,852	58,100
OTHER SERVICES	2,288	6,028	5,839	6,483
CONTRACTED SERVICES	323,397	374,069	362,323	434,194
CAPITAL EQUIPMENT	-	-	-	33,200
<b>TOTAL</b>	<b>\$ 1,001,833</b>	<b>\$ 1,097,818</b>	<b>\$ 1,071,236</b>	<b>\$ 1,548,317</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
CONNECT & DISCONNECT TECHNICIAN	2.000	2.000	2.000	2.000
FOREMAN II - METERS	1.000	1.000	1.000	1.000
METER MAINTENANCE SUPERVISOR	1.000	1.000	1.000	1.000
METER TECHNICIAN I <sup>1</sup>	3.000	3.000	3.000	0.000
METER TECHNICIAN II <sup>1</sup>	1.000	1.000	1.000	3.000
METER TECHNICIAN III <sup>1</sup>	0.000	0.000	0.000	1.000
<b>TOTAL</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>

1 - In FY 2023, as part of the General Government Market Study, the following changes will occur: one Meter Technician II position will be reclassified to Meter Technician III and three Meter Technician I positions will be reclassified to Meter Technician II positions.

## SUMMARY & PERSONNEL SCHEDULE

Public Works Administration is responsible for supporting the ten 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, and operations of systems & facilities including Solid Waste, Traffic Signals, Drainage, Street Services, Fleet Services, Engineering, 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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 529,148	\$ 557,808	\$ 550,054	\$ 644,282
PERSONNEL BENEFITS	(147,439)	152,622	150,501	170,047
SUPPLIES	17,029	28,071	27,190	23,975
CAPITAL < \$5,000	4,844	12,135	11,754	6,950
REPAIR AND MAINTENANCE	6,860	7,455	7,221	7,976
OTHER SERVICES	96,008	119,474	115,723	120,928
CONTRACTED SERVICES	6,980,312	7,407,176	7,174,591	8,555,753
CAPITAL- SPECIAL PROJECTS	-	46,461	46,461	11,277
<b>TOTAL</b>	<b>\$ 7,486,763</b>	<b>\$ 8,331,202</b>	<b>\$ 8,083,494</b>	<b>\$ 9,541,188</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT II <sup>2</sup>	1.000	1.000	1.000	0.000
ASSISTANT DIRECTOR OF PUBLIC WORKS	1.000	1.000	1.000	1.000
CITY ENGINEER	0.330	0.330	0.330	0.330
DEPUTY CITY ENGINEER	0.400	0.400	0.400	0.400
DIRECTOR OF PUBLIC WORKS	0.700	0.700	0.700	0.700
EXECUTIVE ASSISTANT I <sup>2</sup>	0.000	0.000	0.000	1.000
EXECUTIVE SUPPORT COORDINATOR	1.000	1.000	1.000	1.000
GIS ANALYST	0.800	0.800	0.800	0.800
GIS TECHNICIAN	0.300	0.300	0.300	0.300
MARKETING SPECIALIST <sup>1</sup>	0.750	0.750	0.000	0.000
MARKETING COORDINATOR <sup>1</sup>	0.000	0.000	0.750	0.750
PROJECT ENGINEER	0.330	0.330	0.000	0.000
SENIOR PROJECT ENGINEER	0.200	0.200	0.530	0.530
<b>TOTAL</b>	<b>6.810</b>	<b>6.810</b>	<b>6.810</b>	<b>6.810</b>

1 - During FY 2022, the Marketing Specialist position was reclassified to a Marketing Coordinator position. In addition, a Project Engineer position was reclassified to Senior Project Engineer.

2 - In FY 2023, as part of the General Government Market Study, the Administrative Assistant II position will be reclassified to an Executive Assistant I position.

## 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. Warehouse staff is on call 24-7 to provide parts needed for emergency repairs.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 50,790	\$ 73,591	\$ 72,568	\$ 71,271
PERSONNEL BENEFITS	15,620	19,336	19,067	20,781
SUPPLIES	1,008	1,281	1,241	1,540
CAPITAL < \$5000	251	1,410	1,366	1,410
REPAIR AND MAINTENANCE	327	1,630	1,579	1,826
OTHER SERVICES	-	500	484	500
CONTRACTED SERVICES	5,376	7,534	7,297	8,326
<b>TOTAL</b>	<b>\$ 73,371</b>	<b>\$ 105,282</b>	<b>\$ 103,602</b>	<b>\$ 105,654</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
INVENTORY SPECIALIST - PT	0.380	0.380	0.380	0.380
WAREHOUSE COORDINATOR	1.000	1.000	1.000	1.000
<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 departments within the City.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 463,455	\$ 458,989	\$ 452,609	\$ 528,755
PERSONNEL BENEFITS	145,649	148,506	146,442	165,318
SUPPLIES	4,868	8,795	8,519	9,225
CAPITAL < \$5000	44	10,820	10,480	10,620
REPAIR AND MAINTENANCE	21,086	102,505	99,286	7,751
OTHER SERVICES	57,569	173,851	168,392	239,203
CONTRACTED SERVICES	1,059,905	1,124,204	1,088,904	1,270,915
<b>TOTAL</b>	<b>\$ 1,752,576</b>	<b>\$ 2,027,670</b>	<b>\$ 1,974,632</b>	<b>\$ 2,231,787</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
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
UTILITY BUSINESS DIVISION DIRECTOR	1.000	1.000	1.000	1.000
UTILITY BUSINESS MANAGER	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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 1,403,358	\$ 1,432,549	\$ 1,412,637	\$ 1,777,802
PERSONNEL BENEFITS	417,476	481,628	474,933	599,450
SUPPLIES	179,674	229,795	222,579	281,500
CAPITAL < \$5000	13,936	25,741	24,933	30,978
REPAIR AND MAINTENANCE	477,378	379,055	367,153	396,696
OTHER SERVICES	38,033	54,155	52,455	91,301
CONTRACTED SERVICES	132,376	189,580	183,627	189,972
CAPITAL EQUIPMENT	-	-	-	334,420
CAPITAL BUILDINGS AND GROUNDS	-	499,100	499,100	250,000
<b>TOTAL</b>	<b>\$ 2,662,231</b>	<b>\$ 3,291,603</b>	<b>\$ 3,237,417</b>	<b>\$ 3,952,119</b>

## SUMMARY &amp; PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT II <sup>3</sup>	0.000	0.000	0.000	0.500
CREW LEADER II - STREETS <sup>2</sup>	0.000	0.000	0.000	0.200
CREW LEADER II - UTILITY SERVICES <sup>1</sup>	5.000	6.000	6.000	6.000
CUSTOMER SERVICE REPRESENTATIVE I <sup>4</sup>	1.500	1.500	1.500	1.000
CUSTOMER SERVICE REPRESENTATIVE II <sup>4</sup>	0.000	0.000	0.000	0.500
EQUIPMENT OPERATOR I - STREETS <sup>2</sup>	0.000	0.000	0.000	0.200
EQUIPMENT OPERATOR II - STREETS <sup>2</sup>	0.000	0.000	0.000	0.200
FOREMAN II - STREETS <sup>2</sup>	0.000	0.000	0.000	0.200
FOREMAN II - UTILITY SERVICES	2.000	2.000	2.000	2.000
MAINTENANCE WORKER - STREETS <sup>2</sup>	0.000	0.000	0.000	0.200
UTILITY COMPLIANCE COORDINATOR	0.500	0.500	0.500	0.500
UTILITY DISPATCH MANAGER	0.500	0.500	0.500	0.500
UTILITY DIVISION DIRECTOR	0.500	0.500	0.500	0.500
UTILITY SERVICES MANAGER <sup>1</sup>	0.500	1.000	1.000	1.000
UTILITY TECHNICIAN I - UTILITY SERVICES <sup>1</sup>	11.000	12.000	12.000	12.000
UTILITY TECHNICIAN II - UTILITY SERVICES <sup>1</sup>	4.000	5.000	5.000	5.000
UTILITY TECHNICIAN III - UTILITY SERVICES	3.000	3.000	3.000	3.000
<b>TOTAL</b>	<b>28.500</b>	<b>32.000</b>	<b>32.000</b>	<b>33.500</b>

1 - In FY 2022, an additional Maintenance Crew was added. The additional crew consisted of one Crew Leader II, one Utility Technician II, and one Utility Technician I. The Utility Services Manager position changed funding from 50% Water Distribution and 50% Wastewater Collection to 100% Wastewater Collection.

2 - In FY 2023, a Concrete Crew will be added. The crew will consist of a Crew Leader II - Streets, Foreman II - Streets, Equipment Operator II - Streets, Equipment Operator I - Streets, and a Maintenance Worker - Streets. Funding allocation for the crew will be split funded as follows: 40% Streets, 20% Drainage, 20% Wastewater Collection, and 20% Water Distribution.

3 - In FY 2023, an Administrative Assistant II position will be authorized to assume utility dispatch services previously performed by Police. This position will be split funded - 50% Wastewater Collection and 50% Water Distribution.

4 - In FY 2023, as part of the General Government Market Study, one Customer Service Representative I position will be reclassified to Customer Service Representative II.

## 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 and completion of street cuts and dress ups where work has been completed.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 1,291,741	\$ 1,455,619	\$ 1,435,386	\$ 1,794,662
PERSONNEL BENEFITS	414,335	520,188	512,957	607,066
SUPPLIES	217,845	133,634	129,438	161,882
CAPITAL < \$5000	294,577	290,675	281,548	345,938
REPAIR AND MAINTENANCE	542,156	580,212	561,993	595,408
OTHER SERVICES	43,880	49,440	47,888	82,175
CONTRACTED SERVICES	68,061	115,612	111,982	121,424
CAPITAL EQUIPMENT	-	15,000	15,000	376,240
CAPITAL BUILDINGS AND GROUNDS	-	-	-	250,000
<b>TOTAL</b>	<b>\$ 2,872,596</b>	<b>\$ 3,160,380</b>	<b>\$ 3,096,192</b>	<b>\$ 4,334,795</b>

## SUMMARY &amp; PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT II <sup>3</sup>	0.000	0.000	0.000	0.500
CREW LEADER II - STREETS <sup>2</sup>	0.000	0.000	0.000	0.200
CREW LEADER II - UTILITY SERVICES	5.000	5.000	5.000	5.000
CUSTOMER SERVICE REPRESENTATIVE I <sup>4</sup>	1.500	1.500	1.500	1.000
CUSTOMER SERVICE REPRESENTATIVE II <sup>4</sup>	0.000	0.000	0.000	0.500
EQUIPMENT OPERATOR I - STREETS <sup>2</sup>	0.000	0.000	0.000	0.200
EQUIPMENT OPERATOR II - STREETS <sup>2</sup>	0.000	0.000	0.000	0.200
FOREMAN II - STREETS <sup>2</sup>	0.000	0.000	0.000	0.200
FOREMAN II - UTILITY SERVICES	2.000	2.000	2.000	2.000
IRRIGATION TECHNICIAN	1.000	1.000	1.000	1.000
MAINTENANCE WORKER - STREETS <sup>2</sup>	0.000	0.000	0.000	0.200
UTILITY COMPLIANCE COORDINATOR	0.500	0.500	0.500	0.500
UTILITY DISPATCH MANAGER	0.500	0.500	0.500	0.500
UTILITY DIVISION DIRECTOR	0.500	0.500	0.500	0.500
UTILITY SERVICES MANAGER <sup>1</sup>	0.500	1.000	1.000	1.000
UTILITY TECHNICIAN I - UTILITY SERVICES	13.000	13.000	13.000	5.000
UTILITY TECHNICIAN II - UTILITY SERVICES	3.000	3.000	3.000	9.000
UTILITY TECHNICIAN III - UTILITY SERVICES	4.000	4.000	4.000	6.000
WATER RESOURCES MODELER	0.750	0.750	0.750	0.750
<b>TOTAL</b>	<b>32.250</b>	<b>32.750</b>	<b>32.750</b>	<b>34.250</b>

1 - In FY 2022, the funding allocation for an existing Utility Services Manager position changed to 100% Wastewater Collection. In addition, an additional Utility Services Manager was authorized and funded to focus on Water Distribution.

2 - In FY 2023, a Concrete Crew will be added. The crew will consist of a Crew Leader II - Streets, Foreman II - Streets, Equipment Operator II - Streets, Equipment Operator I - Streets, and a Maintenance Worker - Streets. Funding allocation for the crew will be split funded as follows: 40% Streets, 20% Drainage, 20% Wastewater Collection, and 20% Water Distribution.

3 - In FY 2023, an Administrative Assistant II position will be authorized to assume utility dispatch services previously performed by Police. This position will be split funded - 50% Wastewater Collection and 50% Water Distribution.

4 - In FY 2023, as part of the General Government Market Study, one Customer Service Representative I position will be reclassified to Customer Service Representative II.

## SUMMARY & PERSONNEL SCHEDULE

Wastewater Treatment is responsible for the treatment of wastewater collected through the 500+ 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. These two facilities receive, treat, and either reuse the cleaned water or return it to the environment. The City currently contracts with Brazos River Authority (BRA) 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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
CONTRACTED SERVICES	\$ 3,290,063	\$ 4,796,382	\$ 4,796,382	\$ 5,288,537
<b>TOTAL</b>	<b>\$ 3,290,063</b>	<b>\$ 4,796,382</b>	<b>\$ 4,796,382</b>	<b>\$ 5,288,537</b>

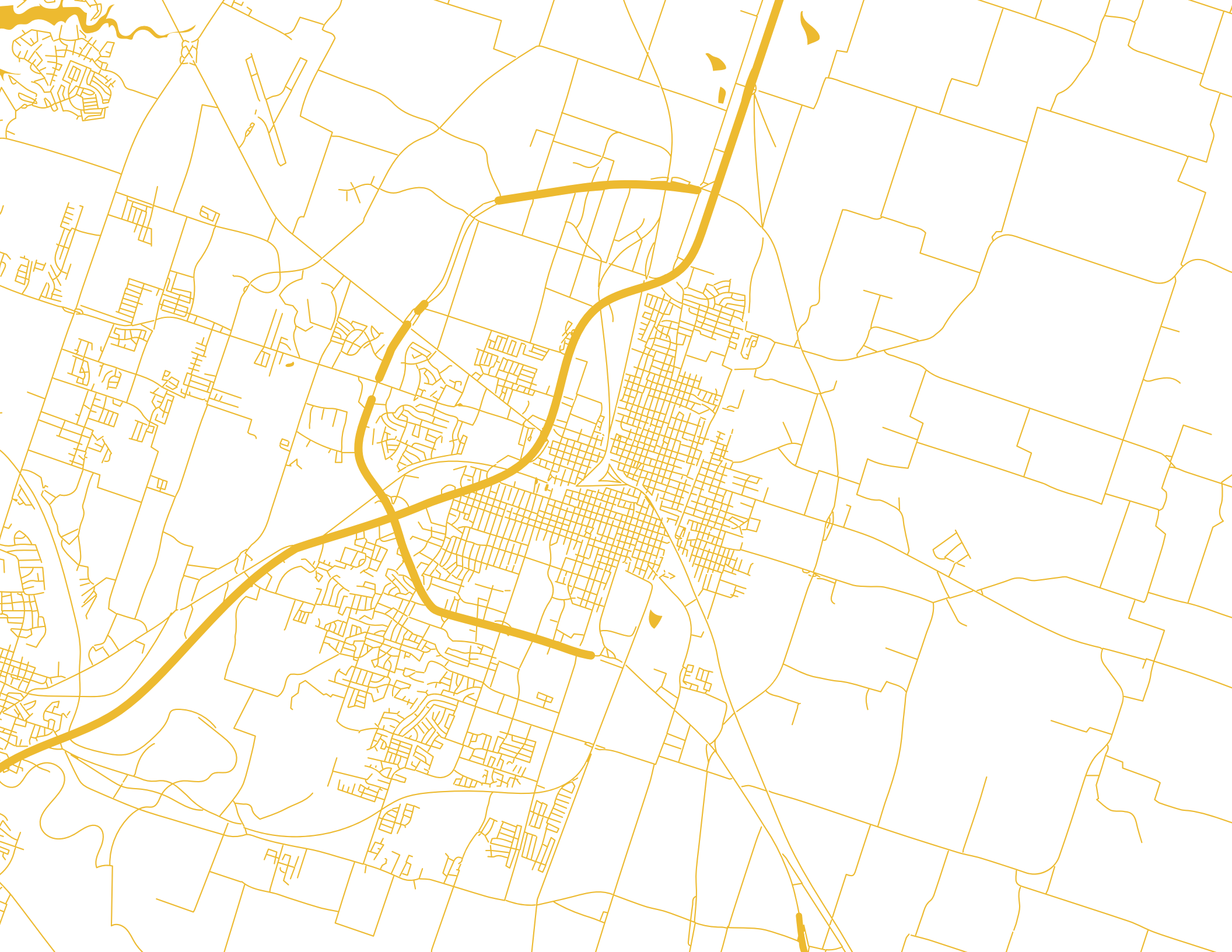
The City contracts with the Brazos River Authority (BRA) for the operation and maintenance of our two wastewater treatment plants. The BRA provides staff to perform the daily duties at both plants including the 28 lift stations throughout the City and the Industrial Pretreatment Program.

## SUMMARY & PERSONNEL SCHEDULE

The Water 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, all part of 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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 1,126,200	\$ 1,164,066	\$ 1,147,885	\$ 1,514,192
PERSONNEL BENEFITS	345,213	376,691	371,455	467,998
SUPPLIES	1,008,517	1,079,715	1,045,812	1,373,841
CAPITAL < \$5000	29,217	102,600	99,378	90,525
REPAIR AND MAINTENANCE	528,126	710,650	688,336	762,616
OTHER SERVICES	23,082	31,200	30,220	31,680
CONTRACTED SERVICES	1,883,893	1,947,720	1,886,562	2,021,414
CAPITAL EQUIPMENT	-	-	-	301,600
CAPITAL BUILDINGS AND GROUNDS	-	-	-	76,000
<b>TOTAL</b>	<b>\$ 4,944,248</b>	<b>\$ 5,412,642</b>	<b>\$ 5,269,648</b>	<b>\$ 6,639,866</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT II	1.000	1.000	1.000	1.000
LEAD WATER OPERATOR <sup>1</sup>	2.000	2.000	2.000	3.000
TREATMENT PLANT DIVISION DIRECTOR	1.000	1.000	1.000	1.000
TREATMENT PLANT SERVICES MANAGER <sup>1</sup>	0.000	0.000	0.000	1.000
WATER OPERATOR I <sup>1</sup>	5.000	5.000	5.000	0.000
WATER OPERATOR II <sup>1</sup>	6.000	6.000	6.000	6.000
WATER OPERATOR III <sup>1</sup>	8.000	8.000	8.000	10.000
WATER OPERATOR IV <sup>1</sup>	0.000	0.000	0.000	2.000
<b>TOTAL</b>	<b>23.000</b>	<b>23.000</b>	<b>23.000</b>	<b>24.000</b>

<sup>1</sup> - In FY 2023, a Treatment Plant Services Manager will be authorized and funded. As part of the General Government Market Study, one Water Operator III position will be reclassified to a Lead Water Operator, two Water Operator III positions will be reclassified to Water Operator IV and five Water Operator I positions will be reclassified to Water Operator III positions.



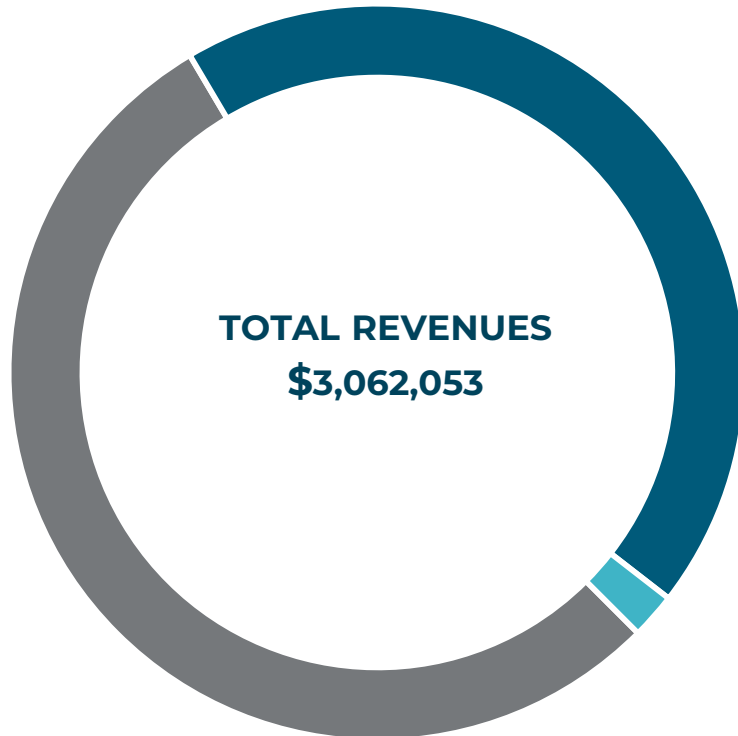


# **SPECIAL REVENUE FUND**



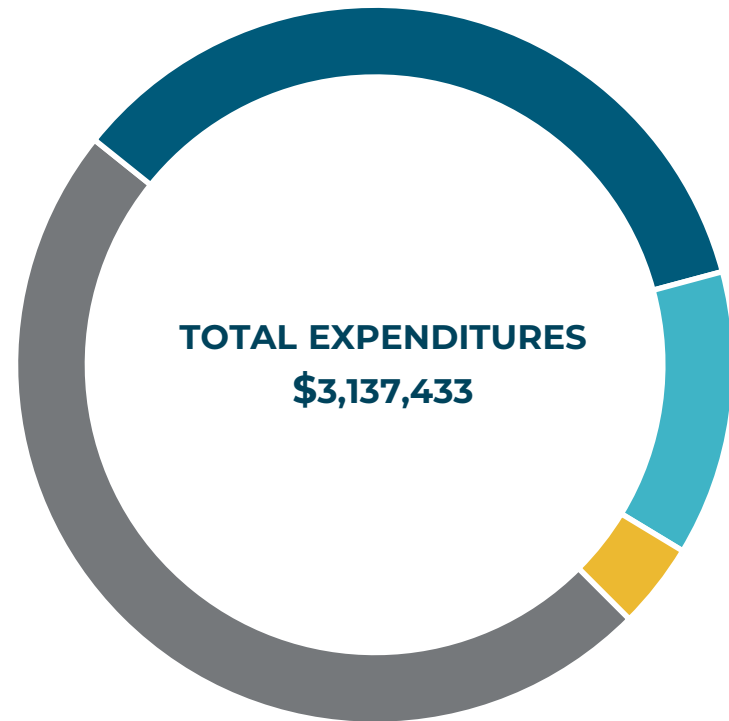
## REVENUES & EXPENDITURES

DRAINAGE FUND REVENUES BY SOURCES



- Drainage Fee: Residential - 53.76%
- Drainage Fee: Commercial - 44.86%
- Other - 1.38%

DRAINAGE FUND EXPENDITURES BY TYPE



- Personnel - 48.26%
- Transfers - 35.07%
- Operations - 12.83%
- Capital - 3.84%

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
Drainage Fee - Commercial	\$ 1,357,308	\$ 1,360,000	\$ 1,379,146	\$ 1,373,600
Drainage Fee - Residential	1,528,683	1,613,875	1,599,628	1,646,153
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 2,885,991</b>	<b>\$ 2,973,875</b>	<b>\$ 2,978,774</b>	<b>\$ 3,019,753</b>
Interest Income	\$ 20,724	\$ 875	\$ 20,600	\$ 42,300
Sale of Assets	19,250	-	-	-
Insurance Claims	554	-	-	-
<b>Misc. Reimbursements</b>	<b>1,747</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 42,275</b>	<b>\$ 875</b>	<b>\$ 20,600</b>	<b>\$ 42,300</b>
<b>REVENUE TOTAL - DRAINAGE FUND</b>	<b>\$ 2,928,266</b>	<b>\$ 2,974,750</b>	<b>\$ 2,999,374</b>	<b>\$ 3,062,053</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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 707,756	\$ 915,139	\$ 809,257	\$ 1,129,235
PERSONNEL BENEFITS	228,043	328,000	290,050	384,763
SUPPLIES	56,016	111,227	92,152	113,498
CAPITAL < \$5,000	3,924	6,750	5,592	5,750
REPAIR AND MAINTENANCE	139,107	204,975	169,822	192,553
OTHER SERVICES	12,982	32,600	27,009	47,150
CONTRACTED SERVICES	38,166	44,577	36,932	43,671
CAPITAL EQUIPMENT	186,422	50,200	50,200	120,440
CAPITAL BUILDINGS AND GROUNDS	95,670	-	-	-
CAPITAL- SPECIAL PROJECTS	-	183,036	183,036	-
<b>TOTAL</b>	<b>\$ 1,468,087</b>	<b>\$ 1,876,504</b>	<b>\$ 1,664,051</b>	<b>\$ 2,037,060</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT I <sup>3</sup>	1.250	1.250	1.250	0.000
ADMINISTRATIVE ASSISTANT II <sup>3</sup>	0.000	0.000	0.000	1.000
ADMINISTRATIVE ASSISTANT III <sup>3</sup>	0.000	0.000	0.000	0.250
CITY ENGINEER	0.330	0.330	0.330	0.330
CREW LEADER II - DRAINAGE <sup>2</sup>	3.000	3.000	1.000	1.000
CREW LEADER II - STREETS <sup>3</sup>	0.000	0.000	0.000	0.200
CREW LEADER III - HEAVY CONSTRUCTION <sup>3</sup>	0.000	0.000	0.000	2.000
DEPUTY CITY ENGINEER	0.200	0.200	0.200	0.200
DIRECTOR OF PUBLIC WORKS	0.200	0.200	0.200	0.200
(continued on next page)				

## SUMMARY &amp; PERSONNEL SCHEDULE

PERSONNEL SCHEDULE <span>(continued from previous page)</span>				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
EQUIPMENT MAINTENANCE & TRANSPORTER <sup>1</sup>	0.000	0.400	0.400	0.400
EQUIPMENT OPERATOR I - DRAINAGE <sup>2</sup>	5.500	5.500	5.000	5.000
EQUIPMENT OPERATOR I - STREETS <sup>3</sup>	0.000	0.000	0.000	0.200
EQUIPMENT OPERATOR II - CLEANER	2.000	2.000	2.000	2.000
EQUIPMENT OPERATOR II - PARKS <sup>2</sup>	0.000	0.000	0.500	0.500
EQUIPMENT OPERATOR II - STREETS/DRAINAGE <sup>3</sup>	3.000	3.000	3.000	3.200
FOREMAN II - DRAINAGE	1.000	1.000	1.000	1.000
FOREMAN II - STREETS <sup>3</sup>	0.000	0.000	0.000	0.200
GIS ANALYST	0.400	0.400	0.400	0.400
GIS TECHNICIAN	0.300	0.300	0.300	0.300
HEAVY DUTY CONSTRUCTION CREW LEADER <sup>2,3</sup>	0.000	0.000	2.000	0.000
MAINTENANCE WORKER - STREETS <sup>3</sup>	0.000	0.000	0.000	0.200
PROJECT ENGINEER <sup>2</sup>	0.330	0.330	0.000	0.000
SENIOR PROJECT ENGINEER <sup>2</sup>	0.100	0.100	0.430	0.430
STORMWATER SPECIALIST	1.000	1.000	1.000	1.000
STREET & DRAINAGE DIVISION DIRECTOR <sup>3</sup>	0.000	0.000	0.000	0.500
STREETS & DRAINAGE SERVICES MANAGER <sup>3</sup>	0.500	0.500	0.500	0.000
TRANSPORTATION DIVISION DIRECTOR	0.330	0.330	0.330	0.330
UTILITY TECHNICIAN II	0.500	0.500	0.500	0.500
WATER RESOURCES MODELER	0.250	0.250	0.250	0.250
<b>TOTAL</b>	<b>20.190</b>	<b>20.590</b>	<b>20.590</b>	<b>21.590</b>

1 - In FY 2022, an Equipment Maintenance & Transporter position was added. This position is split funded - 60% General Fund (Streets) and 40% Drainage Fund.

2 - During FY 2022, two Crew Leader II - Drainage positions were reclassified to Heavy Duty Construction Crew Leader positions, one Equipment Operator I position was reclassified to Equipment Operator II, and a Project Engineer position was reclassified to Senior Project Engineer.

3 - In FY 2023, a Concrete Crew will be added, consisting of a Crew Leader II - Streets, Foreman II - Streets, Equipment Operator II - Streets, Equipment Operator I - Streets, and a Maintenance Worker - Streets. Funding allocation for the crew will be split funded as 40% Streets, 20% Drainage, 20% Wastewater, and 20% Water Distribution. As part of the General Government Market Study, one Administrative Assistant I position will be reclassified to an Administrative Assistant II position, one Administrative Assistant I position to an Administrative Assistant III position, two Heavy Duty Construction Crew Leader positions retitled to Crew Leader III - Heavy Construction and one Streets & Drainage Services Manager reclassified to a Street & Drainage Division Director position.

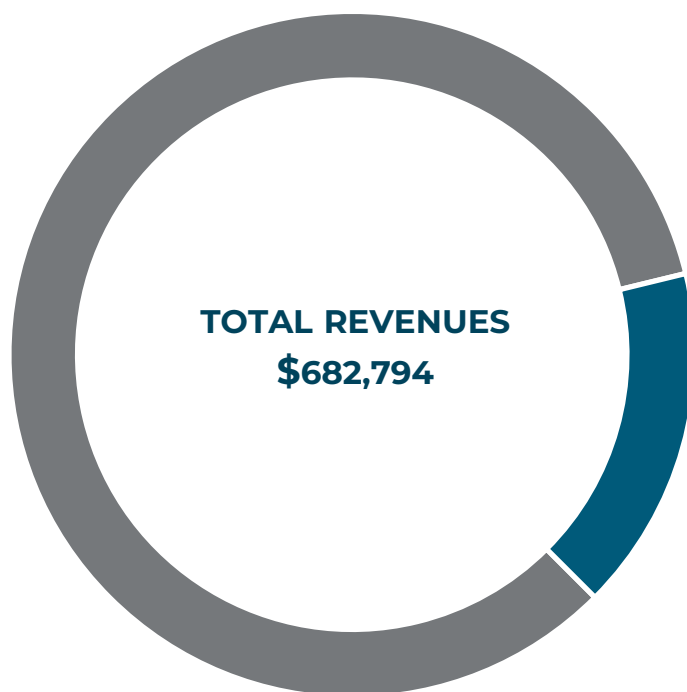
## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
OPERATING TRANSFERS OUT - DEBT SERVICE	\$ 515,592	\$ 785,897	\$ 785,897	\$ 778,857
OPERATING TRANSFERS OUT - GENERAL FUND	299,261	312,349	312,349	321,516
<b>TOTAL</b>	<b>\$ 814,853</b>	<b>\$ 1,098,246</b>	<b>\$ 1,098,246</b>	<b>\$ 1,100,373</b>

Transactions related to transfers out are performed by the Finance department.

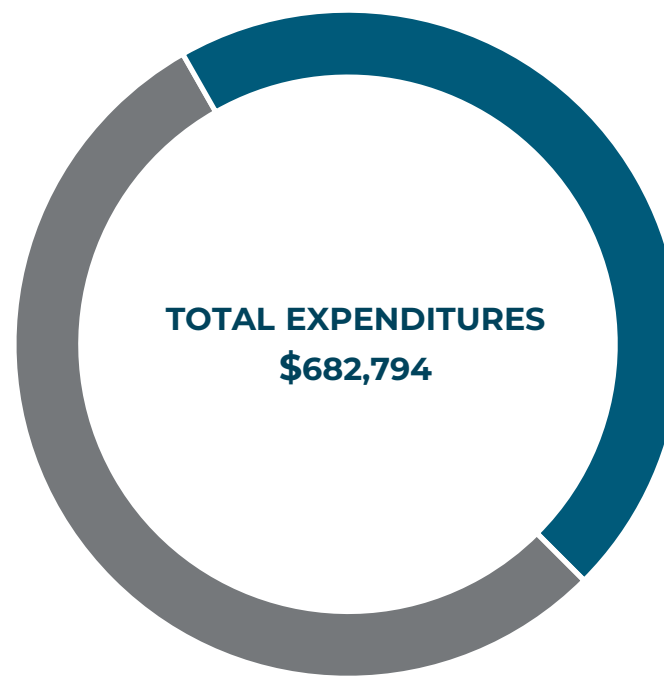
## REVENUES & EXPENDITURES

FEDERAL/STATE GRANT FUND REVENUES BY SOURCES



- CDBG Federal Grant - 83.70%
- State Grants - 16.30%

FEDERAL/STATE GRANT FUND EXPENDITURES BY TYPE



- Personnel - 54.26%
- Operations - 45.74%



## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
CDBG Federal Grant	\$ 570,645	\$ 1,973,138	\$ 1,973,138	\$ 571,485
HOME Grant Revenues	6,873	493,127	493,127	-
Federal Grants	2,728,710	2,328,264	2,328,264	-
State Grants	373,901	153,418	153,418	111,309
<b>TOTAL INTERGOVERNMENTAL REVENUES</b>	<b>\$ 3,680,129</b>	<b>\$ 4,947,947</b>	<b>\$ 4,947,947</b>	<b>\$ 682,794</b>
Transfer In - General Fund	\$ 46,022	\$ 87,418	\$ 87,418	\$ -
Transfer In - Capital Projects Fund	61,418	639,434	639,434	-
<b>TOTAL OTHER FINANCING SOURCES (TRANSFERS)</b>	<b>\$ 107,440</b>	<b>\$ 726,852</b>	<b>\$ 726,852</b>	<b>\$ -</b>
<b>REVENUE TOTAL - FEDERAL/STATE GRANT FUND</b>	<b>\$ 3,787,569</b>	<b>\$ 5,674,799</b>	<b>\$ 5,674,799</b>	<b>\$ 682,794</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 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 65,766	\$ 53,057	\$ 53,057	\$ 61,922
PERSONNEL BENEFITS	12,425	9,316	9,316	11,873
SUPPLIES	479	1,000	1,000	1,000
CAPITAL <\$5,000	-	5,400	5,400	-
OTHER SERVICES	1,364	36,039	36,039	28,002
CONTRACTED SERVICES	7,903	16,500	16,500	11,500
<b>TOTAL</b>	<b>\$ 87,938</b>	<b>\$ 121,312</b>	<b>\$ 121,312</b>	<b>\$ 114,297</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
DIRECTOR OF HOUSING & COMMUNITY DEVELOPMENT	0.000	0.150	0.150	0.000
GRANT MANAGER	0.650	0.380	0.380	0.370
NEIGHBORHOOD REVITALIZATION MANAGER	0.200	0.000	0.000	0.000
SENIOR PLANNER	0.250	0.250	0.250	0.300
SOCIAL NAVIGATOR <sup>1</sup>	0.000	0.000	0.000	0.250
<b>TOTAL</b>	<b>1.100</b>	<b>0.780</b>	<b>0.780</b>	<b>0.920</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 2023, a Social Navigator position will be authorized and funded. The position will be split 25% CDBG Administration and 75% CDBG Homelessness & Mental Health.

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 3,241	\$ 63,367	\$ 63,367	\$ -
PERSONNEL BENEFITS	657	11,722	11,722	-
<b>TOTAL</b>	<b>\$ 3,898</b>	<b>\$ 75,089</b>	<b>\$ 75,089</b>	<b>\$ -</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
POLICE OFFICER	1.000	1.000	1.000	0.000
<b>TOTAL</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>0.000</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.

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ -	\$ -	\$ -	\$ 42,138
PERSONNEL BENEFITS	-	-	-	8,111
SUPPLIES	-	-	-	4,004
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 54,253</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SOCIAL NAVIGATOR <sup>1</sup>	0.000	0.000	0.000	0.750
<b>TOTAL</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.750</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 2023, a Social Navigator position will be authorized and funded. The position will be split 25% CDBG Administration and 75% CDBG Homelessness & Mental Health.

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 36,302	\$ 85,744	\$ 85,744	\$ 77,459
PERSONNEL BENEFITS	6,863	15,112	15,112	14,850
OTHER SERVICES	7,800	8,400	8,400	8,400
CONTRACTED SERVICES	99,848	101,534	101,534	170,821
<b>TOTAL</b>	<b>\$ 150,813</b>	<b>\$ 210,790</b>	<b>\$ 210,790</b>	<b>\$ 271,530</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ASSISTANT DIRECTOR OF TRANSFORM TEMPLE	0.100	0.000	0.000	0.000
DIRECTOR OF HOUSING & COMMUNITY DEVELOPMENT	0.000	0.200	0.200	0.000
GRANT MANAGER	0.100	0.370	0.370	0.150
NEIGHBORHOOD REVITALIZATION MANAGER	0.000	0.350	0.350	1.000
RESOURCE COORDINATOR	0.000	0.600	0.600	0.000
<b>TOTAL</b>	<b>0.200</b>	<b>1.520</b>	<b>1.520</b>	<b>1.150</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.

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 101,590	\$ 101,834	\$ 101,834	\$ 73,128
PERSONNEL BENEFITS	20,572	18,018	18,018	15,934
CONTRACTED SERVICES	-	2,000	2,000	2,343
<b>TOTAL</b>	<b>\$ 122,163</b>	<b>\$ 121,852</b>	<b>\$ 121,852</b>	<b>\$ 91,405</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ASSISTANT DIRECTOR OF TRANSFORM TEMPLE	0.000	0.300	0.300	0.000
CODE COMPLIANCE OFFICER	1.500	1.600	1.600	0.000
CODE COMPLIANCE MANAGER	0.000	0.000	0.000	0.300
CUSTOMER SERVICE COORDINATOR	0.000	0.150	0.150	0.000
RESOURCES COORDINATOR	0.750	0.000	0.000	0.000
SENIOR CODE COMPLIANCE OFFICER	0.000	0.150	0.150	1.000
<b>TOTAL</b>	<b>2.250</b>	<b>2.200</b>	<b>2.200</b>	<b>1.300</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.

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
CONTRACTED SERVICES	\$ 199,129	\$ 77,519	\$ 77,519	\$ 40,000
<b>TOTAL</b>	<b>\$ 199,129</b>	<b>\$ 77,519</b>	<b>\$ 77,519</b>	<b>\$ 40,000</b>

This department/division does not have any associated personnel.

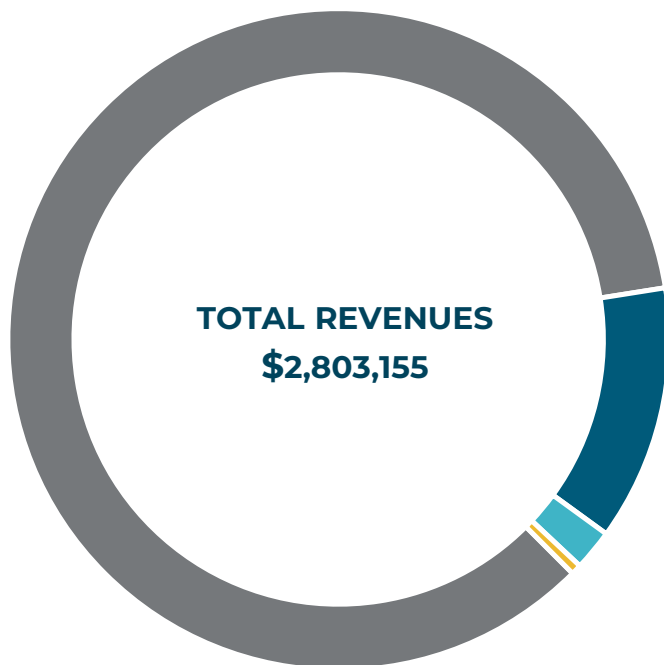


## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 20,215	\$ 37,808	\$ 37,808	\$ 46,037
PERSONNEL BENEFITS	7,635	15,042	15,042	19,053
SUPPLIES	44,239	-	-	2,750
CAPITAL < \$5,000	12,765	-	-	4,600
OTHER SERVICES	5,464	-	-	3,119
CONTRACTED SERVICES	17,907	-	-	35,750
CAPITAL EQUIPMENT	44,648	-	-	-
<b>TOTAL</b>	<b>\$ 152,873</b>	<b>\$ 52,850</b>	<b>\$ 52,850</b>	<b>\$ 111,309</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
FAMILY VIOLENCE CASE MANAGER	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>

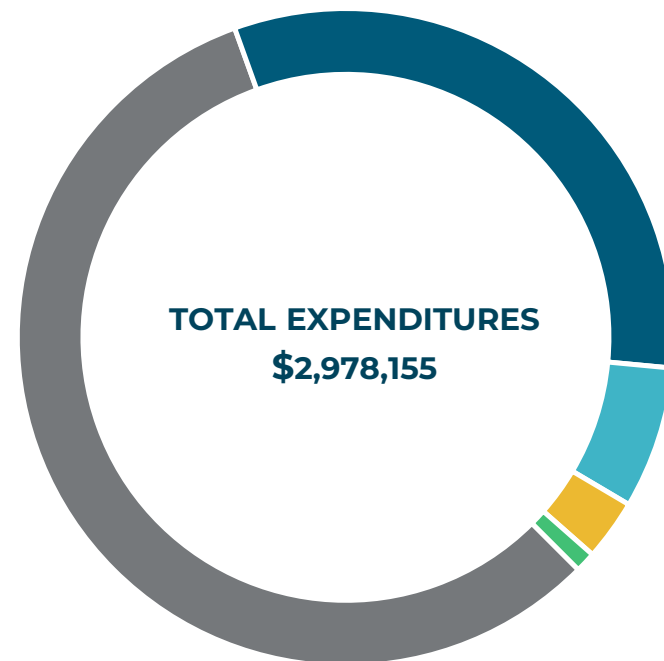
## REVENUES & EXPENDITURES

HOTEL/MOTEL TAX FUND REVENUES BY SOURCES



- Hotel Occupancy Taxes - 85.02%
- Charges for Services: Mayborn Center - 12.45%
- Charges for Services: Railroad Museum - 1.88%
- Other - 0.65%

HOTEL/MOTEL TAX FUND EXPENDITURES BY TYPE



- Personnel - 57.54%
- Operations - 32.56%
- Capital - 7.52%
- Transfers Out - 2.27%
- Debt Service - 0.11%

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
Penalty and Interest	\$ 5,591	\$ 1,607	\$ 4,721	\$ 1,671
Hotel/Motel Occupancy Tax	1,785,645	1,700,125	2,206,334	2,294,588
Bell County HOT	63,343	86,686	86,686	87,000
<b>TOTAL NON PROPERTY TAXES</b>	<b>\$ 1,854,579</b>	<b>\$ 1,788,418</b>	<b>\$ 2,297,741</b>	<b>\$ 2,383,259</b>
Federal Grants	\$ 2,235	\$ -	\$ -	\$ -
<b>TOTAL INTERGOVERNMENTAL REVENUES</b>	<b>\$ 2,235</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Facility Rental/Civic Center	\$ 66,311	\$ 89,008	\$ 92,000	\$ 108,252
Equipment Rental/Civic Center	16,167	30,121	36,000	27,712
Catering Fees/Civic Center	4,775	15,773	18,500	13,759
Temporary Service Charges	9,914	12,573	13,645	12,824
Tips/Gratuity Charges	6,414	10,744	10,400	7,397
Catering Food Service Sales/Civic Center	28,163	65,045	67,400	51,230
Catering Equipment Rentals	6,821	17,287	14,120	10,845
Food Sales	18,174	17,070	15,000	17,411
Beverage Sales	5,088	5,355	5,550	1,995
Alcoholic Beverage-Cash Sales	52,485	95,526	78,500	97,436
<b>TOTAL CHARGES FOR SERVICES - MAYBORN CENTER</b>	<b>\$ 214,312</b>	<b>\$ 358,502</b>	<b>\$ 351,115</b>	<b>\$ 348,861</b>

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
Museum/Fundraising	\$ 705	\$ 8,785	\$ 6,335	\$ 7,650
Museum/Facility Rental	9,025	16,513	17,400	15,300
Museum/Equipment Rental	208	1,301	400	306
Service Charges	-	-	300	-
Museum/Restricted Donations	3,409	-	27	-
Donations	1,829	2,332	800	1,020
Museum/Store Sales	15,426	18,531	18,328	17,208
Museum/Memberships	4,665	2,745	2,745	1,530
Museum/Admissions	11,636	10,179	12,407	9,690
<b>TOTAL CHARGES FOR SERVICES - MUSEUM</b>	<b>\$ 46,903</b>	<b>\$ 60,386</b>	<b>\$ 58,742</b>	<b>\$ 52,704</b>
Interest Income	\$ 9,148	\$ 840	\$ 6,000	\$ 18,330
Sale of Assets	-	-	19,940	-
Other Revenues	1,130	-	189	-
Misc. Reimbursements	1,645	-	-	-
Over/Under Account	(3)	-	1	-
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 11,920</b>	<b>\$ 840</b>	<b>\$ 26,130</b>	<b>\$ 18,330</b>
Other Financing	\$ -	\$ 11,805	\$ 11,804	\$ -
<b>TOTAL TRANSFER IN</b>	<b>\$ -</b>	<b>\$ 11,805</b>	<b>\$ 11,804</b>	<b>\$ -</b>
<b>REVENUE TOTAL - HOTEL/MOTEL TAX FUND</b>	<b>\$ 2,129,949</b>	<b>\$ 2,219,951</b>	<b>\$ 2,745,532</b>	<b>\$ 2,803,155</b>

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
PRINCIPAL RETIREMENT	\$ 3,460	\$ 3,265	\$ 3,265	\$ 2,904
INTEREST AND FISCAL CHARGES	64	261	261	246
<b>TOTAL</b>	<b>\$ 3,524</b>	<b>\$ 3,526</b>	<b>\$ 3,526</b>	<b>\$ 3,150</b>

Transactions related to debt service are performed by the Finance department.

## SUMMARY & PERSONNEL SCHEDULE

The Destination Marketing department is responsible for promoting Temple as a unique destination for both business and leisure travelers. With the understanding that tourism is an important economic driver for the City, Destination Marketing works with the intent of increasing the hotel occupancy tax revenue and sales tax revenue by developing promotions and initiatives to attract individuals, families, and groups of all sizes.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 264,474	\$ 280,592	\$ 279,750	\$ 319,413
PERSONNEL BENEFITS	68,092	72,364	72,147	80,328
SUPPLIES	24,456	71,525	66,075	77,850
CAPITAL < \$5,000	645	1,100	1,016	1,400
REPAIR AND MAINTENANCE	6,000	-	-	-
OTHER SERVICES	15,646	70,290	64,934	108,797
CONTRACTED SERVICES	119,518	125,214	115,673	150,749
CAPITAL EQUIPMENT	2,617	-	-	-
CAPITAL BUILDINGS AND GROUNDS	5,711	-	-	-
<b>TOTAL</b>	<b>\$ 507,159</b>	<b>\$ 621,085</b>	<b>\$ 599,595</b>	<b>\$ 738,537</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ASSISTANT DIRECTOR OF PARKS & RECREATION <sup>1</sup>	0.150	0.000	0.000	0.000
DESTINATION EXPERIENCE SPECIALIST	1.000	1.000	1.000	1.000
DESTINATION MARKETING COORDINATOR <sup>2</sup>	0.000	0.000	1.000	1.000
DESTINATION MARKETING MANAGER	1.000	1.000	1.000	1.000
OFFICE ASSISTANT II - PT <sup>2, 3</sup>	0.500	0.500	0.625	0.000
PROGRAM COORDINATOR	1.000	1.000	1.000	0.000
SALES AND MARKETING SPECIALIST	2.000	2.000	2.000	2.000
<b>TOTAL</b>	<b>5.650</b>	<b>5.500</b>	<b>6.625</b>	<b>5.000</b>

1 - In FY 2022, the funding for the Assistant Director of Parks and Recreation was changed to 100% Recreation (General Fund).

2 - During FY 2022, one Marketing Specialist was reclassified to a Destination Marketing Coordinator and funding changed to Destination Marketing and the FTE for the part time Office Assistant II position was increased.

3 - In FY 2023, the Program Coordinator position will be funded 100% in Recreation (General Fund). The part time Office Assistant II position will be eliminated.

## SUMMARY & PERSONNEL SCHEDULE

The Temple Main Street Program is a 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.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 87,010	\$ 84,888	\$ 84,633	\$ 109,721
PERSONNEL BENEFITS	23,325	23,469	23,399	37,354
SUPPLIES	1,278	2,350	2,171	3,350
CAPITAL < \$5,000	372	-	-	270
OTHER SERVICES	8,275	11,875	10,970	10,025
CONTRACTED SERVICES	3,384	5,000	4,619	5,324
<b>TOTAL</b>	<b>\$ 123,644</b>	<b>\$ 127,582</b>	<b>\$ 125,792</b>	<b>\$ 166,044</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
OFFICE ASSISTANT II <sup>1</sup>	0.500	0.500	0.500	1.000
MAIN STREET MANAGER	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>1.500</b>	<b>1.500</b>	<b>1.500</b>	<b>2.000</b>

1 - In FY 2023, the part time Office Assistant II position will be made full time.



## SUMMARY & PERSONNEL SCHEDULE

The Mayborn Convention Center hosts 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 expectations. Staff is responsible for securing future business and economic benefits to make Temple a destination of choice.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 360,497	\$ 472,793	\$ 471,375	\$ 597,327
PERSONNEL BENEFITS	115,102	130,399	130,008	163,960
SUPPLIES	16,734	24,608	22,733	25,170
CAPITAL < \$5,000	510	2,300	2,125	128,525
REPAIR AND MAINTENANCE	19,553	25,780	23,816	36,218
OTHER SERVICES	10,026	21,390	19,760	18,800
CONTRACTED SERVICES	94,409	124,884	115,368	144,705
COST OF GOODS SOLD	48,441	79,783	73,704	79,783
CAPITAL EQUIPMENT	1,740	-	-	60,000
<b>TOTAL</b>	<b>\$ 667,011</b>	<b>\$ 881,937</b>	<b>\$ 858,887</b>	<b>\$ 1,254,488</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ADMINISTRATIVE ASSISTANT I <sup>2</sup>	1.000	1.000	1.000	0.000
ADMINISTRATIVE ASSISTANT II <sup>2</sup>	0.000	0.000	0.000	1.000
ASSISTANT DIRECTOR OF PARKS & RECREATION <sup>1</sup>	0.100	0.000	0.000	0.000
CREW LEADER I - EVENTS	1.000	1.000	1.000	1.000
CUSTODIAN	2.000	2.000	2.000	2.000
DIRECTOR OF PARKS & RECREATION <sup>1</sup>	0.100	0.000	0.000	0.000
EVENTS COORDINATOR	1.000	1.000	1.000	1.000
FOOD & BEVERAGE COORDINATOR	1.000	1.000	1.000	1.000
FOOD & BEVERAGE SPECIALIST <sup>2</sup>	1.000	1.000	1.000	2.000
OPERATIONS MANAGER - CONVENTION CENTER	1.000	1.000	1.000	1.000
PART-TIME POSITIONS	4.750	4.750	4.750	4.750
<b>TOTAL</b>	<b>12.950</b>	<b>12.750</b>	<b>12.750</b>	<b>13.750</b>

1 - In FY 2022, the funding for the Assistant Director of Parks and Recreation , as well as the Director of Parks and Recreation was changed to 100% Recreation (General Fund).

2 - In FY 2023, one Food & Beverage Coordinator will be authorized and funded. As part of the General Government Market Study, one Administrative Assistant I position will be reclassified to an Administrative Assistant II position.



## 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.

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
SALARIES	\$ 260,250	\$ 244,196	\$ 243,463	\$ 317,554
PERSONNEL BENEFITS	76,268	76,141	75,913	88,192
SUPPLIES	34,698	32,700	30,208	36,950
CAPITAL < \$5,000	6,888	5,500	5,081	8,450
REPAIR AND MAINTENANCE	20,142	24,000	22,171	25,413
OTHER SERVICES	32,003	37,870	34,984	38,270
CONTRACTED SERVICES	40,482	53,741	49,646	58,925
COST OF GOODS SOLD	9,271	6,630	6,125	10,630
CAPITAL EQUIPMENT	-	-	-	5,500
CAPITAL BUILDINGS AND GROUNDS	-	-	-	158,500
<b>TOTAL</b>	<b>\$ 480,002</b>	<b>\$ 480,778</b>	<b>\$ 467,591</b>	<b>\$ 748,384</b>

## SUMMARY &amp; PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
ASSISTANT DIRECTOR OF PARKS & RECREATION <sup>1</sup>	0.100	0.000	0.000	0.000
CUSTODIAN <sup>2</sup>	1.000	1.000	1.000	0.000
MAINTENANCE TECHNICIAN <sup>2</sup>	0.000	0.000	0.000	1.000
MAINTENANCE WORKER - PT <sup>2</sup>	0.000	0.000	0.000	0.625
MUSEUM ARCHIVIST	1.000	1.000	1.000	1.000
MUSEUM ASSISTANT <sup>2</sup>	0.000	0.000	0.000	1.000
MUSEUM COORDINATOR <sup>2</sup>	1.000	1.000	1.000	0.000
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
SENIOR CONVENTION CENTER WORKER - PT <sup>2</sup>	0.625	0.625	0.625	0.000
<b>TOTAL</b>	<b>6.725</b>	<b>6.625</b>	<b>6.625</b>	<b>6.625</b>

1 - In FY 2022, the funding for the Assistant Director of Parks and Recreation was changed to 100% Recreation (General Fund).

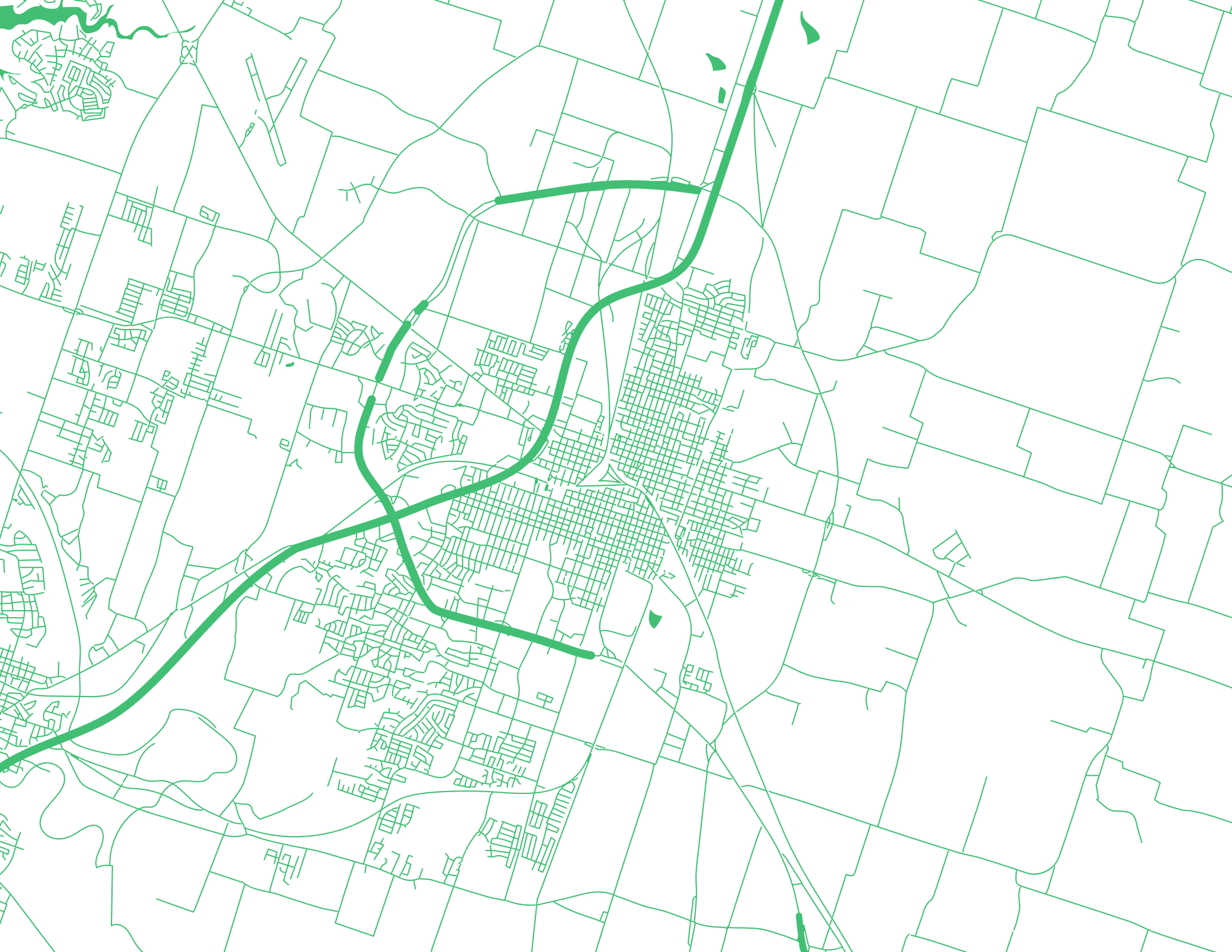
2 - In FY 2023, as part of the General Government Market Study, the following changes will occur: Custodian reclassified to Maintenance Technician, Senior Convention Center Worker - PT reclassified to a Maintenance Worker - PT, and the Museum Coordinator to Museum Assistant.

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
OPERATING TRANSFERS OUT - DEBT SERVICE	\$ 67,551	\$ 67,552	\$ 67,552	\$ 67,552
<b>TOTAL</b>	<b>\$ 67,551</b>	<b>\$ 67,552</b>	<b>\$ 67,552</b>	<b>\$ 67,552</b>

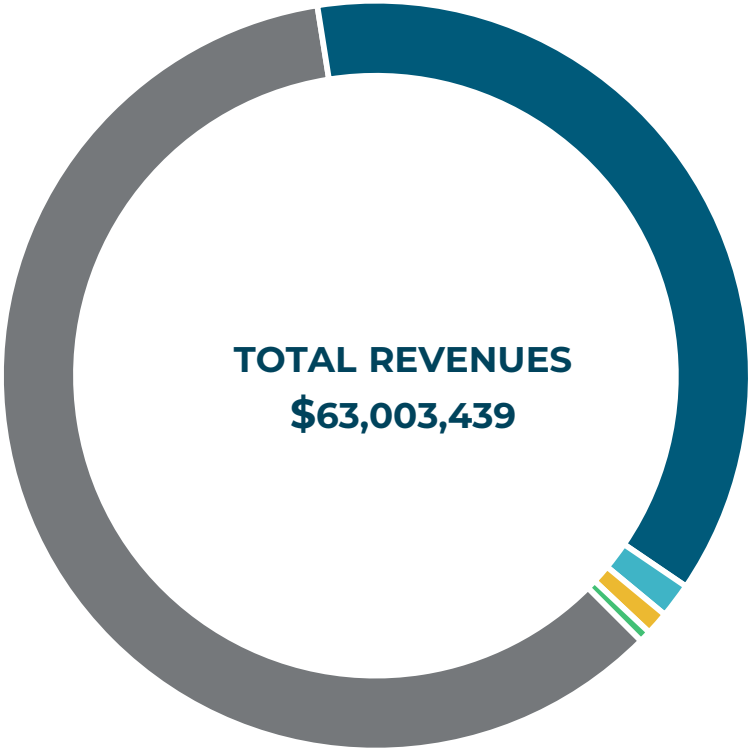
Transactions related to transfers out are performed by the Finance department.





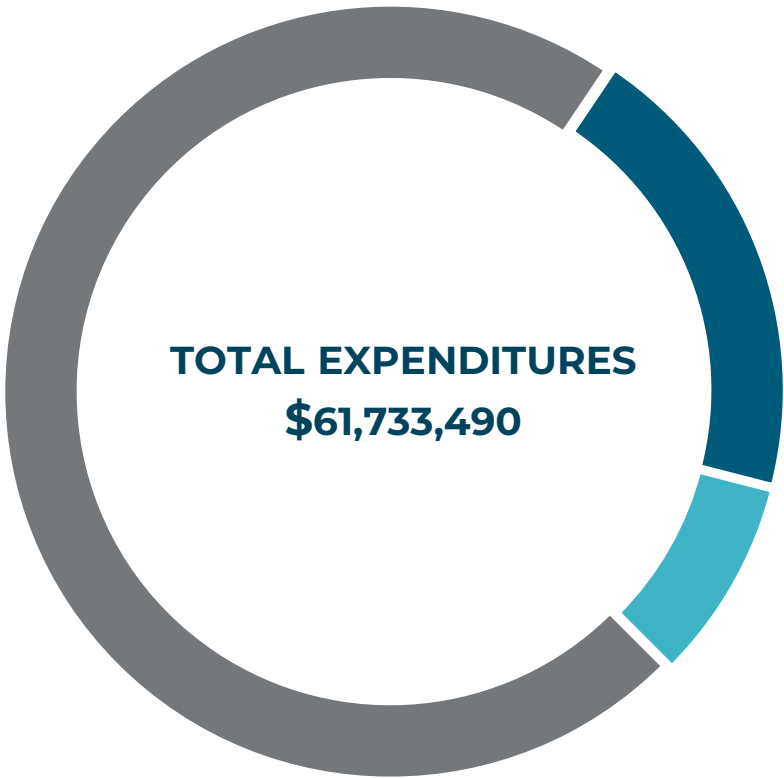
REVENUES & EXPENDITURES

REINVESTMENT ZONE NO. 1 FUND REVENUES BY SOURCES



- Bond Proceeds - 60.77%
- Ad Valorem Taxes - 37.53%
- Interest - 1.38%
- License & Permits - 0.24%
- Intergovernmental Revenue - 0.08%

REINVESTMENT ZONE NO. 1 FUND EXPENDITURES BY TYPE



- Capital - 71.93%
- Debt Service - 19.57%
- Operations - 8.50%



## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED <sup>1</sup> Budget 2021-2022	FORECAST 2021-2022	ADOPTED <sup>1</sup> Budget 2022-2023
Current AD Valorem	\$ 19,156,346	\$ 20,091,331	\$ 19,963,904	\$ 23,642,139
Delinquent AD Valorem	56,548	-	127,427	-
<b>TOTAL TAXES</b>	<b>\$ 19,212,894</b>	<b>\$ 20,091,331</b>	<b>\$ 20,091,331</b>	<b>\$ 23,642,139</b>
Temple & Cen Tex Railway Inc.	\$ 177,229	\$ 150,000	\$ 150,000	\$ 150,000
<b>TOTAL LICENSE &amp; PERMITS</b>	<b>\$ 177,229</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>
State Grants	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
<b>TOTAL INTERGOVERNMENTAL REVENUE</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
Interest Income	\$ 93,551	\$ 120,000	\$ 120,000	\$ 870,000
City Leases	8,920	-	12,678	-
Sale of Land	506,248	-	-	-
Other Revenues	-	-	1,705	-
Miscellaneous Reimbursements	-	434,000	434,000	-
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 608,719</b>	<b>\$ 554,000</b>	<b>\$ 568,383</b>	<b>\$ 870,000</b>
Bond Proceeds	\$ 44,615,000	\$ 52,705,000	\$ 52,705,000	\$ 38,291,300
Original Issue Premium	4,763,431	2,984,705	2,984,705	-
<b>TOTAL OTHER FINANCING SOURCES (TRANSFERS)</b>	<b>\$ 49,378,431</b>	<b>\$ 55,689,705</b>	<b>\$ 55,689,705</b>	<b>\$ 38,291,300</b>
<b>REVENUE TOTAL - REINVESTMENT ZONE NO. 1 FUND</b>	<b>\$ 69,427,273</b>	<b>\$ 76,535,036</b>	<b>\$ 76,549,419</b>	<b>\$ 63,003,439</b>

<sup>1</sup> - As amended in the Financing Plan approved by the Reinvestment Zone No. 1 Board on 08/31/22 and Council on 10/06/22.

## 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 2021	BUDGET <sup>1</sup> 2022	ESTIMATE <sup>1</sup> 2022	ADOPTED <sup>1</sup> 2023
OTHER SERVICES	\$ 609,308	\$ 1,226,227	\$ 1,226,227	\$ 1,472,267
CONTRACTED SERVICES	13,683,237	3,211,283	3,211,283	3,773,225
LAND ACQUISITION	924,907	-	-	1,400,000
CAPITAL - RAIL MAINTENANCE	25,014	130,247	130,247	100,000
CAPITAL - ROAD MAINTENANCE	80,114	203,516	203,516	200,000
CAPITAL - ALL OTHER	13,597,261	113,917,677	113,917,677	42,705,300
PRINCIPAL RETIREMENT	5,130,000	5,315,000	5,315,000	4,195,000
INTEREST AND FISCAL CHARGES	1,872,534	3,477,800	3,477,800	7,887,698
AMORTIZATION & BOND ISSUE	1,281,033	689,705	689,705	-
<b>TOTAL</b>	<b>\$ 37,203,408</b>	<b>\$ 128,171,455</b>	<b>\$ 128,171,455</b>	<b>\$ 61,733,490</b>

This department does not have any associated personnel.

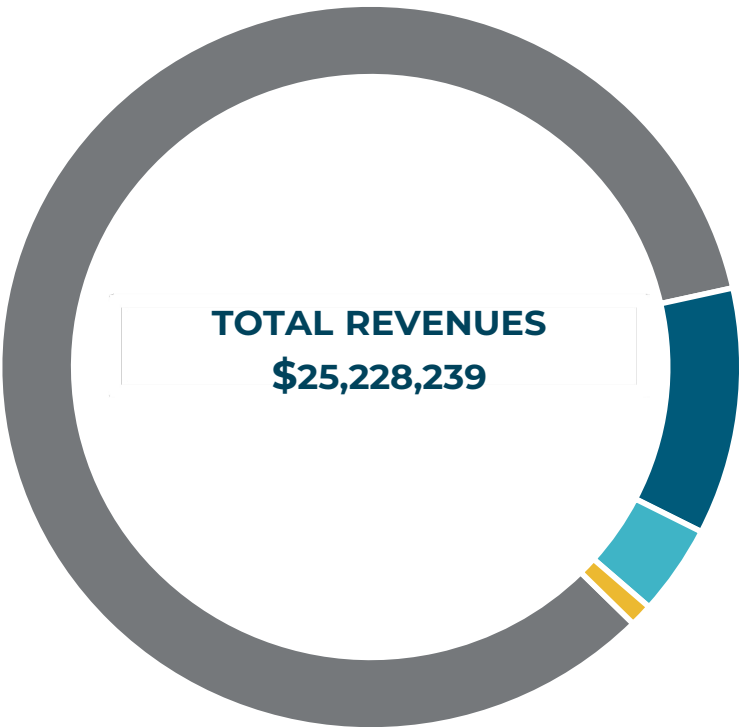
<sup>1</sup> - As amended in the Financing Plan approved by the Reinvestment Zone No. 1 Board on 08/31/22 and Council on 10/06/22.

# DEBT SERVICE FUND



REVENUES & EXPENDITURES

DEBT SERVICE FUND REVENUES BY SOURCES



- Ad Valorem Taxes - 84.07%
- Transfers - 11.03%
- Intergovernmental Revenues - 4.19%
- Interest and Other - 0.71%

DEBT SERVICE FUND EXPENDITURES BY TYPE



- Debt Service - 100.00%

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2020-2021	AMENDED Budget 2021-2022	FORECAST 2021-2022	ADOPTED Budget 2022-2023
Current AD Valorem	\$ 16,905,755	\$ 17,952,966	\$ 17,859,000	\$ 21,284,959
Discount Current Tax	(403,992)	(420,098)	(434,570)	(406,282)
Delinquent AD Valorem	83,524	181,343	38,500	215,000
Penalty and Interest	170,458	144,691	215,000	115,000
<b>TOTAL TAXES</b>	<b>\$ 16,755,745</b>	<b>\$ 17,858,902</b>	<b>\$ 17,677,930</b>	<b>\$ 21,208,677</b>
Interest Income	\$ 56,118	\$ 4,200	\$ 42,000	\$ 180,000
TX Pass Through Financing	1,280,286	1,505,000	1,344,934	1,057,480
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 1,336,404</b>	<b>\$ 1,509,200</b>	<b>\$ 1,386,934</b>	<b>\$ 1,237,480</b>
Transfer In	\$ 1,872,990	\$ 2,604,687	\$ 2,854,685	\$ 2,782,082
<b>TOTAL OTHER FINANCING SOURCES (TRANSFERS)</b>	<b>\$ 1,872,990</b>	<b>\$ 2,604,687</b>	<b>\$ 2,854,685</b>	<b>\$ 2,782,082</b>
<b>REVENUE TOTAL - DEBT SERVICE FUND</b>	<b>\$ 19,965,139</b>	<b>\$ 21,972,789</b>	<b>\$ 21,919,549</b>	<b>\$ 25,228,239</b>

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2021	BUDGET 2022	ESTIMATE 2022	ADOPTED 2023
PRINCIPAL RETIREMENT	\$ 13,182,831	\$ 13,764,516	\$ 13,764,516	\$ 15,561,217
INTEREST AND FISCAL CHARGES	6,863,645	8,208,273	8,208,273	9,667,022
<b>TOTAL</b>	<b>\$ 20,046,476</b>	<b>\$ 21,972,789</b>	<b>\$ 21,972,789</b>	<b>\$ 25,228,239</b>

Debt service fund is managed by the Finance department.

# CAPITAL IMPROVEMENT PROGRAM





## CAPITAL IMPROVEMENT PROGRAM SUMMARY

### PROGRAM FUNDAMENTALS

The Capital Improvement Program (CIP) is a community planning and fiscal management tool used to coordinate the location, timing, and financing of capital improvements over a multi-year period. The program as a whole includes all routine and non-routine capital expenditures. **Routine capital expenditures** can include vehicle replacements, computer hardware and/or software, furniture and fixtures, various facility equipment, and some water and wastewater line repairs. These items are typically less than \$100,000 and have a life expectancy of 5 to 7 years. The Annual Operating Budget, Federal/State Grant Funds, Assigned Fund Balance, and Retained Earnings are the primary non-debt sources of funding that cover these recurring items. These routine capital expenditures and operational impacts are listed by fund as Capital Summary in the Financial Plan section.

This section lays out the Capital Improvement Program related to **non-routine capital expenditures** which can be defined as activities or projects that create, improve, or replace a fixed asset. These items are typically greater than \$100,000, have a life expectancy of 5 to 20 years (or more), and would otherwise place a significant burden on the operating budget. Debt financing allows these non-routine capital expenditures to be incurred over a fixed period of several future years which helps distribute the cost of these items over more generations of users. Debt financing options available include:

- **Certificate of Obligation Bonds (COs)** - An instrument of public debt requiring public notice and backed by tax revenue. As such, repayment is planned for in the calculation of the tax rate that is needed to support debt payments. City of Temple standard practice is a 20-year amortization.
- **Combination Tax & Revenue Certificate of Obligation Bonds (COs)** - An instrument of public debt requiring

public notice and backed by a combination of tax and other fee revenues. As such, a portion of repayment is planned for in the calculation of the tax rate that is needed to support debt payments. City of Temple standard practice is a 20-year amortization.

- **General Obligation Bonds (GOs)** - An instrument of public debt requiring voter approval and backed by tax revenue. As such, repayment is planned for in the calculation of the tax rate that is needed to support debt payments. City of Temple standard practice is a 20-year amortization.
- **Limited Tax Notes (LTNs)** - An instrument of public debt issued without voter approval and backed by tax revenue. As such, repayment is planned for in the calculation of the tax rate that is needed to support debt payments. Limited Tax Notes have a 7-year maximum maturity.
- **Utility Revenue Bonds (URs)** - An instrument of public debt requiring public notice and backed by utility fee revenue. At the City of Temple, repayment is planned for in the budget process to ensure revenue is sufficient to support both debt payments and all on-going operational needs.

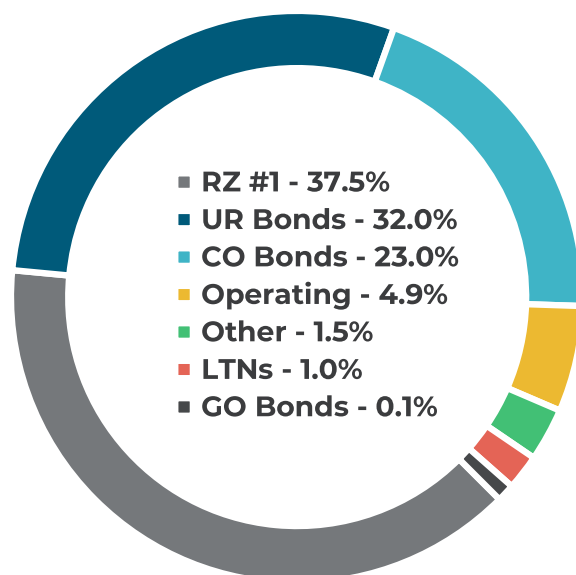
The City of Temple **Strategic Plan** focuses on ensuring infrastructure, facilities, and equipment will meet future needs through the implementation of capital related strategic initiatives and priorities. While strategic plan initiatives denote specific projects, strategic plan priorities represent ongoing commitments and can take the form of various projects. Capital improvement projects emerge from a variety of sources, including staff recommendation, but the main source of project identification and prioritization comes from the master plans that originate as strategic plan initiatives. These various master plans help direct future growth and development and guide investment for critical community assets.

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

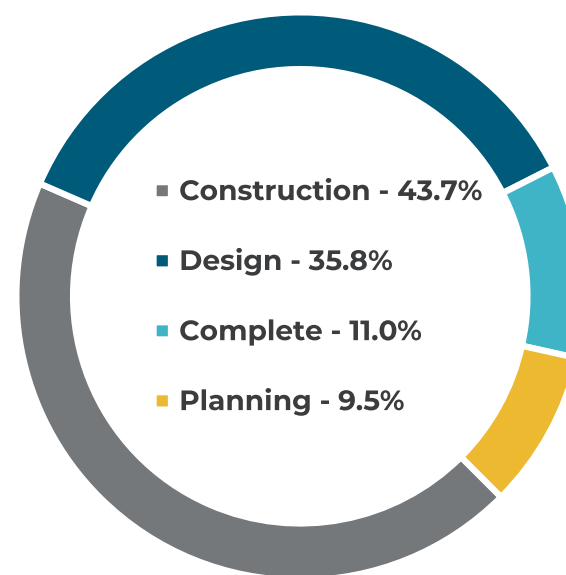
### PROGRAM SUMMARY

The FY 2022 Capital Improvement Program Team is currently managing 348 projects for a total of \$471,853,892 in routine and non-routine capital expenditures.

CAPITAL IMPROVEMENTS BY FUNDING SOURCE



CAPITAL IMPROVEMENTS BY CURRENT STATUS



Following is a truncated project schedule highlighting the FY 2022 Capital Improvement Program Projects Underway/Scheduled as of June 30, 2022. Most of the projects listed were prioritized into the CIP in a previous budget year. The budget and scheduled completion date correspond with the current phase of the project. The actual amount committed/spent is as of June 30, 2022. Project categories correspond with the relevant strategic plan focus area. Highlighted project numbers directly relate to a specific initiative in the strategic plan.

■ High Performing Organization
 ■ Places and Spaces
 ■ Public Safety
 ■ Smart Growth

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

Project #	Project	Phase	Funding Source	Project Budget	Actual Commit / Spent	Status	Scheduled Completion
<b>Equipment (High Performing Organization)</b>							
102350	Replace 2016 Residential Sideload - Asset # 14146		LTNs	\$ 353,404	\$ 353,404	Complete	Dec-21
102351	Replace 1997 Brush Truck Rear Load - Asset # 10262		LTNs	138,446	138,446	Complete	June-22
102352	Replace 2013 Commercial Frontload - Asset # 13685		LTNs	332,744	332,744	Complete	Dec-21
102353	Replace 2013 Commercial Frontload - Asset # 13686		LTNs	332,748	332,748	Complete	Nov-21
102354	Replace 2014 Roll-off Truck - Asset # 13693		LTNs	139,394	139,394	Complete	Dec-21
102355	Replace 2011 F-350 Bucket Truck - Asset # 13376		LTNs	99,997	99,997	Ordered	Aug-22
102444	Replace 2016 Residential Sideload - Asset # 14275		LTNs	329,898	319,898	Ordered	Nov-22
102445	Replace 2016 Residential Sideload - Asset # 14276		LTNs	329,898	319,898	Ordered	Nov-22
102456	Replace 2014 Brush Truck - Asset # 13695		LTNs	171,299	160,186	Complete	Mar-22
102496	Additional Recycling Sideload Refuse Truck - New Route		LTNs	339,200	329,198	Ordered	Jan-23
102497	Additional Residential Sideload Refuse Truck - New Route		LTNs	339,200	329,198	Ordered	Jan-23
102498	Replace 2016 Residential Sideload - Asset # 14277		LTNs	339,200	329,198	Ordered	Jan-23
102499	Replace 2016 Residential Sideload - Asset # 14278		LTNs	339,200	329,198	Ordered	Jan-23
102500	Additional Commercial Frontload Refuse Truck - New Route		LTNs	319,200	309,121	Ordered	Feb-23
102580	Additional Brush Truck - New Parks Forestry Crew		LTNs	165,000	160,186	Complete	Mar-22
102595	Replace 2014 Commercial Rolloff - Asset # 13692		LTNs	158,600	148,599	Ordered	Aug-22
102596	Replace 2015 Commercial Rolloff - Asset # 13768		LTNs	158,600	148,599	Ordered	Aug-22
102679	Additional Rolloff Refuse Truck - New Route		LTNs	190,000	180,000	Complete	June-22
<b>Places and Spaces</b>							
102249	Ave D Connection and Alleys	Design & ROW	COs & URs	\$ 665,000	\$ 219,100	Engineering	TBD
102368	Downtown District Neighborhood Plan		COs & URs	134,248	134,248	Complete	Sept-22
102369	TMED District Neighborhood Plan		COs & URs	165,850	165,850	In Progress	Sept-22
102370	Jackson Park Neighborhood Plan		COs & URs	93,050	93,050	Complete	June-22
102626	NPD - Knob Creek Trail	Design	COs	87,900	78,300	Engineering	Sept-24
102627	NPD - 1st Street Sidewalk	Design	COs	102,100	93,700	Engineering	Sept-22
102641	Garden District Neighborhood Plan		COs & URs	93,000	93,000	In Progress	Nov-22
102649	NPD - Ferguson Park Development Guide		COs	41,300	41,300	In Progress	Dec-22
102655	Bird Creek Neighborhood Plan		COs & URs	111,700	111,700	On Hold	July-23
102707	Temple Heights Neighborhood Plan		COs & URs	111,700	111,700	In Progress	Jan-23
<b>Public Safety (with related Facilities and Equipment)</b>							
102442	Public Safety Training Center	Design	COs	\$ 283,020	\$ 189,623	Engineering	July-23
102443	Animal Shelter Expansion	Design	COs	235,700	207,297	Engineering	Oct-22
102665	Public Safety Training Skills Pad	Design	COs	186,980	174,080	Engineering	Aug-22
102684	Replace 2004 Engine, Upgrade to Ladder Truck - Asset #11887		COs	1,375,000	1,375,000	Ordered	Mar-23
<b>Drainage Improvements (Smart Growth)</b>							
101777	Drainage Master Plan Modeling Assessment		COs & Operating	\$ 1,379,450	\$ 1,379,450	In Progress	Sept-22
102016	Pepper Creek Tributary 3 Drainage		COs	1,816,833	160,633	Engineering	Nov-23
102171	Friars Creek Railroad Berm		COs & Operating	1,810,377	249,495	Engineering	Mar-23
102233	Westgate Railroad Berm	Design & ROW	COs	335,000	321,110	Engineering	Oct-22
102234	Inverness Drainage Improvements		COs	354,876	73,873	Engineering	Nov-22
102291	Thompson Addition Drainage Improvements	30% Design	COs	170,000	-	Planning	TBD

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

Project #	Project	Phase	Funding Source	Project Budget	Actual Commit / Spent	Status	Scheduled Completion
<b>Facilities Improvements (Smart Growth)</b>							
102222	Repair Foundation - Lanier Building		COs	\$ 194,728	\$ 194,728	Complete	Dec-21
102298	New Solid Waste and Recycling Facility	Construction	COs	13,410,000	12,696,279	Construction	Mar-23
102299	Service Center Expansion and Site Rehab	Construction	COs	3,659,945	122,540	Engineering	Dec-23
102300	Interior & Exterior Preservation - Clarence Martin		COs	675,690	652,086	Complete	May-22
102301	Replace Air Handlers & Control Systems - Library		COs & Operating	1,760,000	1,624,554	Ordered	Mar-23
102302	12th Street Shop Renovations - Code Enforcement		COs	136,000	116,555	Construction	Dec-22
102304	Security - City Hall		COs	65,000	6,860	Engineering	Dec-22
102379	1st Floor Renovations - City Hall		COs	1,008,801	1,001,681	Substantially Complete	July-22
102384	Parks and Recreation Maintenance Building	Design	GOs	50,517	50,590	Complete	Mar-22
102439	Replace HVAC - Historic Post Office		COs	275,000	35,276	Engineering	Nov-22
102463	Parks and Recreation Administrative Facility - Remediation		COs;GOs	1,073,891	974,188	Complete	June-22
102464	Remodel Fire Station #5		COs & Operating	233,073	233,072	Complete	Nov-21
102501	Roof Replacement and Renovation - Fire Station #3		COs	453,174	432,355	Construction	Sept-22
102667	Replace Roof - Clarence Martin		COs	89,996	89,996	Substantially Complete	July-22
102708	New Municipal Building	Schematic Design	Grant	403,475	-	Engineering	Nov-22
<b>Mobility Improvements (Smart Growth)</b>							
101606	Kegley Road, Phase II		COs & URs	\$ 8,863,800	\$ 8,774,818	Construction	Jan-23
101713	N Pea Ridge, Phase I		COs & URs	7,539,900	1,326,090	Engineering	Sept-24
101714	Outer Loop West, Phase I	Design & ROW	COs;URs & Grant	6,207,330	3,255,976	Engineering	Aug-23
101715	Poison Oak, Phase I & II		COs & URs	20,728,429	4,461,877	Engineering	Sept-24
101874	South Pea Ridge Road		COs	5,975,000	733,899	Engineering	Dec-24
101985	Azalea Drive - 31st Street to Lowes Drive		COs	1,442,800	1,352,560	Construction	May-23
102024	Blackland Road Extension and Little River Road Widening		COs & URs	10,322,500	7,565,988	Construction	Jan-23
102025	Hartrick Bluff Road Reconstruction		COs & URs	9,478,300	1,189,243	Engineering	Sept-24
102142	N Pea Ridge, Phase II		COs & URs	1,848,229	521,064	Engineering	July-23
102293	Pavement Preservation Program		COs	1,218,000	-	Planning	Dec-22
102295	Mobility Master Plan		COs	704,500	702,022	Engineering	Aug-22
102296	N 42nd Street Reconstruction	Design	COs & URs	712,600	452,400	Engineering	Mar-25
102425	Lake Point Drive Extension	30% Design & ROW	COs	1,195,000	272,067	Engineering	Sept-23
102426	Apache Sidewalks	TXDOT Grant	COs & Grant	542,599	85,050	Engineering	Mar-23
102427	South 1st Street Sidewalks (Ave M - Ave R)	TXDOT Grant	COs & Grant	477,253	46,300	Engineering	Jan-23
102440	Signal - Communication Modules		COs	105,000	-	Planning	Sept-22
102664	Signal - SH 317 at Orion		COs	150,000	20,000	Engineering	Dec-22
102666	Signal - Hwy 93 at Hartrick Bluff		COs	200,000	-	Planning	Feb-23
102702	Pedestrian Signal - Central @ 1st Street		COs & Grant	86,970	-	Planning	Dec-22
<b>Utility Improvements (Smart Growth)</b>							
100608	Charter Oak Waterline Replacement, Phase II		URs	\$ 5,085,695	\$ 4,791,948	Construction	Oct-22
101081	Leon River Interceptor, Phase II	Design & ROW	URs	1,008,700	923,370	Engineering	July-23
101173	Advanced Metering Infrastructure - Phase I		Operating	1,301,545	1,294,990	Complete	Apr-22

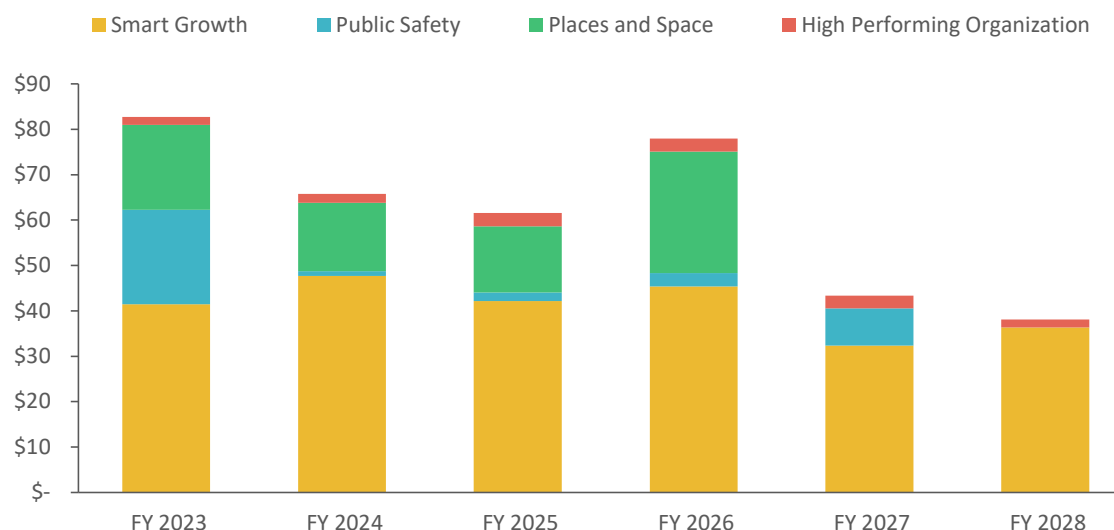
## CAPITAL IMPROVEMENT PROGRAM SUMMARY

Project #	Project	Phase	Funding Source	Project Budget	Actual Commit / Spent	Status	Scheduled Completion
<b>Utility Improvements - (Smart Growth) - cont'd</b>							
101614	WTP Improvements - Tasks 3 - Lagoon Improvements		URs	4,126,987	426,987	Engineering	Dec-23
101628	Williamson Creek Trunk Sewer		URs	8,325,884	3,051,440	Engineering	May-24
101629	Knob Creek Trunk Sewer	Design of Phase I-V	Operating	2,398,279	2,398,278	Engineering	Aug-22
101774	Temple-Belton Wastewater Treatment Plant Expansion, Phase I		URs	10,349,461	10,349,460	Complete	Jan-22
101933	Bird Creek Interceptor, Phase IV (A & B)		URs	14,486,050	14,204,812	Construction	Oct-22
101935	Downtown Utility Assessment		URs	267,814	267,814	Engineering	Aug-22
101948	New Pepper Creek Storage Tank		URs	3,295,976	3,295,975	Complete	Jan-22
101949	57th St -43rd St, Ave R - Ave Z	Final Design	URs	1,271,495	1,124,500	Engineering	Mar-23
101951	West Temple Distribution Line, Phase I - Bonnie Lane		URs	476,622	476,621	Complete	Nov-21
101952	Apache Elevated Storage Tank Rehabilitation		URs	1,500,000	149,073	Engineering	July-23
102027	Membrane Water Treatment Plant Expansion		URs & Operating	50,391,023	49,721,189	Construction	June-23
102188	Lower Knob Creek Trunk Sewer and Lift Station Abandonment		URs	939,700	195,745	Engineering	Aug-23
102242	317 Wastewater Extension - North and South		URs	350,000	146,096	Engineering	Sept-22
102243	Lorraine/Tower Road/Loop 363 12" Water Line Improvements		URs	820,131	70,181	Engineering	Sept-23
102244	IH35 to Range Road & Lucius McCelvey 12" Water Line		URs	2,777,219	2,746,250	Construction	Dec-22
102255	Ave G Pump Station Improvements		URs	6,076,930	429,580	Engineering	Sept-23
102289	Temple-Belton Wastewater Treatment Plant Expansion	Re-design of Phase II	URs	727,390	331,878	Engineering	Mar-23
102358	Road to Eberhardt 920 Elevated Storage Tank		URs	380,543	380,543	Complete	May-22
102359	Portion of Knob Creek Phase 4 with Ave C Road		URs	640,000	621,831	Construction	Aug-22
102366	41st Street Wastewater Improvements		URs	985,000	980,013	Construction	Sept-22
102395	Forrester 12" and Dubose 8" Water Line		URs	323,228	323,227	Complete	Jan-22
102398	SSES - Knob Creek Basin Assessment		URs	1,688,505	1,688,505	Complete	May-22
102399	SSES - CMOM Document Development		URs	130,964	130,964	In Progress	Sept-22
102400	SH 317 Transmission Main	Design & ROW	URs	1,300,000	992,910	Engineering	Nov-22
102470	SSES - Leon River Basin Assessment		URs	1,473,861	1,473,861	In Progress	June-23
102471	Eberhardt Road Elevated Storage Tank	Design	URs	300,000	-	Planning	TBD
102472	Knob Creek Interceptor, Phase I		URs	7,445,000	-	Planning	Nov-24
102482	Doshier Plant Expansion	Design	URs	3,000,000	-	Engineering	TBD
102483	SH317 Ground Storage and Pump Station	Design	URs	1,000,000	366,350	Engineering	Aug-23
102487	Adams Ave 12" Water Line - 317 to Pepper Creek Tank	Design & ROW	URs	550,000	149,251	Engineering	Sept-22
102643	SSES - Manhole Rehabilitation		URs	409,241	406,390	Construction	Oct-22
102661	Bird Creek Interceptor, Phase IV C		URs	8,000,000	38	Planning	Apr-24
102682	25th Street Elevated Storage Tank Rehabilitation		URs	149,000	149,000	Engineering	Aug-22
102703	West Temple Distribution Water Lines	Final Design	URs	850,000	-	Planning	TBD
102705	Replace Traveling Screens (2) at Water Treatment Plant		URs	608,977	-	Construction	June-23

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

While more than \$50,000,000 in current projects near completion, the FY 2023 Adopted Budget includes an additional \$82,754,750 in non-routine capital expenditures and a total of \$369,534,650 in planned projects across the FY 2023-2028 Business Plan.

### CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2028



	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
High Performing Organization - Equipment [LTN]	\$ 1,779,750	\$ 1,940,200	\$ 2,970,000	\$ 2,863,400	\$ 2,771,200	\$ 1,759,400	\$ 14,083,950
Smart Growth - Facilities [CO]	1,425,000	-	-	-	-	-	1,425,000
Public Safety [CO]	20,875,000	1,039,000	1,901,000	2,952,500	8,198,200	-	34,965,700
Places and Spaces [CO]	18,680,000	15,096,000	14,479,000	26,745,000	-	-	75,000,000
Smart Growth - Mobility [CO]	11,375,000	26,075,000	25,600,000	9,500,000	10,500,000	10,500,000	93,550,000
Smart Growth - Utilities [UR]	28,620,000	21,640,000	16,610,000	35,900,000	21,860,000	25,880,000	150,510,000
<b>TOTAL</b>	<b>\$ 82,754,750</b>	<b>\$ 65,790,200</b>	<b>\$ 61,560,000</b>	<b>\$ 77,960,900</b>	<b>\$ 43,329,400</b>	<b>\$ 38,139,400</b>	<b>\$ 369,534,650</b>



## EQUIPMENT CAPITAL IMPROVEMENT PROGRAM



### PROGRAM EXECUTION

As part of our goal to create a High-Performing Organization, the CIP includes strategic investments in fleet and equipment to increase efficiency, capitalize on technology advances, and improve safety. With the aid of fleet software FASTER, the City of Temple Fleet department prepares an annual replacement schedule for approximately 710 assets. The Equipment CIP includes assets over the \$100,000 threshold such as departmental heavy equipment and solid waste refuse vehicles, as well as some information technology infrastructure.

### STRATEGIC INITIATIVE / PRIORITY

Invest in the continued maintenance and replacement of the City's fleet equipment.

### PROJECT PRIORITIZATION

Prioritization criteria for all fleet replacements is based on a 15 point system that includes age/expected useful life (0-5 points), hours/mileage (0-5 points), and maintenance costs to date (0-5 points). In some instances, a visual inspection of the condition might add additional points. The highest scoring replacements are planned for first. New equipment is most often related to a new position so the CIP team plans for additions to fleet in the same year the new personnel is recommended.

### PROJECT PURPOSE

**Replacement:** equipment that has reached the end of its useful life

**Upgrade:** equipment being improved during the replacement purchase

**Addition:** equipment purchased for a new position, crew, route, or program

### FUNDING SOURCE

With an average useful life of approximately seven years, the FY 2023 Budget and Financial Plan include funding for the \$14.1M Equipment CIP with the issuance of Limited Tax Notes.

### OPERATING IMPACTS

It is assumed that replacements do not add to the operating costs. The existing equipment expenses are a part of the existing operating budget and remain planned for in future years. Additions to the fleet, however, will add annual fuel, insurance, and repair and maintenance costs to departments operating budgets. Auto liability and auto physical damage are budgeted at \$1,160 in FY 2023 with an estimated 10% increase per year. Fuel (diesel) is budgeted at \$4.35 per gallon in FY 2023 with an estimated 2% increase per year. Repair and maintenance estimates vary based on equipment type and are provided by Fleet Services with an estimated 20% increase per year to account for the additional age, mileage, and daily use.



## EQUIPMENT FUNDING SCHEDULE

+ Addition    ↑ Upgrade    (↻) Replacement

EQUIPMENT	QTY	FY 2023	QTY	FY 2024	QTY	FY 2025	QTY	FY 2026	QTY	FY 2027	QTY	FY 2028	Total
<b>AIRPORT</b>													
1 Avgas Fueling Truck	-	\$ -	-	\$ -	-	\$ -	1	\$ 200,000 (↻)	-	\$ -	-	\$ -	\$ 200,000
<b>PARKS</b>													
2 Heavy Equipment Replacements	-	\$ -	2	\$ 225,200 (↻)	-	\$ -	1	\$ 115,000 (↻)	-	\$ -	1	\$ 144,200 (↻)	\$ 484,400
<b>INFORMATION TECHNOLOGY</b>													
3 Mobile Data Laptop Systems	-	\$ -	-	\$ -	135	\$ 430,000 (↻)	-	\$ -	-	\$ -	-	\$ -	\$ 430,000
4 Traffic Intersection Video Surveillance	-	\$ -	-	\$ -	1	\$ 241,000 +	1	\$ 235,000 +	1	\$ 202,000 +	-	\$ -	\$ 678,000
<b>SOLID WASTE</b>													
5 Residential Refuse Vehicles (13 Routes)	2	\$ 800,400 (↻)	2	\$ 872,200 (↻)	1	\$ 449,200 (↻)	1	\$ 412,000 (↻)	1	\$ 424,300 (↻)	1	\$ 437,100 (↻)	\$ 3,395,200
6 Residential Refuse Vehicles - Route Plan	-	-	-	-	2	898,400 +	-	-	-	-	-	-	898,400
7 Frontload Refuse Vehicles (7 Routes)	-	-	-	-	-	-	2	769,400 (↻)	2	835,200 (↻)	1	400,300 (↻)	2,004,900
8 Frontload Refuse Vehicles - Route Plan	-	-	1	369,800 +	-	-	-	-	1	442,800 +	-	-	812,600
9 Rolloff Refuse Vehicles (8 Routes)	-	-	-	-	2	384,200 (↻)	-	-	-	-	-	-	384,200
10 Rolloff Refuse Vehicles - Route Plan	1	158,100 +	-	-	1	164,500 +	-	-	1	228,600 +	-	-	551,200
11 Brush/Bulk Refuse Vehicles (7 Routes)	-	-	-	-	1	262,700 (↻)	1	268,000 (↻)	1	223,600 (↻)	1	278,800 (↻)	1,033,100
12 Brush/Bulk Refuse Vehicles - Route Plan	-	-	1	206,600 +	-	-	-	-	1	273,300 +	-	-	479,900
13 Sideload Refuse Vehicles (2 Routes)	1	362,100 (↻)	-	-	-	-	-	-	-	-	1	354,800 (↻)	716,900
<b>STREETS &amp; TRAFFIC CONTROL</b>													
14 Heavy Equipment Replacements	2	\$ 459,150 (↻)	3	\$ 266,400 (↻)	1	\$ 140,000 (↻)	1	\$ 240,000 (↻)	1	\$ 141,400 (↻)	1	\$ 144,200 (↻)	\$ 1,391,150
15 Heavy Equipment Additions	-	-	-	-	-	-	3	624,000 +	-	-	-	-	624,000
<b>TOTAL FUNDED BY LTNS FOR EQUIPMENT</b>		<b>\$ 1,779,750</b>		<b>\$ 1,940,200</b>		<b>\$ 2,970,000</b>		<b>\$ 2,863,400</b>		<b>\$ 2,771,200</b>		<b>\$ 1,759,400</b>	<b>\$ 14,083,950</b>

OPERATING IMPACTS	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
Traffic Intersection Video Surveillance	\$ -	\$ -	\$ 4,820	\$ 9,616	\$ 13,849	\$ 14,126	\$ 42,411
Solid Waste Additions	32,780	116,421	304,106	321,009	502,330	553,140	1,829,787
Streets and Traffic Control Additions	-	-	-	38,883	42,281	46,235	127,399
<b>TOTAL EQUIPMENT RELATED OPERATING IMPACTS</b>	<b>\$ 32,780</b>	<b>\$ 116,421</b>	<b>\$ 308,926</b>	<b>\$ 369,508</b>	<b>\$ 558,460</b>	<b>\$ 613,501</b>	<b>\$ 28,375,096</b>

## EQUIPMENT PROJECT DESCRIPTIONS

### AIRPORT

Draughon-Miller Regional Airport has four fuel trucks in its fleet, two 3,000 gallon tankers servicing Jet A fuel and two 1,000 gallon tankers servicing Avgas fuel. The standard life cycle of these fuel trucks is 20 - 25 years, depending on maintenance and use. Refurbishment of one of these assets took place in FY 2022, with two more refurbishments planned for as part of routine capital in the financial plan. However, parts for the existing 2002 Avgas Fueling Truck are becoming obsolete making replacement of this asset a priority.

#### Line 1 - Avgas Fueling Truck at \$200,000

### 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 five heavy equipment mowers in Parks' fleet ranging in cost from \$110,000 to \$135,000 per mower. The Fleet department is forecasting the replacement of three of these mowers within the six year planning window, along with the replacement of a dump truck in FY 2028.

#### Line 2 - Heavy Equipment Replacements at \$484,400

### INFORMATION TECHNOLOGY

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 3 - Mobile Data Laptop Systems at \$430,000

Over the past couple of decades, cameras at traffic signals have been common place throughout the US. As a result, many people believe that all cameras they see at traffic signals are enforcement cameras, however,

this is usually not the case. The purposes of the traffic intersection video surveillance and automated license plate recognition package included in the business plan is to improve traffic flow, monitor traffic accidents, aid in crime prevention, and deliver a level of situational awareness for Police and Fire. It will also capture computer-readable images of license plates allowing law enforcement agencies to compare plate numbers against those of stolen cars or cars driven by people suspected of being involved in criminal or terrorist activities.

#### Line 4 - Traffic Intersection Video Surveillance at \$678,000



## EQUIPMENT PROJECT DESCRIPTIONS

### 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 39 frontline trucks and 10 spares run these routes. The typical life of these trucks should be 7-8 years, which is reflected in the replacement funding schedule.

**Line 5 – Residential Refuse Vehicles at \$3,395,200**

**Line 7 – Frontload Refuse Vehicles at \$2,004,900**

**Line 9 – Rolloff Refuse Vehicles at \$384,200**

**Line 11 – Brush/Bulk Refuse Vehicles at \$1,033,100**

**Line 13 – Sideload Refuse Vehicles at \$716,900**



However, the Fleet department analysis of the current equipment related to hours and maintenance forecasts 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 truck, frontload route, and rolloff route in FY 2020,
- accelerated two residential trucks and one brush truck for replacement from FY 2022 into FY 2021, and
- developed a Solid Waste Route Plan for FY 2022-2028.

This route plan was the compilation of recommendations from the 2021 Solid Waste Master Plan, the implementation of routeware to continually smooth route inefficiencies, and staff knowledge of operations and projected growth. Several Economic Development Agreements bringing industries to the Industrial Park by 2023 have warranted the addition of a rolloff route and truck to service the area. The below Solid Waste fleet additions represent the proposed future additional routes.

**Line 6 – Residential Refuse Vehicles - Route Plan at \$898,400**

**Line 8 – Frontload Refuse Vehicles – Route Plan at \$812,600**

**Line 10 – Rolloff Refuse Vehicles – Route Plan at \$551,200**

**Line 12 – Brush/Bulk Refuse Vehicles – Route Plan at \$479,900**

### STREETS & TRAFFIC CONTROL

The Streets and Traffic Control departments regularly utilize heavy equipment in their day to day operations maintaining 1,170 lane miles and 79 signals. The Fleet department is forecasting the replacement of four dump trucks, one haul truck, one motor grader, one patch truck, and a bucket truck with an aerial lift within the six-year planning window. A new patch truck is being added to support a requested additional patch crew in FY 2026. Two new bucket trucks have also been slated for FY 2026, one to support existing traffic signal operations and the other to support a requested additional forestry crew.

**Line 14 – Heavy Equipment Replacements at \$1,391,150**

**Line 15 – Heavy Equipment Additions at \$624,000**

## FACILITIES CAPITAL IMPROVEMENT PROGRAM

### PROGRAM EXECUTION

The City owns and maintains more than 40 buildings many of which provide recreational, cultural, and social experiences for citizens. Other buildings provide the office spaces necessary to house and/or support 970+ city employees as they administer needed City services for our community. As noted in the program summary, construction has been previously funded for some of the new large-scale capital facilities initiatives, such as the new Solid Waste Complex and the Service Center Expansion. The Parks Maintenance Building, which is housed behind the new Parks and Recreation Administrative Facility (purchased in 2019), is scheduled for construction funding in August with the issuance of FY 2022 COs. Our goal to plan for, design, construct, and maintain high quality facilities that meet the needs of the community now and in the future is well underway. Due to the number and size of key buildings in the City's facility system, it can become necessary to finance renovations and improvements such as elevator refurbishments, roof replacements, security and lighting upgrades, and HVAC systems.

### STRATEGIC INITIATIVE / PRIORITY

Invest in the continued maintenance of and improvement to the City's facilities.

### PROJECT PRIORITIZATION

Project prioritization of facility improvements is tightly tied to the purpose of each project. Safety of the space is our top priority, followed by function of the space and then overall quality of the building.

### PROJECT PURPOSE

**Safety:** bring all electrical, plumbing, and fire suppression issues to code; repair HVAC and roof systems to good working order; improve security

**Function:** ensure adequate space and amenities meet the purpose of the facility and the needs of its users.

**Quality:** renovate dilapidated/blighted facilities through historical restoration or contextual remodel; build aesthetically thoughtful new facilities while remaining budget conscious.

### FUNDING SOURCE

The significant maintenance items identified in the Facilities CIP have a typical useful life of 20+ years. The FY 2023 Budget and Financial Plan include funding for the \$1.4M Facilities CIP with the issuance of Certificate of Obligation Bonds.

### OPERATING IMPACTS

Each year the cost of facility maintenance is calculated based on the actual facilities operating expenditures from the prior year in relation to the square footage of the facilities maintained. For FY 2023, it is estimated that each additional square foot of new facilities will run approximately \$4.11 per year to maintain. While new facilities exist in the Public Safety CIP, the specific projects listed in this Facilities CIP are "replacement" in nature. As such, the Finance department is not forecasting any long term additional operating costs related to roof replacements or other general improvements. The HVAC, lighting, and elevator improvements should add efficiency savings, but as a best practice the existing operating budget for these expenditures in the Financial Plan is based on current utility rates and forecasted usage.





## FACILITIES FUNDING SCHEDULE AND PROJECT DESCRIPTIONS

### HEATING VENTILATION & AIR CONDITIONING

The Parks Centralized Administration Building was built in 2009 and purchased by the City in 2019. To maintain reliable and energy efficient heating and cooling in the facility, it is timely to upgrade the 12 HVAC units.

**Line 1 - HVAC for Parks Administration Building at \$225,000**

### ROOF REPLACEMENT

To preserve the Sammons Clubhouse Building envelope, the facility's roof needs replacement.

**Line 2 - Roof Replacement for Sammons Clubhouse at \$100,000**

### ACCESS & SURVEILLANCE

Video surveillance is an important safety and security feature of many City facilities. Technology upgrades are periodically needed to these systems to maintain their dependability and functionality.

**Line 3 - Video Surveillance Upgrades for Multiple Facilities at \$150,000**

### ELEVATOR REFURBISHMENT

The 3-story Historic Post Office is equipped with one elevator that is over 40 years old and has become unreliable. The refurbishment of the elevator will upgrade the elevator with a new operating and mechanical system to enable reliable service well into the future.

**Line 4 - Elevator Refurbishment for Historic Post Office at \$150,000**

### INTERIOR & EXTERIOR RENOVATIONS

Built in 1997, the interior of Fire Station #7 is showing the wear and tear of its 25 years of routine 24-hour use that fire stations experience. The renovation will refresh the facility and make it a more productive working and living environment for fire personnel.

**Line 5 - Improvements to Fire Station #7 at \$200,000**

Built in 1946, the original hardwood floor at Gober Recreation Center is in need of refurbishment to preserve the building's functionality as a public meeting and event space.

**Line 6 - Improvements to Gober Recreation Center at \$100,000**

Built in 1987, the Jeff Hamilton Building in Wilson Park is experiencing issues with movement in the foundation and has visible cracks in the flooring and exterior masonry envelope that need to be remediated and repaired to protect the integrity and lifespan of the building.



**Line 7 - Improvements to Jeff Hamilton Building at \$230,000**

Built in 1975, the Library needs an energy efficient LED lighting upgrade that will provide more cost-effective and reliable lighting for the building.

**Line 8 - Lighting Improvements for the Library at \$130,000**

At this time, a contingency of approximately 10% is part of an effective funding model to adjust for the recent volatility in material costs.

**Contingency at \$140,000**

FACILITIES IMPROVEMENTS		FY 2023
	Heating Ventilation and Air Conditioning	
1	Parks Centralized Administration Building	\$ 225,000
	Roof Replacement	
2	Roof Replacement - Sammons Clubhouse	100,000
	Access and Surveillance	
3	IT: Video Surveillance Upgrade - Multi Location	150,000
	Elevator Refurbishment	
4	Historic Post Office	150,000
★★★★	Interior and Exterior Renovations	
5	Fire Station #7	200,000
6	Gober Recreation Center	100,000
7	Jeff Hamilton Building	230,000
8	Lighting Upgrade - Library	130,000
	Contingency	140,000
<b>TOTAL FUNDED BY COs FOR FACILITIES</b>		<b>\$ 1,425,000</b>



Safety



Function

★★★★ Quality

## PUBLIC SAFETY CAPITAL IMPROVEMENT PROGRAM

### PROGRAM EXECUTION

Enhancing our Public Safety services to create a safer community and foster public trust is a top priority to developing a community where businesses can thrive, and residents want to call home. In 2021, the City began the strategic plan initiative to update the Temple Fire and Rescue (TFR) 2007 Master Plan. The document includes an updated Community Risk Assessment and Standards of Cover and provides recommendations for service delivery that meet community needs and expectations. Based on anticipated growth and economic development, the plan also identified the need for two new fire stations in the future. In following the strategic plan, facilities and equipment goals fall under other focus areas. However, in order to create a comprehensive public safety package, Public Safety related facilities and equipment initiatives are included in the Public Safety CIP. Not shown in the program summary budgets was the issuance of the FY 2022 COs which added funding for the construction of the Animal Shelter Expansion and Training Skills Pad, funding for full design of the Public Safety Training Center and funding to purchase the new Station



Alerting System. The build out of the Public Safety Training Center and Shooting Range along with continued investments in Public Safety equipment are packaged together in the Public Safety CIP.

### STRATEGIC INITIATIVE / PRIORITY

- Develop a Fire Master Plan (Public Safety)
- Expand the Public Safety Training Center and Shooting Range (Smart Growth - Facilities)
- Invest in the continued maintenance and replacement of the City's fleet equipment (High Performing Organization - Equipment)

### PROJECT PRIORITIZATION

Prioritization methods are derived from both Equipment and Facilities CIP.

### PROJECT PURPOSE

Project purpose types are derived from both Equipment and Facilities CIP.

### FUNDING SOURCE




These new facilities and specialized equipment have a useful life beyond 20 years, so the FY 2023 Budget and Financial Plan include funding for the \$34.9 Public Safety CIP with the issuance of Certificate of Obligation Bonds.






### OPERATING IMPACTS

Each year the cost of facility maintenance is calculated based on the actual facilities operating expenditures from the prior year in relation to the square footage of the facilities maintained. For FY 2023, it is estimated that each additional square foot of new facilities will run approximately \$4.11 per year to maintain. The Indoor Range and Evidence Storage is designed at 15,182 sq ft and the Public Safety Training Campus Classroom is designed at 5,000 sq ft. For planning purposes only, Finance has estimate future Fire Station #9 at 9,200 square feet based on the average size of the existing eight stations.

Operating impacts related to Public Safety Equipment are developed in the same manner as previously listed in the Equipment CIP section.

PUBLIC SAFETY FUNDING SCHEDULE

 Safety  Function  Quality

PUBLIC SAFETY - FACILITIES		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
1	Demolition Existing Firing Range 	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
2	Indoor Range and Evidence Storage 	10,654,000	-	-	-	-	-	10,654,000
3	Public Safety Training Campus Classroom 	6,606,000	-	-	-	-	-	6,606,000
4	Fire Station #9 - West/Southwest 	200,000	-	-	800,000	7,200,000	-	8,200,000
5	Fire Station #10 - Northwest 	200,000	-	-	-	-	-	200,000
6	Contingency	1,196,000	-	-	-	-	-	1,196,000
TOTAL PUBLIC SAFETY - FACILITIES		\$ 18,856,000	\$ -	\$ 250,000	\$ 800,000	\$ 7,200,000	\$ -	\$ 27,106,000

+ Addition    ↑ Upgrade    (⌵) Replacement

PUBLIC SAFETY - EQUIPMENT		QTY	FY 2023	QTY	FY 2024	QTY	FY 2025	QTY	FY 2026	QTY	FY 2027	QTY	FY 2028	Total
7	Fire Engines (Stations 2, 4, and 8)	1	\$ 899,000 (⌵)	1	\$ 944,000 (⌵)	1	\$ 971,000 (⌵)	-	\$ -	1	\$ 998,200 (⌵)	-	\$ -	\$ 3,812,200
8	Mobile Command Post Vehicle	1	870,000 (⌵)	-	-	-	-	-	-	-	-	-	-	870,000
9	Traffic Blocking Vehicle	1	250,000 +	-	-	-	-	-	-	-	-	-	-	250,000
10	Squad Vehicles (West and South Side)	-	-	1	95,000 +	-	-	1	540,000 +	-	-	-	-	635,000
11	Squad Vehicles (Stations 1 and 6)	-	-	-	-	2	680,000 (⌵)	-	-	-	-	-	-	680,000
12	Rescue Vehicle (Station 3)	-	-	-	-	-	-	1	862,500 (⌵)	-	-	-	-	862,500
13	Aircraft Rescue & Firefighting Truck	-	-	-	-	-	-	1	750,000 (⌵)	-	-	-	-	750,000
TOTAL PUBLIC SAFETY - EQUIPMENT			\$ 2,019,000		\$ 1,039,000		\$ 1,651,000		\$ 2,152,500		\$ 998,200		\$ -	\$ 7,859,700

TOTAL FUNDED BY COs FOR PUBLIC SAFETY	\$ 20,875,000	\$ 1,039,000	\$ 1,901,000	\$ 2,952,500	\$ 8,198,200	\$ -	\$ 34,965,700
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OPERATING IMPACTS	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
Public Safety - Facilities	\$ 82,948	\$ 85,436	\$ 88,000	\$ 90,640	\$ 135,916	\$ 147,229	\$ 630,169
Public Safety - Equipment	\$ 7,010	\$ 21,010	\$ 23,218	\$ 25,808	\$ 48,186	\$ 54,472	179,704
TOTAL PUBLIC SAFETY RELATED OPERATING IMPACTS	\$ 89,958	\$ 106,446	\$ 111,218	\$ 116,447	\$ 184,103	\$ 201,701	\$ 809,873



## PUBLIC SAFETY PROJECT DESCRIPTIONS

### PUBLIC SAFETY – POLICE

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 2019 Space Needs Analysis recommended additional training space with room for 100 persons that can be divided into two 50 person rooms to accommodate the current 150+ sworn officers 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 120+ sworn firefighters.

#### **Line 3 – Public Safety Training Classroom at \$6,606,000**

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. This facility 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. Once the other projects in this package have addressed these issues, demolition of the existing range can begin which 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 inconvenient 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 2 - Indoor Range and Evidence Storage at \$10,654,000**

#### **Line 1 – Demolition Existing Firing Range at \$250,000**

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 post will replace the existing 1999 mobile command center.

#### **Line 8 - Mobile Command Post Vehicle at \$870,000**

These projects and plans are still in the design phase that will result in opinions of probable cost for construction. At this time, these contingency funds are a part of an effective funding model to adjust to the changing construction costs and project needs.

#### **Priority 6 – Contingency at \$1,196,000**

### PUBLIC SAFETY – FIRE

The Temple Fire and Rescue Master Plan, currently at 75% complete, is tentatively recommending a new station (#9) in the west/southwest section of the city within the next 3-5 years and a new station (#10) in the northwest section of the city in the next 5-10 years. The initial priority is to add resources where population density is higher, which typically translates into increased incident density. Factors considered in the station #9 recommendation include companies out of service,

PUBLIC SAFETY PROJECT DESCRIPTIONS

call concurrency, and higher EMS call volume. Factors considered in the station #10 recommendation include reducing gaps between stations 5, 6, and 8, as well as forecasted growth and development in the area. The funding plan includes land acquisition for both stations (FY 23), as well as design (FY 26) and construction (FY 27) of station #9.

- Line 4 – Fire Station #9 - West/Southwest at \$8,200,000
- Line 5 – Fire Station #10 - Northwest at \$200,000

Engine 3 is one of three 2008 Crimson Spartan Gladiator engines in Fire’s fleet. Staff is recommending replacement of Engine 3 as early as 2023 in order to improve the condition of engines in reserve status, thereby improving the overall reliability of fire equipment and service. The remaining 2008 engines are scheduled for replacement in 2024 and 2025. Engine 8, a 2012 Crimson Spartan Gladiator, is set for replacement in 2027.

- Line 7 – Fire Engines at \$3,812,200

The Fire department has two 2012 Ford F550 Squad vehicles, as well as a 2004 Spartan Rescue vehicle scheduled for replacement in 2026. These replacements are based on forecasted mileage and maintenance needs.

- Line 11 – Squad Vehicles (2) at \$680,000
- Line 12 – Rescue Vehicle (1) at \$862,500

Temple Fire and Rescue (TFR) is planning for additional fire squad vehicles and related staff at station #7 (west) and station #4 (south). The staffing on the new squads for station #7 and station #4 would provide for quicker response to rescue calls on the west and south side of town and will help TFR meet staffing needs related to ISO guidelines.

- Line 10 – Squad Vehicles (2) at \$635,000

Fire department staff requested an addition to the fleet in FY 2023 for a traffic blocking vehicle. Blocker vehicles provide an extra layer of protection for all first responders managing any dangerous roadway scene, particularly those on the interstate or other high-speed highways in and around the city. According to the Emergency Responder Safety Institute, there were 44 emergency responder deaths in 2019 due to being struck by a vehicle on a

roadway while rendering aid/responding to an incident. Standard practice has been to utilize either front line or reserve fleet for this purpose, as needed. However, hitting a solid object, like a fire apparatus, at a high rate of speed can mean serious injury to the driver, as well as costly repairs and lengthy downtime related to the apparatus. Blocking vehicles have special attenuator devices on them to absorb the kinetic energy of an impact that protects the driver, and replacing them saves time and money.

- Line 9 – Traffic Blocking Vehicle at \$250,000

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 13 – Aircraft Rescue and Firefighting Truck at \$750,000





## PLACES AND SPACES CAPITAL IMPROVEMENT PROGRAM



## PLACES AND SPACES CAPITAL IMPROVEMENT PROGRAM

### PROGRAM EXECUTION

Two goals within the Places and Spaces area focus on 1) enhancing and expanding our infrastructure of parks, recreation centers, greenspaces, and trails to encourage active living and wellness and 2) fostering cohesive, distinct, vibrant, safe, and attractive neighborhoods where citizens take pride and are engaged with their community. The “Love Where You Live” Program began in 2019 and identifies 18 Neighborhood Planning Districts (NPD) that form the core of the community. Each district master plan has a similar planning process that is intended to complement the City’s Comprehensive Plan with a more focused effort at the neighborhood level. With 10 of 18 plans completed, each has resulted in a variety of projects at the neighborhood level related to road and alley improvements, and park and trail recommendations. The Parks, Recreation, Open Spaces & Trails Master Plan was adopted in FY 2020, but due to COVID-19, these projects were put on hold as social and financial priorities shifted throughout the pandemic. As activities return to normal, the CIP team has been tasked with prioritizing projects from these completed plans to begin a Places and Spaces Capital Improvement Program. While that process is still underway, placeholder funding has been planned for in FY 2023-2026 so that projects can begin in FY 2023 once the list is complete and funding becomes available.

### STRATEGIC INITIATIVE / PRIORITY

- Develop a Parks and Trails Master Plan.
- Develop a master plan for each Neighborhood Planning District that meets the needs of the community and supports a high quality of life.
- Plan for, design, construct, and invest in the continued maintenance of and improvement to the City’s park, recreation, greenspace, and trail system.

### PROJECT PRIORITIZATION

The 2019 Parks Master Plan projects and the Neighborhood Planning District projects will be prioritized into the Places and Space Capital Improvement Program. Projects will be scored based on the following criteria:

1. **Plan Priority:** Plan priority is derived from the respective neighborhood district action plan which reflects the sentiments derived from the neighborhood planning process. Values are assigned as low, medium, and high plan priority.
2. **City Priority:** City staff priority provides an opportunity for representation from City personnel to provide input on CIP projects. This priority should focus on the City’s collective institutional knowledge to evaluate the projects’ ability to improve community wellbeing and functionality of the physical city. Values are assigned as low, medium, and high city priority.
3. **Neighborhood Impact/Connectivity:** Neighborhood impact/connectivity helps account for the projects’ impact on the neighborhoods-built environment character or function. If a project benefits an area larger than the neighborhood district, its implementation priority should be increased. Values are assigned as low, medium, and high neighborhood impact/connectivity.
4. **Partnerships:** The project has a relationship that would help another public or private organization improve community wellbeing and functionality of the physical city. Values are assigned as no partner, partner no funding, partner some funding, and partner significant funding.
5. **Project Dependency:** Project dependency refers to the CIP projects’ interrelationship with other projects. Some CIP projects may enable other projects to be built, while others may be subsequent to other CIP projects or some other considerations. Values are assigned as enables projects, no impact, some dependency, and complete dependency.
6. **Safety:** Safety is an important consideration for ranking a project and may include vehicular/bicycle/pedestrian safety or reduces exposure to property damage or loss. Values are assigned as high priority concern, medium priority concern, low priority concern, and no concern.



## PLACES AND SPACES CAPITAL IMPROVEMENT PROGRAM

7. **Additional Funding Sources:** Funding that is available outside the traditional city financing mechanisms. Values are assigned as None, 49% or less, 50% or more, and fully funded.

The seven areas are assigned a value based on the selected category resulting in a total project score. The scoring process will allow for a ranking of all projects from the highest to lowest scores. With these projects and funding still to be determined, the goal is for scores to align with the priority level to ensure that funding is allocated to support projects that will provide the most meaningful impact on the Temple community.

### PROJECT PURPOSE

**Active & Multimodal:** encourage walking or biking as a sustainable transportation option for daily commutes to promote health and wellness while reducing travel costs and expanding transportation networks to residents who do not own a vehicle

**Capacity & Connectivity:** reduce congestion and improve efficiency of the transportation network system

**Complete Streets:** plan and engineer to consider all transportation modes and users of a roadway when designing streets; ensure access and equitability for all bicyclists, transit riders, pedestrians, and motorists

**Operations & Maintenance:** invest in existing infrastructure as needed for safety, function and beautification

**Planning:** provide direction for action

**Safety:** mitigate the increasingly more complex interactions of different modes of travel

### FUNDING SOURCE

The FY 2023 Budget and Financial Plan include funding for the \$75M Places and Spaces CIP with the issuance of Certificate of Obligation Bonds.



## PLACES AND SPACES FUNDING SCHEDULE



Design



Right of Way



Construction

PLACES AND SPACES PROJECTS	FY 2023		FY 2024		FY 2025		FY 2026		FY 2027		FY 2028		Total
<b>COMPLETE STREETS</b>													
1 Avenue D Connections and Alley	\$ 2,400,000		\$ -		\$ -		\$ -		\$ -		\$ -		\$ 2,400,000
<b>PLANNING</b>													
2 District Identification	2,000,000		2,000,000		2,000,000		1,000,000		-		-		7,000,000
3 Neighborhood Concept Plans	545,000		155,000		-		-		-		-		700,000
4 Neighborhood Pattern Book for Overlays	220,000		280,000		230,000		-		-		-		730,000
5 Project List In Progress^	13,515,000		12,661,000		12,249,000		25,745,000		-		-		64,170,000
<b>TOTAL FUNDED BY COs FOR PLACES AND SPACES</b>	<b>\$ 18,680,000</b>		<b>\$ 15,096,000</b>		<b>\$ 14,479,000</b>		<b>\$ 26,745,000</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ 75,000,000</b>

^ Funding designated, project prioritization to be complete Fall of 2022

OPERATING IMPACTS	FY 2023		FY 2024		FY 2025		FY 2026		FY 2027		FY 2028		Total
<b>TOTAL PLACES AND SPACES RELATED OPERATING IMPACTS</b>	<b>\$ 5,377</b>		<b>\$ 7,524</b>		<b>\$ 9,755</b>		<b>\$ 11,012</b>		<b>\$ 11,232</b>		<b>\$ 11,456</b>		<b>\$ 56,356</b>

## OPERATING IMPACTS

While planning documents do not have any ongoing costs, additional district identification could result in sign repair and replacement from time to time. Since the City of Temple operates its own sign shop, the costs should be minimal at an estimated \$500 per district per year. As explained in the Mobility CIP, each year the cost to maintain a street lane mile is calculated based on the Streets and Traffic Control departments' actual operating expenditures from the prior year in relation to the number of lane miles within the city. For FY 2023, it is estimated that each additional lane mile will cost approximately \$2,351 per year to maintain. The improvements to the 0.75 mile stretch of Avenue D, including improved alley access, should add approximately 1.5 lane miles to the system. Similarly, each year the cost of park maintenance is calculated based on the Parks departments' actual operating expenditures from the prior year in relation to the developed park acreage being maintained. For FY 2023, it is estimated that each additional acre of a new park will cost approximately \$4,220 per year to maintain. With project prioritization still in its final stages, the operating impacts of future neighborhood and park improvements have yet to be identified.

## PLACES AND SPACES CAPITAL IMPROVEMENTS

### PLANNING

The City of Temple is dedicated to fostering cohesive, distinct, vibrant, safe and attractive neighborhoods, where citizens take pride and are engaged with their community. The Love Where You Live Program identifies 18 Neighborhood Planning Districts (NPD) that form the core of the community. Each district plan has a similar planning process that is intended to complement the City's Comprehensive Plan with a more focused effort at the neighborhood level. These plans look at the existing conditions of the district and engage its residents to derive genuine information and direction. A strong emphasis is placed on improving the quality of life in each neighborhood while increasing access to affordable housing. Each district will receive a conceptual design which will include development concepts, neighborhood identification, architectural standards, mobility and pedestrian improvements, and an action plan that summarizes the recommendations derived from the project findings. To date, nine concept plans have been completed and two more are underway.

#### **Line 3 – Neighborhood Concept Plans at \$700,000**

Each neighborhood conceptual design results in a variety of Neighborhood capital improvement projects related to road/alley improvements and park/trail recommendations. The opinion of probable cost is developed uniquely for each project and includes the cost of construction, contingency land/right-of-way acquisition, and professional services.

The Neighborhood Planning Districts include architectural standards that are representative of the existing residences within each neighborhood. As a means to better unify the overall plan areas, it is important to encourage new construction and renovation of structures that have similar characteristics to the existing structures within each neighborhood. The City of Temple will develop neighborhood residential infill standards for each neighborhood that includes a series of pre-approved architectural products that will serve as a guide to develop housing that is complimentary for each neighborhood planning district. The goal of the architectural products is to provide a set of plans that may be expedited through the review and approval process for residential development.

#### **Line 4 – Neighborhood Pattern Book for Overlays at \$730,000**

Placemaking is an important part of creating a unified and unique neighborhood. From identifiers on the edges of the neighborhood to special colors or markers on street signs, these small, unique elements when carried across the entire district create a sense of place and community. These elements allow residents to have a sense of identity and pride in where they live, as well as inform visitors they have entered a special district or neighborhood area setting a tone for what they will experience. Recommendations for neighborhood identity include uniquely branded signage for use as monument and entryway signs, as well as supplemental elements such as street sign toppers and banners. Staff is recommending an allocation of \$500,000 per district.

#### **Line 2 – District Identification at \$7,000,000**

### COMPLETE STREETS

The Avenue D Connections and Alley project consists of roadway and pedestrian improvements for Avenue D from 14th Street to 18th Street, construction of a new roadway from Avenue D to Avenue E, alley improvements between Avenue C and Avenue D from 14th Street to 18th Street, and alley improvements between Avenue D and Avenue E from the new roadway adjacent to Jeff Hamilton Park to 18th Street within the Ferguson Park Neighborhood Planning District.





## PLACES AND SPACES CAPITAL IMPROVEMENTS

The proposed project will include reconstruction of a 2-lane roadway with curb and gutter, sidewalks along both sides of the street, landscaping, irrigation, lighting, alley driveway access, and sidewalks leading to the front doors of the residences. Currently, Avenue D is a narrow roadway with no pedestrian improvements. Relocating the driveways to the rear of the properties to be accessed from the alleys will provide a safe connective pedestrian corridor for the neighborhood residents. The addition of lighting will increase the overall safety for pedestrians and motorists and the landscaping will significantly improve the overall aesthetics of this roadway corridor.

### Line 1 - Avenue D Connections and Alley at \$2,400,000

#### PLACES AND SPACES

The Parks and Recreation department consists of 29 trail miles and parks and open spaces that encompass 1,329 acres of parkland. Included are four regional parks (including Miller Springs Nature Center), four community parks, 24 neighborhood parks, 14 pocket parks, and 11 open space. Each park consists of unique recreational amenities of varying age, quality and deterioration, including over 30 pavilions. The 2019 Parks, Recreation, Open Space and Trails Master Plan projects include a variety of:

- new parks, to include the purchase of park land in south Temple, development of the Southwest Community Park plan, and a new Dog Park,
- trail systems, such as Prairie Park Trail and Rail Line Linear Park and Trail,
- improvements at existing parks, consisting of playgrounds and exercise equipment, shade structures and pavilions, basketball and tennis courts, and landscaping and parking, and
- facility improvements at the Blackmon Center, Sammons Golf Course and Clubhouse, and several park restrooms.

Prioritization of these projects along with the neighborhood planning projects will be complete by the first quarter of 2023. Projects will then be worked into the annual placeholder shown within the funding schedule.

### Line 5 - Project List in Progress at \$64,170,000



## MOBILITY CAPITAL IMPROVEMENTS

### PROGRAM EXECUTION

Temple is situated along Interstate 35, the single most important north-south corridor in Texas, linking the city with major metropolitan areas, tourism, and international trade. The City is beginning to experience traffic pressures as a result of a growing local economy and expanding residential market, particularly to the south and west. The two railroads running through town also provide a continued draw for industry to the area. As set out in the smart growth strategic plan goals, the City is actively working to develop a safe, connected, and well-maintained mobility system that incorporates all modes of travel including vehicular, pedestrian, bicycle, transit, and air. The initiative to develop a Mobility Master Plan began in the Spring of 2021. The project identification process started with input from the public, the steering committee, and other community stakeholders regarding unmet transportation needs, network gaps, connectivity issues, and locations experiencing safety or congestion issues. The process continued by drawing on priorities from the Comprehensive Plan, Thoroughfare Plan, Neighborhood District Plans, Parks and Trails Master Plan, and other documents. From there the comprehensive system assessment and scenario analysis provided recommended solutions in the form of program, policy, and individual project recommendations. With the plan a month away from completion, a placeholder of \$50M is included the Mobility CIP to adequately plan for these future projects.

### STRATEGIC INITIATIVE / PRIORITY

- Develop a Mobility Master Plan
- Plan for, design, construct, and maintain high quality mobility infrastructure, systems, and services

### PROJECT PRIORITIZATION

Projects are initially scored utilizing available data related to crash rates, peak levels of service, connectivity, and linkage to other programs/plans. For multimodal projects the scoring data is similar, looking at pedestrian and bicycle crash rates, level of demand, level of traffic stress scores,

proximity to schools, connectivity, and linkage to other programs/plans. With previous input from community stakeholders and the public, staff then scores projects based on their impact on overall mobility, economic vitality, quality of place, and social equity. Final project prioritization uses more qualitative performance measures such as community perception of the project, project readiness, potential outside funding sources, and input from Council.

### PROJECT PURPOSE

**Active & Multimodal:** encourage walking or biking as a sustainable transportation option for daily commutes to promote health and wellness while reducing travel costs and expanding transportation networks to residents who do not own a vehicle

**Capacity & Connectivity:** reduce congestion and improve efficiency of the transportation network system

**Complete Streets:** plan and engineer to consider all transportation modes and users of a roadway when designing streets; ensure access and equitability for all bicyclists, transit riders, pedestrians, and motorists

**Operations & Maintenance:** invest in existing infrastructure as needed for safety, function, and beautification

**Planning:** provide direction for action

**Safety:** mitigate the increasingly more complex interactions of different modes of travel

### FUNDING SOURCE

The FY 2023 Budget and Financial Plan include funding for the \$93.5M Mobility CIP with the issuance of Certificate of Obligation Bonds.

## MOBILITY FUNDING SCHEDULE






























Design



Right of Way



Construction

MOBILITY PROJECTS	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
<b>CAPACITY &amp; CONNECTIVITY</b>							
1 North 42 <sup>nd</sup> Street Reconstruction	\$ 4,950,000 	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,950,000
2 Midway Drive (IH-35 to Hickory Road) {30% Design}	1,125,000 	-	-	-	-	-	1,125,000
3 Designation of I-14, City Participation	-	1,500,000	-	-	-	-	1,500,000
4 Outer Loop West, Phase II <sup>^</sup>	-	-	9,900,000 	-	-	-	9,900,000
<b>COMPLETE STREETS</b>							
5 Barnhardt Road Reconstruction	1,550,000  	6,000,000 	-	-	-	-	7,550,000
<b>OPERATIONS &amp; MAINTENANCE</b>							
6 Signal Replacements, Upgrades, and Additions	\$ 150,000  	\$ 150,000  	\$ 150,000  	\$ 150,000  	\$ 150,000  	\$ 150,000  	\$ 900,000
7 Pavement Preservation and Reconstruction	\$ 2,500,000 	\$ 2,500,000 	\$ 2,500,000 	\$ 2,500,000 	\$ 2,500,000 	\$ 2,500,000 	\$ 15,000,000
<b>PLANNING</b>							
8 Mobility Master Plan, Future Projects*   	-	15,400,000	12,800,000	6,600,000	7,600,000	7,600,000	50,000,000
9 Contingency	1,100,000	525,000	250,000	250,000	250,000	250,000	2,625,000
<b>TOTAL FUNDED BY COs FOR MOBILITY</b>	<b>\$ 10,275,000</b>	<b>\$ 25,550,000</b>	<b>\$ 25,350,000</b>	<b>\$ 9,250,000</b>	<b>\$ 10,250,000</b>	<b>\$ 10,250,000</b>	<b>\$ 90,925,000</b>

<sup>^</sup> Funding designated for potential grant match, if awarded

\* Funding designated, project identification from Mobility Master Plan input to be completed during next budget cycle

OPERATING IMPACTS	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
<b>TOTAL MOBILITY RELATED OPERATING IMPACTS</b>	<b>\$ 11,255</b>	<b>\$ 11,480</b>	<b>\$ 11,710</b>	<b>\$ 11,944</b>	<b>\$ 12,183</b>	<b>\$ 12,426</b>	<b>\$ 70,998</b>

## OPERATING IMPACTS

Each year the cost to maintain a street lane mile is calculated based on the Streets and Traffic Control departments' actual operating expenditures from the prior year in relation to the number of lane miles within the city. For FY 2023, it is estimated that each additional lane mile will cost approximately \$2,251 per year to maintain. Midway Drive is only schedule for design at this point, although reconstruction of the roadway could be a potential future project from the master plan list. Outer Loop West, Phase III will add approximately 3.2 lane miles to the streets system. Though North 42nd Street and Barnhardt Road are a part of the existing system, the reconstruction of both will include widening and additional lanes for a total of 1.8 added lane miles. With the Mobility Master Plan nearing completion, the operating impacts of future projects will be evaluated during the next Budget and Financial Plan cycle.

## MOBILITY PROJECT DESCRIPTIONS

### CAPACITY & CONNECTIVITY

The existing N. 42nd Street is a historic county road, which extends between Lavendusky Drive and the NE HK Dodgen Loop in northeast Temple. The existing pavement section is showing severe signs of subgrade movement and surface failures. This section of N. 42nd Street will be designed and constructed to a community collector as identified in the City's Thoroughfare Plan and will include two new drive lanes, a continuous turn lane, a 10' wide pedestrian and bicycle path, grassed buffers, and public utility infrastructure extensions including new streetlights, storm sewer, and water main.

#### Line 1 – North 42nd Street Reconstruction at \$4,950,000

Midway Drive is a four-lane wide collector running from IH-35 to Hickory Drive and carries approximately 8,400 vehicles per day. This connector serves as a main east-west corridor and has received several overlays over time. However, maintaining a smooth pothole free road surface continues to be a challenge in this area due to very poor soil conditions. Reconstruction of the road will require additional excavation and select fill to reduce the potential vertical rise of the roadway and extend the life of the road surface. Staff is recommending 30% design begin in FY 2023 in order to better evaluate rights-of-way and opinions of probable cost.

#### Line 2 – Midway Drive (IH-35 to Hickory Road) at \$1,125,000

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 3 – Designation of I-14, City Participation at \$1,500,000

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.

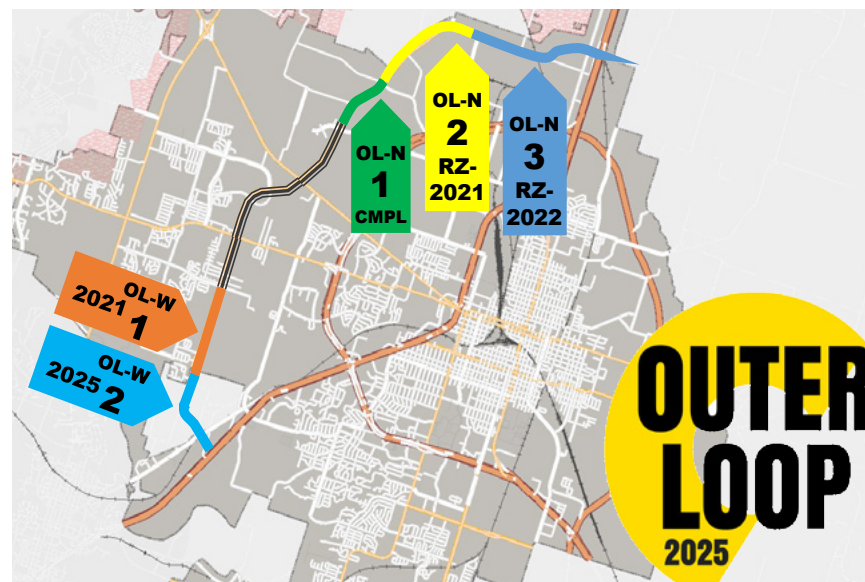
Outer Loop North Phases I-III stretch from IH-35 to Airport Road and will provide direct connectivity along the new thoroughfare between freight

companies and IH-35. From Outer Loop North, drivers benefit from a short trip to the Draughon-Miller Airport and direct connectivity to the 300+ acre Crossroads Athletic Park. The nearest section of IH-35 carries 78,656 vehicles per day while 15,020 vehicles travel daily on northwest Loop 363. Allowing the traffic to disperse onto the Outer Loop will significantly reduce congestion.

Outer Loop West, Phase I (OL-W1) was submitted for funding through the Killeen-Temple Metropolitan Planning Organization (KTMP) Calls for Projects in 2018 and was awarded \$8,300,000 in funding. With the City funding its grant match for construction in FY 2021, this section is scheduled for completion in FY 2023.

Outer Loop West, Phase II (OL-W2) will be submitted for funding through the next Killeen-Temple Metropolitan Planning Organization (KTMP) Calls for Projects.

#### Line 4 - Outer Loop West, Phase II at \$9,900,000





## MOBILITY PROJECT DESCRIPTIONS

### COMPLETE STREETS

The Barnhardt Road reconstruction project consists of an expanded pavement section, continuous left-turn lane, pedestrian facilities, drainage conveyance, and other utilities along Barnhardt Road from Old Hwy 95 to SH 95. The project has been added to the Business Plan in preparation for the addition of a Temple ISD facility planned to be located in the area. Design up to 30% was funded in FY 2022. Final design in FY 2023 will provide an evaluation of needed right-of-way and prepare a shovel ready project.

**Line 5 – Barnhardt Road Reconstruction at \$7,550,000**

### OPERATIONS & MAINTENANCE

Intersections within the City of Temple must meet TxDOT warrant standards in order for a signal to be added at the intersection. The mobility funding schedule includes a placeholder for future intersections at a rate of one signal per year.

**Line 6 – Signal Replacements, Upgrades, and Additions at \$900,000**

A pavement condition survey with associated asset collections for all city streets was completed in FY 2021. The work plan developed from this project recommends a minimum pavement condition index (PCI) by road classification and estimates preservation needs based on current conditions with deterioration models into the future. The plan defines a systematic approach to utilizing the designated \$2.5M annual investment.

**Line 7 – Pavement Preservation and Reconstruction at \$15,000,000**

### MOBILITY MASTER PLAN

The Mobility Master Planning process began in the Spring of 2021. The project includes stakeholder engagement combined with a public participation program, as well as data driven analysis of existing conditions to create testing scenarios based on various anticipated future condition assumptions. This long-range planning tool will provide staff with a multimodal master plan and priority projects to best support city growth. For planning purposes, the team has included placeholders in the funding schedule to accommodate future project recommendations.

**Line 8 - Mobility Master Plan, Future Projects at \$50,000,000**



## UTILITIES CAPITAL IMPROVEMENT PROGRAM



### PROGRAM EXECUTION

Smart Growth requires us to 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. In our on-going effort to work toward this goal and improve our aging infrastructure, the City completed a new Water and Wastewater Master Plan in 2019. It 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 and current extension policies,
- a summary of governing agencies as they relate to municipal utilities and projects, and
- planning components and a synopsis of project delivery components to include timing and phasing.

In order to remain current with residential growth and new economic development within the City, the Water and Wastewater Master Plan received an update in 2021. As growth continues, improvements may be accelerated or delayed, and priorities may be shifted based on actual growth trends, development conditions and changes to funding resources. The interrelated nature of the connections for water and wastewater projects often dictates the phasing of these improvements.

### STRATEGIC INITIATIVE / PRIORITY

- Develop a Water and Wastewater Master Plan.
- Expand the advanced metering infrastructure program.
- Expand capacity of the Temple-Belton wastewater treatment plant.
- Expand capacity of the Doshier Farm wastewater treatment plant.
- Complete sewer basin assessments and repair identified deficiencies.
- Invest in the continued maintenance, replacement, and improvement of the City's water, wastewater, and drainage infrastructure.

### PROJECT PRIORITIZATION

The future water and wastewater projects presented have been prioritized (and re-prioritized with the update) based on needed upgrades to the system, increased capacity, and completion to coincide with other mobility projects and development obligations.

### PROJECT PURPOSE

**Growth & Capacity**

**Rehabilitation**

**Plant Expansion**

**Neighborhood Revitalization**

**Mobility**

**Metering**

### FUNDING SOURCE

The FY 2023 Budget and Financial Plan include funding for the \$150.5M Water and Wastewater CIP with the issuance of Utility Revenue Bonds.

## UTILITIES FUNDING SCHEDULE - WATER

LINE	PURPOSE	WATER PROJECTS	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
WATER TREATMENT & STORAGE									
1	Rehabilitation	Water Treatment Plant - Clarifier #4 Rehabilitation	\$ -	\$ 950,000	\$ -	\$ -	\$ -	\$ -	\$ 950,000
2	Rehabilitation	Elevated Storage Tank Rehabilitations	1,240,000	-	-	850,000	2,500,000	2,500,000	7,090,000
876 WATER PRESSURE PLANE									
3	Rehabilitation	Ave G Ground Storage and Pump Station Rehabilitation	-	-	300,000	-	6,000,000	-	6,300,000
4	Growth & Capacity	North East Loop 363 Water Line Projects	-	-	-	-	400,000	3,000,000	3,400,000
835 WATER PRESSURE PLANE									
5	Growth & Capacity	SH 317 Ground Storage Tanks and Pump Station	-	3,700,000	-	-	-	-	3,700,000
6	Growth & Capacity	West Temple Distribution Line Upgrades (Phases II - IV)	-	-	-	-	-	2,950,000	2,950,000
OTHER WATER SYSTEM IMPROVEMENTS									
7	Rehabilitation	Water Line Pipe Bursting or Replacing	1,000,000	1,000,000	849,000	1,000,000	1,022,000	1,001,000	5,872,000
8	Mobility	Mobility Related Utility Improvements	1,880,000	1,500,000	1,500,000	-	-	-	4,880,000
<b>TOTAL WATER PROJECTS FUNDED BY UR BONDS</b>			<b>\$ 4,120,000</b>	<b>\$ 7,150,000</b>	<b>\$ 2,649,000</b>	<b>\$ 1,850,000</b>	<b>\$ 9,922,000</b>	<b>\$ 9,451,000</b>	<b>\$ 35,142,000</b>

OPERATING IMPACTS - WATER			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
SH 317 Ground Storage Tanks and Pump Station			\$ -	\$ 100,368	\$ 102,375	\$ 104,423	\$ 106,511	\$ 108,642	\$ 522,319

### OPERATING IMPACTS

Scheduled improvements related to water treatment and distribution include rehabilitation of existing facilities, new water lines, and upgrades to existing water lines. These improvements should prevent the need for repairs due to age in these areas and, as such, should have a positive impact on the annual operating budget. However, the savings are not quantifiable in relation to the rest of system and with repair costs constantly on the rise it is best practice not to count these potential saving into the operating budget. However, the addition of new water facilities such as the SH 317 Ground Storage Tank and Pump Station will increase electricity usage and add to the repair and maintenance of these facilities. The operating impact of this new facility is being forecasted based on the expenditures of an existing facility in the system of a similar type and size.

Each year the cost to treat 1,000 gallons of water is calculated based on the Water Treatment Plant and Water Distribution departments' actual operating expenditures from the prior year in relation to the number of gallons of water pumped to town. The average annual cost of water treated per 1,000 gallons is \$1.25.



# UTILITIES PROJECT DESCRIPTIONS - WATER

## WATER SYSTEM

Access to clean and safe drinking water is critical to public health and economic prosperity. According to Infrastructure Report Card, our nation’s drinking water infrastructure system is made up of 2.2 million miles of underground pipes that deliver safe, reliable water. The City of Temple water system makes of 679 of those miles.

The Master Plan began by creating water demand projections based on the current Texas Water Development Board population projections, historical water use and future land use, so that a water distribution network analysis could be performed using the computer model WaterGEMS. Based on these analysis, pipe sizes, pump station capacities, treatment capacities, and storage needs were determined and prioritized/sequenced to meet the projected water demands for expected populations in Year 2040 and Year 2070.



### WATER SYSTEM DEMANDS

2018	34.0 MGD
2030	43.6 MGD
2040	49.8 MGD
2070	68.8 MGD

Since the previous Master Plan, 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 water funding schedule along with the opinions of probable cost.

## WATER TREATMENT

The City of Temple’s Water Treatment Plant (WTP) comprises both conventional and membrane treatment facilities located on the north side of the Leon River just off Charter Oak Drive. This WTP provides potable water to over 80,000 residents, including several wholesale customers. The 29.4-MGD rated conventional treatment facility is an aging facility that has been renovated and expanded several times since its construction in 1957. Three of the four clarifiers at the conventional treatment plant have undergone rehabilitation in recent years. Clarifier #4 is in need of surface maintenance via a rehabilitation project which the team has prioritized in FY 2024.

**Line 1 - Water Treatment Plant - Clarifier #4 Rehabilitation at \$ 950,000**

## WATER STORAGE - ELEVATED STORAGE TANKS (EST)

It is recommended that an elevated storage tank undergo rehabilitation every 10-15 years. Public Works reviews age and condition annually to set the replacement schedule identified in the six year business plan.

**Line 2 - Elevated Storage Tank Rehabilitation at \$7,090,000**

## WATER STORAGE - GROUND STORAGE AND PUMP STATIONS

Ground storage and clearwell storage are sufficient per TCEQ requirements. However, additional clearwell storage is being added as part of the membrane plant expansion currently underway.

## 876 PRESSURE PLANE

The existing Avenue G Ground Storage Tanks hold 7.0 MG of water. These tanks, along with the Avenue G Pump Station, are a critical component of the City’s water system. Therefore City staff is recommending the rehabilitation

# UTILITIES PROJECT DESCRIPTIONS - WATER

of this facility within the next 5 years putting construction of needed improvements in FY 2027.

**Line 3 - Ave G Ground Storage & Pump Station Rehabilitation at \$6,300,000**

In addition to the rehabilitation of the Avenue G Ground Storage and Pump Station facility, the 876 Pressure Plane includes the future construction of a three phase 12” water line along Northeast Loop 363.

**Line 4 - North East Loop 363 Water Line Projects at \$3,400,000**

**835 PRESSURE PLANE**

Design is underway for additional ground storage to be constructed along with the SH 317 Pump Station to provide for additional storage within the 835 pressure plane distribution system.

**Line 5 - SH 317 Ground Storage Tanks and Pump Station at \$3,700,000**

Staff has identified water line issues in west Temple near FM 2271 and West Adams Avenue. This area contains over 37,000 linear feet of undersized lines that do not meet current minimum sizing standards and will need to be up-sized. In addition to pipe sizing, this project will evaluate the age, pipe material, condition, and fire protection for regulatory compliance and planned usage. Final design of the eight phases is underway.

**Line 6 - West Temple Distribution Line Upgrades at \$2,950,000**

**785 PRESSURE PLANE**

One of the many updates to the Master Plan was the acceleration of the additional South Temple Ground Storage Tank and Pump Station and associated transmission mains from year 2040 to 2025-2030. Due to potential development in South Temple, Reinvestment Zone No.1 has funded design of projects in this area.

**720 PRESSURE PLANE**

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 Road. Aside from construction of distribution lines, an additional

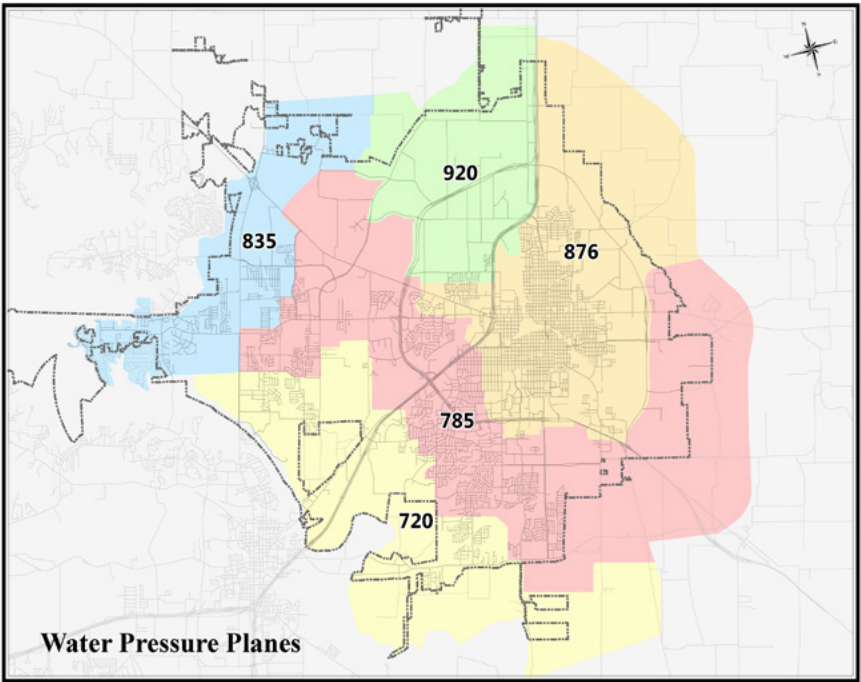
1.5 MG elevated storage tank will be required by Year 2070. This EST will be supplied by a future 36” transmission main from the Membrane Plant.

**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 failures that may present themselves through the year. These failures often require more extensive capital repairs in the form of pipe bursting, replacement, or upgrade.

**Line 7 - Distribution System Improvements at \$5,872,000**

**Line 8 - Mobility Related Utility Improvements at \$4,820,000**







## UTILITIES FUNDING SCHEDULE - WASTEWATER

LINE	PURPOSE	WASTEWATER PROJECTS	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
LEON RIVER BASIN WASTEWATER PROJECTS									
9	Growth & Capacity	Leon River Trunk Sewer, Phase II	\$ -	\$ 4,890,000	\$ 2,610,000	\$ -	\$ -	\$ -	\$ 7,500,000
PEPPER CREEK BASIN WASTEWATER PROJECTS									
10	Rehabilitation	Northgate Wastewater Line Improvements	-	1,500,000	-	-	-	-	1,500,000
KNOB CREEK BASIN WASTEWATER PROJECTS									
11	Growth & Capacity	Knob Creek Interceptor Improvements (multi-phase)	-	4,500,000	6,400,000	-	-	2,100,000	13,000,000
LITTLE RIVER BASIN WASTEWATER PROJECTS									
12	Growth & Capacity	Little River, Center Trunk Sewer	-	2,100,000	-	-	-	-	2,100,000
13	Growth & Capacity	Little River, East Trunk Sewer	-	1,500,000	-	-	-	-	1,500,000
SANITARY SEWER EVALUATION SURVEYS AND PROJECTS									
14	Rehabilitation	Sanitary Sewer Evaluation Survey Future Projects	-	-	-	-	-	9,000,000	9,000,000
15	Rehabilitation	SSES Bird Creek Assessment - Resulting Projects	-	-	4,951,000	5,517,000	-	-	10,468,000
16	Rehabilitation	SSES Friars Creek Assessment - Resulting Projects	-	-	-	10,533,000	1,125,000	-	11,658,000
17	Rehabilitation	SSES Knob Creek Assessment - Resulting Projects	-	-	-	-	10,813,000	5,329,000	16,142,000
WASTEWATER TREATMENT PLANT PROJECTS									
18	Growth and Capacity	Doshier Wastewater Treatment Plant Expansion	-	-	-	18,000,000	-	-	18,000,000
19	Growth and Capacity	Temple-Belton Wastewater Treatment Plant Expansion, Phase II	24,500,000	-	-	-	-	-	24,500,000
<b>TOTAL WASTEWATER PROJECTS FUNDED BY UR BONDS</b>			<b>\$ 24,500,000</b>	<b>\$ 14,490,000</b>	<b>\$ 13,961,000</b>	<b>\$ 34,050,000</b>	<b>\$ 11,938,000</b>	<b>\$ 16,429,000</b>	<b>\$ 115,368,000</b>

OPERATING IMPACTS - WASTEWATER			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Wastewater Treatment Plant Expansions			\$ 62,150	\$ 65,258	\$ 68,521	\$ 113,621	\$ 119,302	\$ 125,268	\$ 554,120

<b>TOTAL UTILITY PROJECTS FUNDED BY UR BONDS</b>			<b>\$ 28,620,000</b>	<b>\$ 21,640,000</b>	<b>\$ 16,610,000</b>	<b>\$ 35,900,000</b>	<b>\$ 21,860,000</b>	<b>\$ 25,880,000</b>	<b>\$ 150,510,000</b>
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### OPERATING IMPACTS

Scheduled improvements related to wastewater treatment and collection include the expansion of existing facilities, new trunk sewers, and improvements to existing wastewater lines. These upgrades should prevent the need for repairs due to age in these areas and can reduce inflow and infiltration into the system. As such, these type of gravity line projects should not have a significant impact operating costs. However, the expansion of the Doshier and Temple-Belton Wastewater Treatment Plants will add to the operating costs of these facilities. Electric and chemical costs could see an increase of up to 20% after each expansion, with future year increases impacted not only by rates, but also by flows through plant. Flow increases are being estimated at 5% per year.

Each year the cost to treat 1,000 gallons of wastewater is calculated based on the Wastewater Treatment Plant and Wastewater Collection departments' actual operating expenditures from the prior year in relation to the number of gallons of water pumped to town. The average annual cost of treated wastewater per 1,000 gallons is \$1.99.



# UTILITIES PROJECT DESCRIPTIONS - WASTEWATER

## WASTEWATER SYSTEM

The City of Temple is served by two sewerage systems, the Temple-Belton Wastewater Treatment Plant (T-B WWTP) and the Doshier Farm Wastewater Treatment Plant (DF WWTP). 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 wastewater 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.

### T-B WWTP

Cedar Creek Basin  
Leon River Basin  
Pepper Creek Basin  
Bird Creek Basin  
Friars Creek Basin  
Little River Basin  
Boggy Creek Basin

### DF WWTP

Knob Creek Basin  
Williamson Creek Basin  
Little Elm Creek Basin

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 wastewater funding schedule.



### 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 9 - Leon River Trunk Sewer, Phase II at \$7,500,000**

## UTILITIES PROJECT DESCRIPTIONS - WASTEWATER

### PEPPER CREEK BASIN

Anticipated development in the Northgate subdivision service area will require upsizing of existing wastewater lines.

**Line 10 - Northgate Wastewater Line Improvements at \$1,500,000**

### 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 six year planning window.

### LITTLE RIVER BASIN

A new trunk sewer, lift station, and force main is currently under construction in this basin through the use Texas Local Government Code Section 212.072 which allows for City participation with a developer in the cost of construction. This project will establish the wastewater framework within the Little River Basin.

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.

**Line 12 - Little River, Center Trunk Sewer at \$2,100,000**

**Line 13 - Little River, East Trunk Sewer at \$1,500,000**

### 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 six year planning window.

### KNOB CREEK BASIN

The rehabilitation and up-sizing of the primary gravity wastewater lines within the upper portion of the Knob Creek Basin will increase capacity

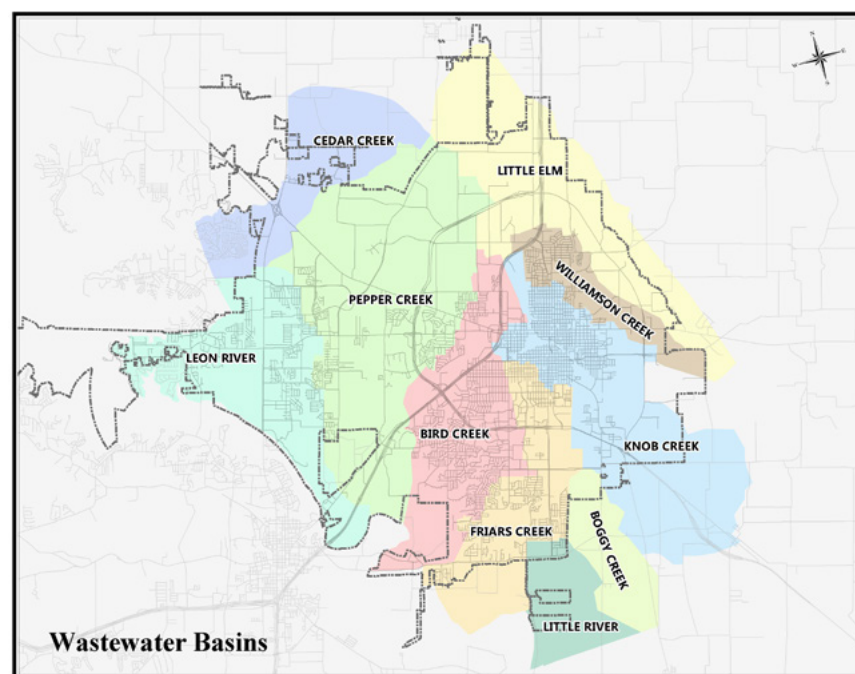
and are considered high priority. Final design of these improvements is complete with Phase I of construction beginning in FY 2022. Phase II-IV are prioritized within the six year planning window.

**Line 11 - Knob Creek Interceptor Improvements at \$13,000,000**

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.

### WILLIAMSON CREEK BASIN

Outside of this six year planning window, 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.



# UTILITIES PROJECT DESCRIPTIONS - WASTEWATER

## LITTLE ELM CREEK BASIN

The proposed future improvements 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 and extend the Little Elm Trunk Sewer through the undeveloped portion of the basin which currently has no existing wastewater infrastructure.

## SANITARY SEWER EVALUATION SURVEYS AND PROJECTS

Separate from the Master Plan, and as part of an aggressive sanitary sewer overflow (SSO) reduction initiative, the City of Temple contracted with RJN Group out of Dallas in November 2018 to outline SSO reduction strategies. RJN's scope of work includes a City-Wide System Evaluation and Capacity Assurance Plan (SECAP). The SECAP provides sizing recommendations and is similar to the City's Wastewater Master Plan.

RJN's work also includes a thorough basin by basin condition assessment of the entire wastewater collection system. The individual basin assessments include a prioritized rehabilitation and improvement plan. These priorities are based on potential infiltration & inflow reduction potential through repairs and improvements to public and private wastewater infrastructure. Bird Creek, Friars Creek, and Knob Creek Assessments have been completed and resulting projects identified related to line upsizing via pipe bursting, manhole improvements, or service line replacements.

**Line 15 - SSES Bird Creek Assessment - Resulting Projects \$10,468,000**

**Line 16 - SSES Friars Creek Assessment - Resulting Projects \$11,658,000**

**Line 17 - SSES Knob Creek Assessment - Resulting Projects \$16,142,000**

Since the Leon River, Pepper Creek, and Little Elm Assessments are planned or are in process, specific projects and their associated costs have yet to be identified. However, funding is being programmed in anticipation of those future projects.

**Line 14 - Sanitary Sewer Evaluation Survey Future Projects at \$9,000,000**

## 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 expansion was completed in 2020. Phase II is at 95% design. Estimated inflow thresholds have not yet hit the TCEQ trigger for construction of Phase II. While development in both Temple and Belton could push flow rates to that level soon, the pollutant loading of ammonia and biochemical oxygen demand (BOD) have both cities preparing for the Phase II plant expansion in FY 2023.

**Line 19 - T-B WWTP Expansion, Phase II at \$24,500,000**

## 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. An evaluation of capacity concerns and design related to construction for expansion are currently underway, with construction funding currently planned for in FY 2026.

**Line 18 - Doshier Wastewater Treatment Plant Expansion at \$18,000,000**



# COMBINED BONDED DEBT



## 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

The City maintains a AA/Aa bond rating by Moody's Investor Services and Standard and Poor's. This rating saves the taxpayers money by allowing the city to issue bonds at low interest rates. For each bond sale, City of Temple is evaluated for overall debt burden, financial management, financial performance, and the City's economic base and prospects.

The City's most recently received credit opinions in June of 2021. Credit strengths noted by the rating agencies include:

- Adequate economy,
- Very strong management, with strong financial policies and practices,
- Strong budgetary performance,
- Very strong budgetary flexibility,
- Very strong liquidity, and
- Strong institutional framework score.

## 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.

Assessed value, 2022/2023 tax roll	\$ 6,580,948,574
Limit on amount designated for debt service per \$100 assessed valuation	x \$1.20
Legal debt service limit	<u>\$ 78,971,383</u>
Actual amount to be expended by Debt Service Fund for general obligation debt service during the year ended September 30, 2023	<u>\$ 21,101,223</u>

FISCAL YEAR	TAX RATE		
	M & O	I & S	TOTAL
2014	\$0.3324	\$0.2540	\$0.5864
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
2022	0.3030	0.3370	0.6400
2023	0.2863	0.3267	0.6130

## SCHEDULE OF OUTSTANDING DEBT BY TYPE - ALL FUNDS

Description	Outstanding 9/30/2022	Principal		Outstanding 9/30/2023	Interest Payments
		Additions	Reductions		
<b>Tax Supported Debt</b>					
General Obligations	\$ 57,530,000	\$ -	\$ 6,345,000	\$ 51,185,000	\$ 2,555,445
Certificate of Obligations	190,900,000	52,355,000	7,490,000	235,765,000	6,793,928
Contractual Obligations	8,150,000	1,779,750	1,555,000	8,374,750	280,339
<b>Total Tax Supported Debt</b>	<b>256,580,000</b>	<b>54,134,750</b>	<b>15,390,000</b>	<b>295,324,750</b>	<b>9,629,712</b>
<b>Notes Payable</b>					
Capital Lease - Golf Course - 2017	52,122	-	52,122	-	161
Capital Lease - Police Equipment - 2019	209,526	-	209,526	-	6,223
Energy Program - 2020	1,442,074	-	111,220	1,330,854	14,005
Energy Program - Hotel/Motel - 2020	777,914	-	59,997	717,917	7,555
Capital Lease - Copiers - 2021	138,035	-	44,597	93,438	3,767
Capital Lease - Hotel/Motel - Copiers - 2021	8,988	-	2,904	6,084	246
Capital Lease - Golf Course - 2022	-	455,540	77,838	377,702	15,663
<b>Total Notes Payable</b>	<b>2,628,659</b>	<b>455,540</b>	<b>558,204</b>	<b>2,525,995</b>	<b>47,620</b>
<b>Water &amp; Wastewater Fund</b>					
General Obligations	27,190,000	-	4,265,000	22,925,000	1,189,850
Revenue Bonds	182,904,000	28,620,000	7,320,000	204,204,000	6,998,597
Notes Payable	181,822	-	18,213	163,609	2,066
<b>Total Water &amp; Wastewater Fund</b>	<b>210,275,822</b>	<b>28,620,000</b>	<b>11,603,213</b>	<b>227,292,609</b>	<b>8,190,513</b>
<b>Reinvestment Zone No. 1</b>					
General Obligations	16,310,000	-	205,000	16,105,000	244,930
Certificate of Obligations	55,425,000	-	1,335,000	54,090,000	2,526,993
Revenue Bonds	67,250,000	39,600,000	2,655,000	104,195,000	5,113,775
<b>Total Reinvestment Zone No. 1</b>	<b>138,985,000</b>	<b>39,600,000</b>	<b>4,195,000</b>	<b>174,390,000</b>	<b>7,885,698</b>
<b>Total Debt - All Funds</b>	<b>\$ 608,469,481</b>	<b>\$ 122,810,290</b>	<b>\$ 31,746,417</b>	<b>\$ 699,533,354</b>	<b>\$ 25,753,543</b>

## SCHEDULE OF TAX SUPPORTED DEBT BY TYPE

Description	Outstanding 9/30/2022	Principal		Outstanding 9/30/2023	Interest Payments
		Additions	Reduction		
General Obligations					
General Obligation Refunding Bonds, Series 2012	\$ 1,665,000	\$ -	\$ 865,000	\$ 800,000	\$ 83,250
General Obligation Refunding Bonds, Series 2014	7,190,000	-	1,505,000	5,685,000	327,850
General Obligation Refunding & Improvement Bonds, Series 2015	24,140,000	-	1,095,000	23,045,000	1,052,500
General Obligation Refunding Bonds, Series 2016	6,525,000	-	800,000	5,725,000	276,900
General Obligation Refunding Bonds, Series 2017	16,335,000	-	1,085,000	15,250,000	753,150
General Obligation Refunding Bonds, Series 2019	995,000	-	995,000	-	49,750
General Obligation Refunding Bonds, Series 2020	680,000	-	-	680,000	12,045
	<u>57,530,000</u>	<u>-</u>	<u>6,345,000</u>	<u>51,185,000</u>	<u>2,555,445</u>
Certificate of Obligations					
Certificates of Obligation, Series 2012	6,375,000		490,000	5,885,000	181,932
Certificates of Obligation, Taxable Series 2012	3,475,000	-	295,000	3,180,000	106,770
Certificates of Obligation, Series 2014	17,840,000	-	950,000	16,890,000	511,164
Certificates of Obligation, Series 2016	15,525,000	-	400,000	15,125,000	734,450
Certificates of Obligation, Series 2017	24,460,000	-	360,000	24,100,000	879,138
Certificates of Obligation, Series 2017	3,045,000	-	150,000	2,895,000	112,419
Certificates of Obligation, Series 2017	260,000	-	260,000	-	13,000
Certificates of Obligation, Series 2019	14,375,000	-	645,000	13,730,000	405,000
Certificates of Obligation, Series 2020	13,510,000	-	645,000	12,865,000	305,500
Certificates of Obligation, Series 2020	3,760,000	-	170,000	3,590,000	84,350
Certificates of Obligation, Series 2021	44,550,000	-	1,180,000	43,370,000	1,405,032
Certificates of Obligation, Series 2021	3,860,000	-	135,000	3,725,000	127,088
Certificates of Obligation, Series 2022	39,865,000	-	1,810,000	38,055,000	1,928,085
Certificates of Obligation, Series 2023	-	52,355,000	-	52,355,000	-
	<u>190,900,000</u>	<u>52,355,000</u>	<u>7,490,000</u>	<u>235,765,000</u>	<u>6,793,928</u>
Contractual Obligations					
Limited Tax Notes, Series 2016	295,000	-	295,000	-	2,891
Limited Tax Notes, Series 2019	720,000	-	170,000	550,000	27,100
Limited Tax Notes, Series 2020	2,010,000	-	375,000	1,635,000	63,500
Limited Tax Notes, Series 2021	2,550,000	-	400,000	2,150,000	64,900
Limited Tax Notes, Series 2022	2,575,000	-	315,000	2,260,000	121,948
Limited Tax Notes, Series 2023	-	1,779,750	-	1,779,750	-
	<u>8,150,000</u>	<u>1,779,750</u>	<u>1,555,000</u>	<u>8,374,750</u>	<u>280,339</u>
	\$ 256,580,000	\$ 54,134,750	\$ 15,390,000	\$ 295,324,750	\$ 9,629,712

## TAX DATA AND GENERAL OBLIGATION BOND BALANCE

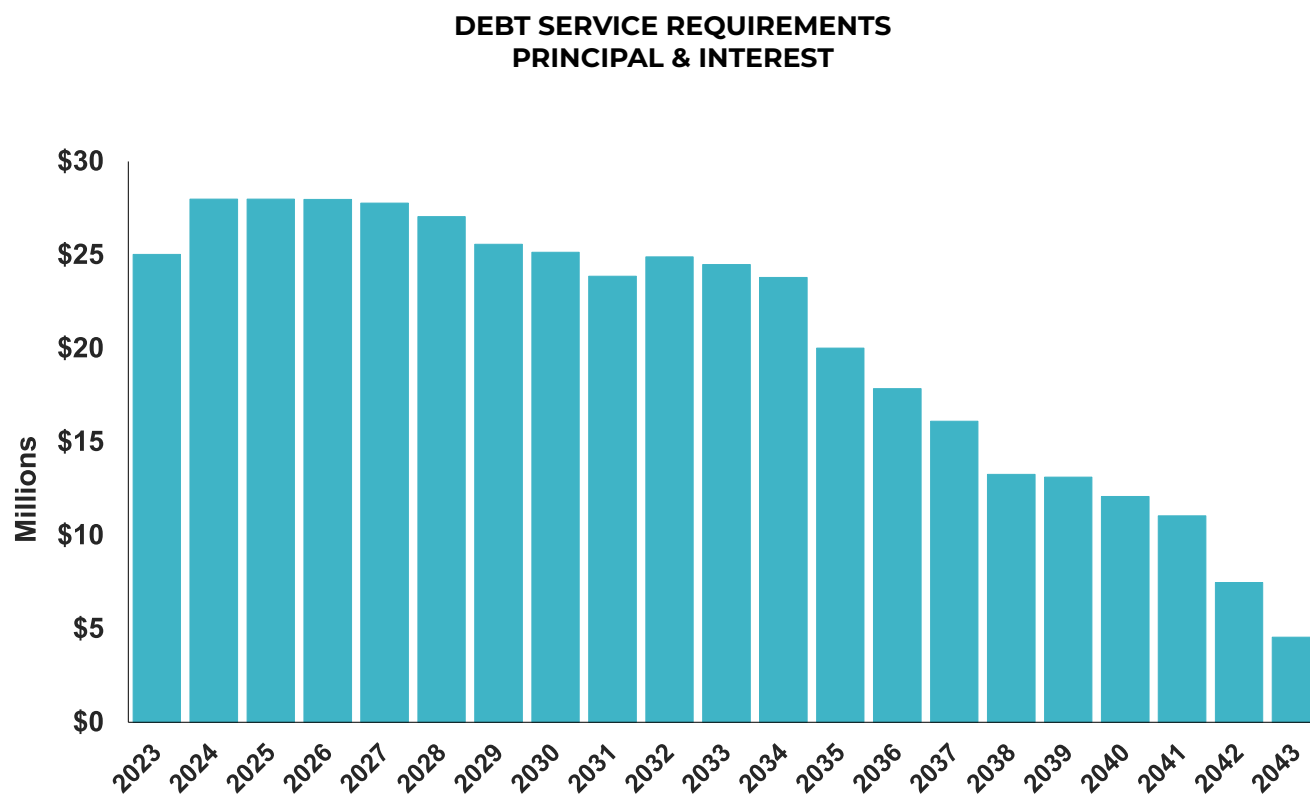
Property value and assessed value are both based on 100% of the market value. The rate is \$0.6130 per \$100 valuation divided as follows:

Interest and Sinking Fund Tax Rate	\$0.3267
Maintenance and Operations Tax Rate	0.2863
TOTAL	<u>\$0.6130</u>

### BONDS OUTSTANDING:

2012 - General Obligation Refunding Bonds, Mature 2024	\$ 1,665,000
2012 - Certificates of Obligation, Mature 2033	6,375,000
2012 - Certificates of Obligation, Taxable Series, Mature 2032	3,475,000
2014 - General Obligation Refunding Bonds, Mature 2026	7,190,000
2014 - Certificates of Obligation, Mature 2034	17,840,000
2015 - General Obligation Refunding & Improvement Bonds, Mature 2035	24,140,000
2016 - Certificates of Obligation, Mature 2036	15,525,000
2016 - General Obligation Refunding Bonds, Mature 2029	6,525,000
2016 - Limited Tax Notes, Mature 2023	295,000
2017 - Certificates of Obligation,[TCIP] Mature 2037	24,460,000
2017 - Certificates of Obligation, [Drainage] Mature 2037	3,045,000
2017 - Certificates of Obligation,[Sanitation] Mature 2023	260,000
2017 - General Obligation Refunding Bonds, Mature 2034	16,335,000
2019 - General Obligation Refunding Bonds, Mature 2023	995,000
2019 - Certificates of Obligation, Mature 2039	14,375,000
2019 - Limited Tax Notes, Mature 2026	720,000
2020 - General Obligation Refunding Bonds, Mature 2031	680,000
2020 - Certificates of Obligation, Mature 2040	13,510,000
2020 - Certificates of Obligation, Mature 2040	3,760,000
2020 - Limited Tax Notes, Mature 2027	2,010,000
2021 - Certificates of Obligation, Mature 2041	44,550,000
2021 - Certificates of Obligation, Mature 2041	3,860,000
2021 - Limited Tax Notes, Mature 2028	2,550,000
2022 - Certificates of Obligation, Mature 2042	39,865,000
2022 - Limited Tax Notes, Mature 2029	<u>2,575,000</u>
BONDS OUTSTANDING 10/1/2022	256,580,000
Principal Retirements Through 9/30/2023	15,390,000
Principal Additions Through 9/30/2023	<u>54,134,750</u>
TOTAL BONDS OUTSTANDING 9/30/2023	326,104,750
Sinking Fund Balance as of 9/30/2023	<u>(29,189)</u>
NET BALANCE OF BONDS OUTSTANDING	<u><b>\$ 326,075,561</b></u>

## TAX DATA AND GENERAL OBLIGATION BOND BALANCE



## TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2012 Series General Obligation Refunding (2.00-5.00%) \$1,665,000		2012 Series Cert of Obligations (2.00-3.00%) \$6,375,000		2012 Taxable Series Cert of Obligations (1.50-3.50%) \$3,475,000		2014 Series General Obligation Refunding (2.00-5.00%) \$7,190,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2023	\$ 865,000	\$ 83,250	\$ 490,000	\$ 181,932	\$ 295,000	\$ 106,770	\$ 1,505,000	\$ 327,850
2024	800,000	40,000	505,000	172,130	305,000	99,396	1,580,000	252,600
2025	-	-	520,000	161,400	315,000	91,388	2,520,000	189,400
2026	-	-	540,000	145,800	325,000	82,726	1,585,000	63,400
2027	-	-	555,000	129,600	335,000	73,382	-	-
2028	-	-	575,000	112,950	350,000	63,332	-	-
2029	-	-	595,000	95,700	365,000	52,396	-	-
2030	-	-	615,000	77,850	380,000	40,716	-	-
2031	-	-	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	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-
	\$ 1,665,000	\$ 123,250	\$ 6,375,000	\$ 1,197,662	\$ 3,475,000	\$ 652,632	\$ 7,190,000	\$ 833,250

Continued



## SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2014 Series Cert of Obligations (1.00%-3.00%) \$17,840,000		2015 Series GO Refunding & Improvement (2.00%-5.00%) \$24,140,000		2016 Series Cert of Obligations (2.00%-5.00%) \$15,525,000		2016 Series General Obligation Refunding (2.00%-5.00%) \$6,525,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2023	\$ 950,000	\$ 511,164	\$ 1,095,000	\$ 1,052,500	\$ 400,000	\$ 734,450	\$ 800,000	\$ 276,900
2024	1,295,000	482,662	1,195,000	1,008,700	855,000	726,450	830,000	256,700
2025	1,335,000	443,812	1,245,000	960,900	900,000	683,700	870,000	223,500
2026	1,380,000	413,776	2,340,000	911,100	940,000	638,700	920,000	180,000
2027	1,425,000	379,276	3,235,000	817,500	990,000	591,700	980,000	134,000
2028	1,475,000	343,650	3,375,000	688,100	1,040,000	542,200	1,035,000	85,000
2029	1,520,000	299,400	1,455,000	553,100	1,090,000	490,200	1,090,000	43,600
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	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-
	\$ 17,840,000	\$ 3,653,140	\$ 24,140,000	\$ 7,832,300	\$ 15,525,000	\$ 6,163,400	\$ 6,525,000	\$ 1,199,700

Continued

## TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2016 Series Limited Tax Notes (1.96%) \$295,000		2017 Series Cert of Obligations (3.00%-5.00%) \$24,460,000		2017 Series Cert of Obligations (3.00%-5.00%) \$3,045,000		2017 Series Cert of Obligations (3.00%-5.00%) \$260,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2023	\$ 295,000	\$ 2,891	\$ 360,000	\$ 879,138	\$ 150,000	\$ 112,419	\$ 260,000	\$ 13,000
2024	-	-	1,145,000	861,138	155,000	104,919	-	-
2025	-	-	1,200,000	803,888	165,000	97,169	-	-
2026	-	-	1,260,000	743,888	175,000	88,919	-	-
2027	-	-	1,320,000	680,888	180,000	80,169	-	-
2028	-	-	1,375,000	628,088	190,000	72,969	-	-
2029	-	-	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	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-
	\$ 295,000	\$ 2,891	\$ 24,460,000	\$ 7,497,213	\$ 3,045,000	\$ 887,383	\$ 260,000	\$ 13,000

Continued

## TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2017 Series General Obligation Refunding (4.00%-5.00%) \$16,335,000		2019 Series General Obligation Refunding (5.00%) \$995,000		2019 Series Cert of Obligations (2.00% - 4.00%) \$14,375,000		2019 Series Limited Tax Notes (3.00% - 4.00%) \$720,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2023	\$ 1,085,000	\$ 753,150	\$ 995,000	\$ 49,750	\$ 645,000	\$ 405,000	\$ 170,000	\$ 27,100
2024	1,130,000	709,750	-	-	670,000	379,200	175,000	22,000
2025	1,185,000	653,250	-	-	695,000	352,400	185,000	15,000
2026	1,245,000	594,000	-	-	725,000	324,600	190,000	7,600
2027	2,255,000	531,750	-	-	750,000	295,600	-	-
2028	1,130,000	419,000	-	-	780,000	265,600	-	-
2029	1,480,000	362,500	-	-	815,000	234,400	-	-
2030	1,550,000	288,500	-	-	845,000	201,800	-	-
2031	-	211,000	-	-	865,000	184,900	-	-
2032	1,690,000	211,000	-	-	880,000	167,600	-	-
2033	1,760,000	143,400	-	-	900,000	150,000	-	-
2034	1,825,000	73,000	-	-	915,000	132,000	-	-
2035	-	-	-	-	935,000	112,556	-	-
2036	-	-	-	-	955,000	91,519	-	-
2037	-	-	-	-	975,000	70,032	-	-
2038	-	-	-	-	1,000,000	48,094	-	-
2039	-	-	-	-	1,025,000	24,344	-	-
2040	-	-	-	-	-	-	-	-
2041	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-
	\$ 16,335,000	\$ 4,950,300	\$ 995,000	\$ 49,750	\$ 14,375,000	\$ 3,439,645	\$ 720,000	\$ 71,700

Continued

## TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2020 Series General Obligation Refunding (0.35% - 1.98%) \$680,000		2020 Series Cert of Obligations (2.00% - 3.00%) \$13,510,000		2020 Series Cert of Obligations (2.00% - 3.00%) \$3,760,000		2020 Series Limited Tax Notes (2.00% - 4.00%) \$2,010,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2023	\$ -	\$ 12,045	\$ 645,000	\$ 305,500	\$ 170,000	\$ 84,350	\$ 375,000	\$ 63,500
2024	-	12,045	670,000	286,150	175,000	79,250	385,000	48,500
2025	-	12,045	690,000	266,050	180,000	74,000	405,000	33,100
2026	-	12,045	700,000	252,250	180,000	70,400	420,000	16,900
2027	5,000	10,045	715,000	238,250	185,000	66,800	425,000	8,500
2028	5,000	11,983	740,000	216,800	190,000	61,250	-	-
2029	5,000	11,911	760,000	194,600	195,000	55,550	-	-
2030	5,000	11,832	785,000	171,800	205,000	49,700	-	-
2031	660,000	11,748	795,000	156,100	210,000	45,600	-	-
2032	-	-	815,000	140,200	210,000	41,400	-	-
2033	-	-	825,000	123,900	215,000	37,200	-	-
2034	-	-	845,000	107,400	220,000	32,900	-	-
2035	-	-	865,000	90,500	225,000	28,500	-	-
2036	-	-	705,000	73,200	230,000	24,000	-	-
2037	-	-	715,000	59,100	235,000	19,400	-	-
2038	-	-	730,000	44,800	240,000	14,700	-	-
2039	-	-	745,000	30,200	245,000	9,900	-	-
2040	-	-	765,000	15,300	250,000	5,000	-	-
2041	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-
	\$ 680,000	\$ 105,699	\$ 13,510,000	\$ 2,772,100	\$ 3,760,000	\$ 799,900	\$ 2,010,000	\$ 170,500

Continued

## TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2021 Series Cert of Obligations (2.00% - 5.00%) \$44,550,000		2021 Series Cert of Obligations (2.00% - 5.00%) \$3,860,000		2021 Series Limited Tax Notes (2.00% - 4.00%) \$2,550,000		2022 Series Cert of Obligations (5.00%) \$39,865,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2023	\$ 1,180,000	\$ 1,405,032	\$ 135,000	\$ 127,088	\$ 400,000	\$ 64,900	\$ 1,810,000	\$ 1,928,085
2024	1,065,000	1,357,832	145,000	121,688	410,000	56,800	1,095,000	1,821,650
2025	1,060,000	1,315,232	150,000	115,888	420,000	48,500	1,150,000	1,766,900
2026	1,110,000	1,262,232	155,000	108,388	425,000	40,050	1,205,000	1,709,400
2027	1,040,000	1,206,732	165,000	100,638	440,000	27,000	1,265,000	1,649,150
2028	1,510,000	1,154,732	170,000	92,388	455,000	9,100	1,625,000	1,585,900
2029	2,370,000	1,079,232	180,000	83,888	-	-	1,700,000	1,504,650
2030	2,490,000	960,732	190,000	74,888	-	-	1,790,000	1,419,650
2031	2,615,000	836,232	200,000	65,388	-	-	1,875,000	1,330,150
2032	2,750,000	705,482	210,000	55,388	-	-	1,970,000	1,236,400
2033	2,860,000	595,482	220,000	46,988	-	-	2,070,000	1,137,900
2034	2,945,000	509,682	225,000	40,388	-	-	2,175,000	1,034,400
2035	3,000,000	450,782	230,000	35,888	-	-	2,280,000	925,650
2036	3,065,000	390,782	235,000	31,288	-	-	2,395,000	811,650
2037	2,975,000	329,482	240,000	26,588	-	-	2,515,000	691,900
2038	3,030,000	269,982	245,000	21,788	-	-	2,360,000	566,150
2039	3,095,000	205,594	250,000	16,582	-	-	2,475,000	448,150
2040	3,160,000	139,825	255,000	11,269	-	-	2,595,000	324,400
2041	3,230,000	72,675	260,000	5,850	-	-	2,705,000	220,600
2042	-	-	-	-	-	-	2,810,000	112,400
2043	-	-	-	-	-	-	-	-
	\$ 44,550,000	\$ 14,247,756	\$ 3,860,000	\$ 1,182,259	\$ 2,550,000	\$ 246,350	\$ 39,865,000	\$ 22,225,135

Continued

## TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2022 Series Limited Tax Notes (5.00%) \$2,575,000		2023 Series Cert of Obligations (5.00%) \$52,355,000		2023 Series Limited Tax Notes (5.75%) \$1,779,750	
Due	Principal	Interest	Principal	Interest	Principal	Interest
2023	\$ 315,000	\$ 121,948	\$ -	\$ -	\$ -	\$ -
2024	330,000	104,750	40,000	3,708,480	234,750	74,772
2025	350,000	87,750	1,125,000	2,615,750	245,000	64,522
2026	365,000	69,875	1,185,000	2,559,500	250,000	59,522
2027	385,000	51,125	1,245,000	2,500,250	255,000	54,522
2028	405,000	31,375	1,485,000	2,438,000	260,000	49,522
2029	425,000	10,625	1,215,000	2,363,750	265,000	44,522
2030	-	-	2,390,000	2,303,000	270,000	39,522
2031	-	-	2,510,000	2,183,500	-	-
2032	-	-	2,635,000	2,058,000	-	-
2033	-	-	2,765,000	1,926,250	-	-
2034	-	-	2,905,000	1,788,000	-	-
2035	-	-	3,050,000	1,642,750	-	-
2036	-	-	3,200,000	1,490,250	-	-
2037	-	-	3,360,000	1,330,250	-	-
2038	-	-	3,535,000	1,162,250	-	-
2039	-	-	3,565,000	985,500	-	-
2040	-	-	3,745,000	807,250	-	-
2041	-	-	3,935,000	620,000	-	-
2042	-	-	4,130,000	423,250	-	-
2043	-	-	4,335,000	216,750	-	-
	\$ 2,575,000	\$ 477,448	\$ 52,355,000	\$ 35,122,730	\$ 1,779,750	\$ 386,904

Continued

## TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	Total All Series Outstanding Principal	Annual Requirements		
Due	Balance	Principal	Interest	Total P & I
2023	\$ 295,324,750	\$ 15,390,000	\$ 9,629,712	\$ 25,019,712
2024	280,135,000	15,189,750	12,787,562	27,977,312
2025	263,225,000	16,910,000	11,075,544	27,985,544
2026	245,605,000	17,620,000	10,355,071	27,975,071
2027	227,455,000	18,150,000	9,626,877	27,776,877
2028	209,285,000	18,170,000	8,871,938	27,041,938
2029	191,840,000	17,445,000	8,118,481	25,563,481
2030	174,110,000	17,730,000	7,405,247	25,135,247
2031	156,880,000	17,230,000	6,633,150	23,863,150
2032	137,900,000	18,980,000	5,920,826	24,900,826
2033	118,585,000	19,315,000	5,171,526	24,486,526
2034	99,230,000	19,355,000	4,435,976	23,790,976
2035	82,930,000	16,300,000	3,721,633	20,021,633
2036	68,215,000	14,715,000	3,123,445	17,838,445
2037	54,715,000	13,500,000	2,604,409	16,104,409
2038	43,575,000	11,140,000	2,127,764	13,267,764
2039	32,175,000	11,400,000	1,720,270	13,120,270
2040	21,405,000	10,770,000	1,303,044	12,073,044
2041	11,275,000	10,130,000	919,125	11,049,125
2042	4,335,000	6,940,000	535,650	7,475,650
2043	-	4,335,000	216,750	4,551,750
		<b>\$ 310,714,750</b>	<b>\$ 116,303,996</b>	<b>\$ 427,018,746</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 – 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 – Limited Tax Notes

**\$1,955,000, Mature 2023**

Proceeds used for solid waste equipment and major building repairs.

### 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.

### 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
<b>\$</b>	<b>33,900,000</b>	

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.

### 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

**\$17,820,000, 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.

## TAX SUPPORTED DEBT PURPOSES

### 2019 – Limited Tax Notes

**\$1,210,000, Mature 2026**

Proceeds used for solid waste and public safety equipment.

### 2020 – General Obligation Refunding Bonds

**\$685,000, Mature 2031**

Proceeds used for partial refunding of 2012 Pass-Through Revenue & Limited Tax Bonds.

### 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

**\$46,290,000, 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

**\$3,990,000, Mature 2041**

Proceeds used for drainage improvements and purchasing necessary rights-of-way.

### 2021 – Limited Tax Notes

**\$2,940,000, Mature 2028**

Proceeds used for solid waste vehicles, street and signal heavy equipment, and parks equipment.

### 2022 – Certificates of Obligation

**\$39,865,000 Mature 2042**

Proceeds used for (i) constructing, improving, extending, expanding upgrading and/or developing streets, bridges, trails, sidewalks, intersections, traffic signalization and other traffic improvement projects including related infrastructure, and purchasing necessary rights-of-way, (ii) constructing, renovating, repairing, demolishing and equipping existing City buildings and facilities including HVAC repairs and replacements, the Lanier Center building repairs and the Parks Department Maintenance Building; (iii) designing, constructing and equipping an expansion to the existing City animal shelter; (iv) designing, constructing, improving, acquiring and equipping City public safety facilities including Fire Training Skills Pad, Simulation Shoot House and Fire Training Burn Props, and (v) acquisition of fire trucks.

### 2022 – Limited Tax Notes

**\$2,575,000, Mature 2029**

Proceeds used for solid waste vehicles, street and signal heavy equipment, and parks equipment.

### 2023 – Certificates of Obligation

**\$52,355,000, Mature 2043**

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.

### 2023 – Limited Tax Notes

**\$1,779,750, Mature 2030**

Proceeds used for solid waste vehicles, street and signal heavy equipment, and parks equipment.

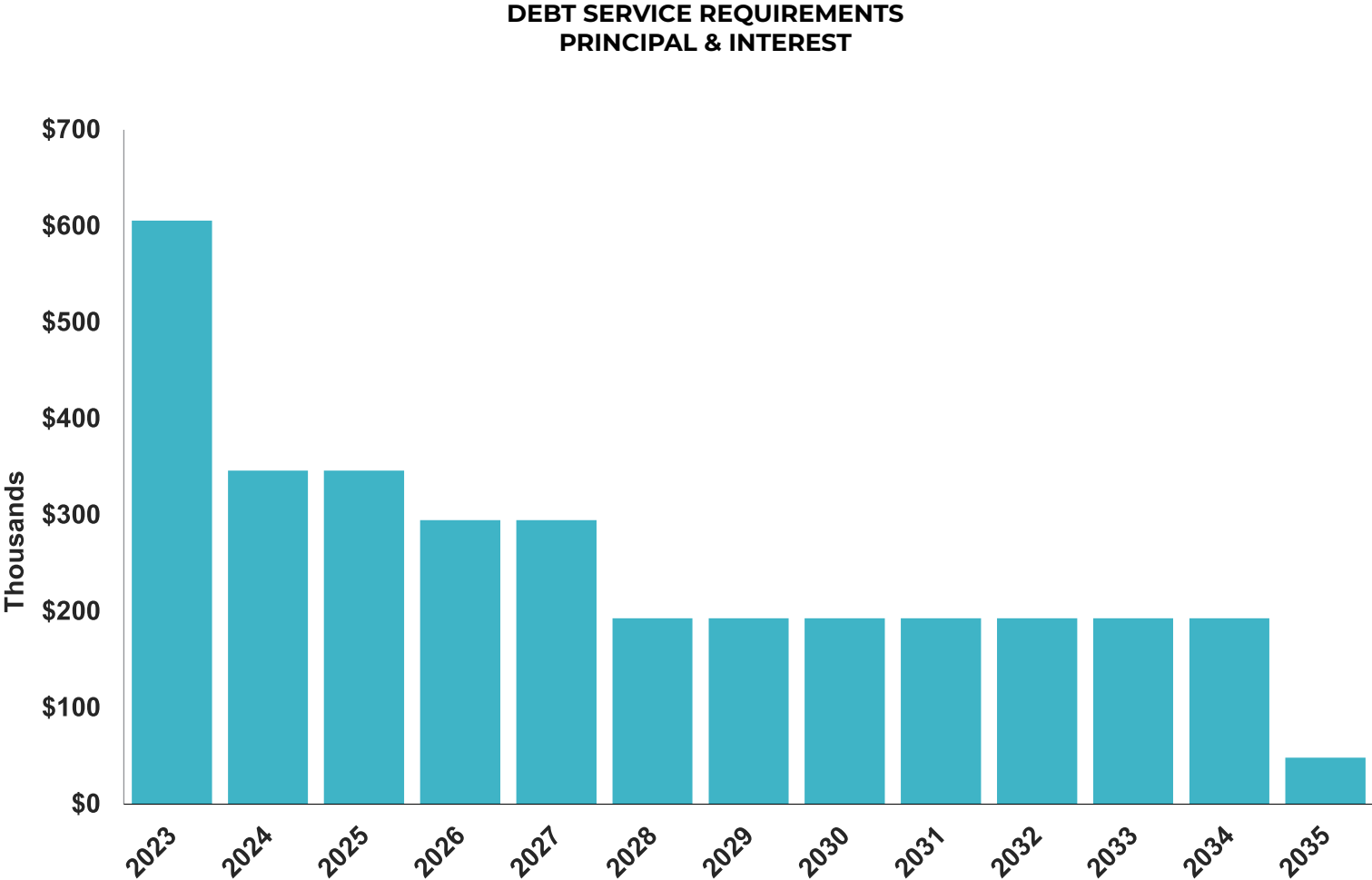
## SCHEDULE OF NOTES PAYABLE BY TYPE

Description	Outstanding 9/30/2022	Principal		Outstanding 9/30/2023	Interest Payments
		Additions	Reduction		
<b>Notes Payable</b>					
Capital Lease - Golf Course - 2017	\$ 52,122	\$ -	\$ 52,122	\$ -	\$ 161
Capital Lease - Police Equipment - 2019	209,526	-	209,526	-	6,223
Energy Program - 2020	1,442,074	-	111,220	1,330,854	14,005
Energy Program-Hotel/Motel - 2020	777,914	-	59,997	717,917	7,555
Capital Lease - Copiers - 2021	138,035	-	44,597	93,438	3,767
Capital Lease - Hotel/Motel Copiers - 2021	8,988	-	2,904	6,084	246
Capital Lease - Golf Course - 2022	-	455,540	77,838	377,702	15,663
	<b>\$ 2,628,659</b>	<b>\$ 455,540</b>	<b>\$ 558,204</b>	<b>\$ 2,525,995</b>	<b>\$ 47,620</b>

## NOTES PAYABLE BALANCE

<u>ISSUE</u>	<u>Principal Balance</u>
Capital Lease-Golf Course - Issued \$282,050, Rate 4.20%, Date of Maturity 2022	\$ 52,122
Capital Lease-Police Equipment - Issued \$1,085,000, Rate 2.97%, Date of Maturity 2023	209,526
Energy Program - Issued \$1,715,313, Rate 1.00%, Date of Maturity 2034	1,442,074
Energy Program-Hotel/Motel - Issued \$925,310, Rate 1.00%, Date of Maturity 2034	777,914
Capital Lease-Copiers - Issued \$181,275, Rate 3.10%, Date of Maturity 2025	138,035
Capital Lease-Hotel/Motel Copiers - Issued \$11,804, Rate 3.10%, Date of Maturity 2025	<u>8,988</u>
NOTES OUTSTANDING 10/1/2022	2,628,659
Principal Retirements Through 9/30/2023	(558,204)
Principal Additions Through 9/30/2023	455,540
Total Notes Outstanding 9/30/2023	<u><u>\$ 2,525,995</u></u>

NOTES PAYABLE BALANCE



## NOTES PAYABLE – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	Capital Lease- Golf Course - 2017 (4.20%) \$52,122		Capital Lease - Police Equipment - 2019 (2.97%) \$209,526		Energy Program 2020 (1.00%) \$1,442,074		Energy Program Hotel/Motel - 2020 (1.00%) \$777,914		Capital Lease - Copiers - 2021 (3.10%) \$138,035	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2023	\$ 52,122	\$ 161	\$ 209,526	\$ 6,223	\$ 111,220	\$ 14,005	\$ 59,997	\$ 7,555	\$ 44,597	\$ 3,767
2024	-	-	-	-	112,337	12,888	60,599	6,952	45,997	2,368
2025	-	-	-	-	113,464	11,761	61,207	6,344	47,441	924
2026	-	-	-	-	114,603	10,622	61,822	5,730	-	-
2027	-	-	-	-	115,753	9,471	62,442	5,109	-	-
2028	-	-	-	-	116,915	8,309	63,069	4,482	-	-
2029	-	-	-	-	118,089	7,136	63,702	3,849	-	-
2030	-	-	-	-	119,274	5,951	64,341	3,210	-	-
2031	-	-	-	-	120,471	4,753	64,987	2,564	-	-
2032	-	-	-	-	121,681	3,544	65,640	1,912	-	-
2033	-	-	-	-	122,902	2,323	66,298	1,253	-	-
2034	-	-	-	-	124,136	1,089	66,964	588	-	-
2035	-	-	-	-	31,229	78	16,846	42	-	-
	<b>\$ 52,122</b>	<b>\$ 161</b>	<b>\$ 209,526</b>	<b>\$ 6,223</b>	<b>\$ 1,442,074</b>	<b>\$ 91,930</b>	<b>\$ 777,914</b>	<b>\$ 49,590</b>	<b>\$ 138,035</b>	<b>\$ 7,059</b>

Continued

## NOTES PAYABLE – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	Capital Lease - Hotel/Motel Copiers - 2021 (3.10%) \$8,988		Capital Lease- Golf Course - 2022 (4.20%) \$455,540		Total Outstanding Principal Balance	Annual Requirements		
Due	Principal	Interest	Principal	Interest		Principal	Interest	Total P & I
2023	\$ 2,904	\$ 246	\$ 77,838	\$ 15,663	\$ 2,525,995	\$ 558,204	\$ 47,620	\$ 605,824
2024	2,995	155	88,282	13,719	2,215,785	310,210	36,082	346,292
2025	3,089	61	91,937	10,063	1,898,647	317,138	29,153	346,291
2026	-	-	95,744	6,256	1,626,478	272,169	22,608	294,777
2027	-	-	101,739	345	1,346,544	279,934	14,925	294,859
2028	-	-	-	-	1,166,560	179,984	12,791	192,775
2029	-	-	-	-	984,769	181,791	10,985	192,776
2030	-	-	-	-	801,154	183,615	9,161	192,776
2031	-	-	-	-	615,696	185,458	7,317	192,775
2032	-	-	-	-	428,375	187,321	5,456	192,777
2033	-	-	-	-	239,175	189,200	3,576	192,776
2034	-	-	-	-	48,075	191,100	1,677	192,777
2035	-	-	-	-	-	48,075	120	48,195
	<b>\$ 8,988</b>	<b>\$ 462</b>	<b>\$ 455,540</b>	<b>\$ 46,046</b>		<b>\$ 3,084,199</b>	<b>\$ 201,471</b>	<b>\$ 3,285,670</b>



## NOTES PAYABLE PURPOSES

### 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 – Golf Course (2019)

**\$48,470, Mature 2021**

Proceeds used to purchase 65 GPS screens for the golf cars for the golf course.

### Capital Lease – Police Equipment (2019)

**\$1,085,000, Mature 2023**

Proceeds used to purchase an integrated digital police evidence management solution.

### Energy Program (2020)

**\$1,715,313, Mature 2034**

State Energy Conservation Office LoanSTAR Energy Program proceeds used to install energy efficient lighting, heating and cooling systems at various locations.

### Energy Program - Hotel/Motel (2020)

**\$925,310 Mature 2034**

State Energy Conservation Office LoanSTAR Energy Program proceeds used to install energy efficient lighting, heating and cooling systems at various locations Hotel/Motel Tax Fund locations.

### Capital Lease – Copiers (2021)

**\$181,275, Mature 2025**

Proceeds used to purchase copiers for various General Fund departments.

### Capital Lease – Hotel/Motel Copiers (2021)

**\$11,804, Mature 2025**

Proceeds used to purchase copiers for various Hotel/Motel Tax Fund departments.

### Capital Lease – Golf Course (2022)

**\$455,540, Mature 2025**

Proceeds used to purchase 72 golf cars with GPS screens for the golf course.

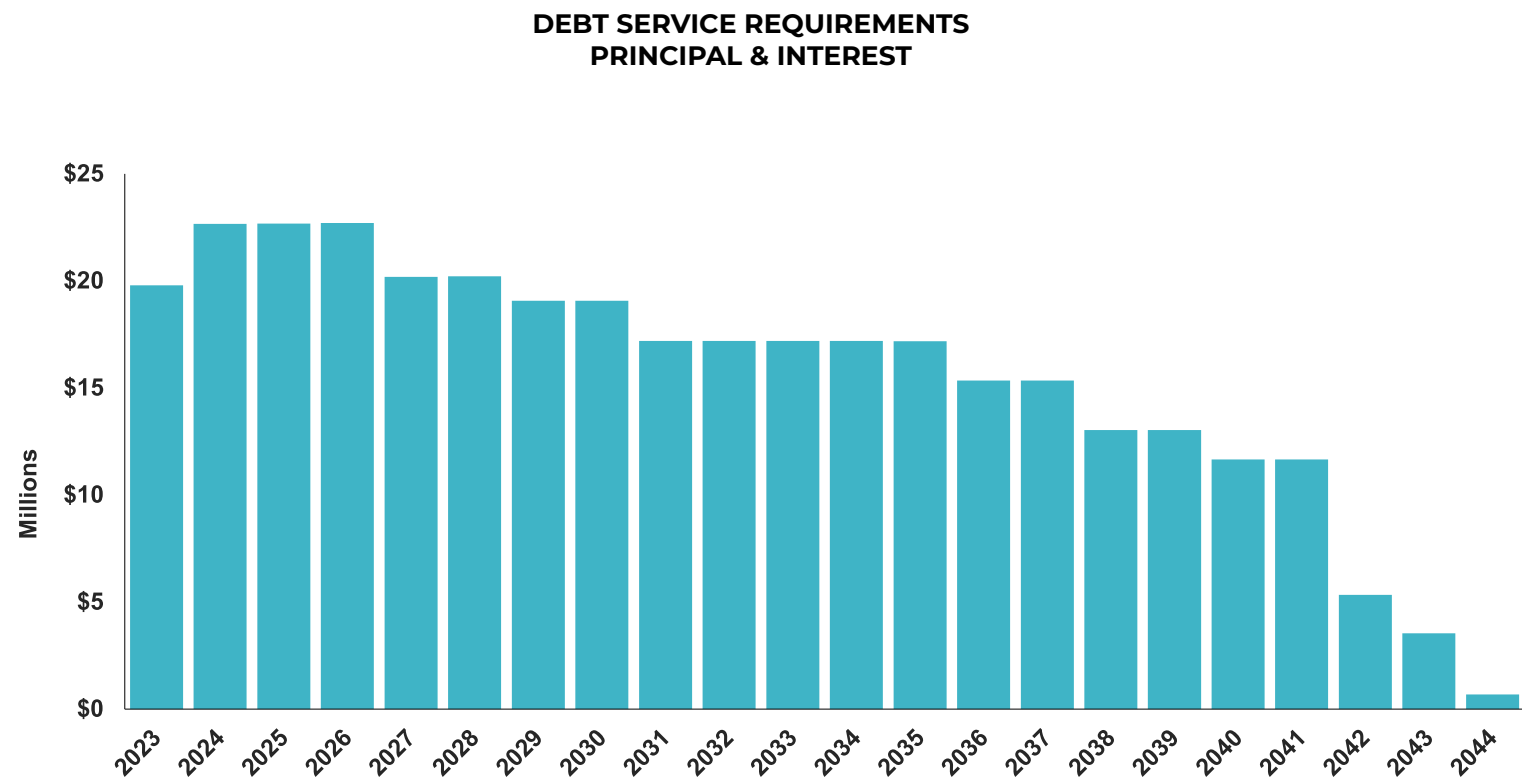
## SCHEDULE OF WATER & WASTEWATER FUND DEBT BY TYPE

Description	Outstanding 9/30/2022	Principal		Outstanding 9/30/2023	Interest Payments
		Additions	Reduction		
<b>General Obligations</b>					
General Obligations Refunding Bonds, Series 2012	\$ 12,330,000	\$ -	\$ 2,875,000	\$ 9,455,000	\$ 487,800
General Obligations Refunding Bonds, Series 2014	2,700,000	-	860,000	1,840,000	126,000
General Obligations Refunding & Improvement Bonds, Series 2015	3,195,000	-	-	3,195,000	127,800
General Obligations Refunding Bonds, Series 2019	8,965,000	-	530,000	8,435,000	448,250
	<u>27,190,000</u>	<u>-</u>	<u>4,265,000</u>	<u>22,925,000</u>	<u>1,189,850</u>
<b>Revenue Bonds</b>					
Utility System Revenue Bonds, Taxable Series 2014	1,285,000	-	305,000	980,000	49,035
Utility System Revenue Bonds, Series 2015	7,195,000	-	1,005,000	6,190,000	321,900
Utility System Revenue Bonds, Series 2017	26,905,000	-	1,320,000	25,585,000	995,313
Utility System Revenue Bonds, Series 2019	18,500,000	-	785,000	17,715,000	582,144
Utility System Revenue Bonds, Series 2021	62,950,000	-	2,165,000	60,785,000	2,437,900
Utility System Revenue Bonds, Series 2021A	25,525,000	-	905,000	24,620,000	825,400
Utility System Revenue Refunding Bonds, Taxable Series 2021	22,690,000	-	335,000	22,355,000	501,505
Utility System Revenue Bonds, Series 2022	17,854,000	-	500,000	17,354,000	1,285,400
Utility System Revenue Bonds, Series 2023	-	28,620,000	-	28,620,000	-
	<u>182,904,000</u>	<u>28,620,000</u>	<u>7,320,000</u>	<u>204,204,000</u>	<u>6,998,597</u>
<b>Notes Payable</b>					
Energy Loan, Series 2020	164,788	-	12,710	152,078	1,601
Capital lease - Copiers, Series 2021	17,034	-	5,503	11,531	465
	<u>181,822</u>	<u>-</u>	<u>18,213</u>	<u>163,609</u>	<u>2,066</u>
	<u><b>\$ 210,275,822</b></u>	<u><b>\$ 28,620,000</b></u>	<u><b>\$ 11,603,213</b></u>	<u><b>\$ 227,292,609</b></u>	<u><b>\$ 8,190,513</b></u>

## 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	\$ 12,330,000
2014 Series, Taxable - Issued \$12,990,000 Rates 0.45% - 5.05%, Date of Maturity 2044	1,285,000
2014 GO Refunding Series - Issued \$6,600,000 Rates 2.00% - 5.00%, Date of Maturity 2025	2,700,000
2015 Series - Issued \$23,685,000 Rates 2.00% - 5.00%, Date of Maturity 2035	7,195,000
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	26,905,000
2019 GO Refunding Series - Issued \$15,440,000 Rates 5.00%, Date of Maturity 2030	8,965,000
2019 Series - Issued \$22,000,000 Rates 4.00% - 5.00%, Date of Maturity 2039	18,500,000
2020 Energy Loan - Issued \$196,012 Rate 1.00%, Date of Maturity 2034	164,788
2021 Series - Issued \$68,145,000 Rates 3.00% - 5.00%, Date of Maturity 2041	62,950,000
2021A Series - Issued \$26,200,000 Rates 2.00% - 5.00%, Date of Maturity 2041	25,525,000
2021 Refunding Series, Taxable - Issued \$23,145,000 Rates 0.31% - 3.01%, Date of Maturity 2044	22,690,000
2021 Copier Capital Lease - Issued 22,370 Rates 3.10%, Date of Maturity 2025	17,034
2022 Series - Issued \$17,854,000 Rates 7.75%, Date of Maturity 2042	17,854,000
DEBT OUTSTANDING 10/1/2022	210,275,822
Principal Retirements Through 9/30/2023	(11,603,213)
Principal Additions Through 9/30/2023	28,620,000
Total Debt Outstanding 9/30/2023	227,292,609
Sinking and Reserve Fund Balance as of 9/30/2023	(3,757,513)
NET BALANCE OF DEBT OUTSTANDING	<u>\$ 223,535,096</u>

WATER & WASTEWATER FUND DEBT BALANCE



## WATER & WASTEWATER FUND – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2012 Series General Obligation Refunding Bonds (2.00% - 5.00%) \$12,330,000		2014 Series Utility System Revenue Bonds, Taxable (0.45% - 5.05%) \$1,285,000		2014 Series General Obligation Refunding Bonds (2.00% - 5.00%) \$2,700,000		2015 Series Utility System Revenue Bonds (2.00% - 5.00%) \$7,195,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2023	\$ 2,875,000	\$ 487,800	\$ 305,000	\$ 49,035	\$ 860,000	\$ 126,000	\$ 1,005,000	\$ 321,900
2024	3,020,000	344,050	315,000	38,360	900,000	83,000	1,045,000	281,700
2025	3,170,000	193,050	325,000	26,547	940,000	47,000	1,085,000	239,900
2026	3,265,000	97,950	340,000	13,872	-	-	1,130,000	196,500
2027	-	-	-	-	-	-	1,185,000	140,000
2028	-	-	-	-	-	-	1,245,000	80,750
2029	-	-	-	-	-	-	-	18,500
2030	-	-	-	-	-	-	-	18,500
2031	-	-	-	-	-	-	-	18,500
2032	-	-	-	-	-	-	-	18,500
2033	-	-	-	-	-	-	-	18,500
2034	-	-	-	-	-	-	-	18,500
2035	-	-	-	-	-	-	500,000	18,500
2036	-	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-	-
2038	-	-	-	-	-	-	-	-
2039	-	-	-	-	-	-	-	-
2040	-	-	-	-	-	-	-	-
2041	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-
	<b>\$ 12,330,000</b>	<b>\$ 1,122,850</b>	<b>\$ 1,285,000</b>	<b>\$ 127,814</b>	<b>\$ 2,700,000</b>	<b>\$ 256,000</b>	<b>\$ 7,195,000</b>	<b>\$ 1,390,250</b>

Continued

## WATER & WASTEWATER FUND – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2015 Series General Obligation Refunding & Improvement Bonds (2.00% - 4.00%) \$3,195,000		2017 Series Utility System Revenue Bonds (3.00% - 5.00%) \$26,905,000		2019 Series General Obligation Refunding Bonds (5.00%) \$8,965,000		2019 Series Utility System Revenue Bonds (2.00% - 5.00%) \$18,500,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2023	\$ -	\$ 127,800	\$ 1,320,000	\$ 995,313	\$ 530,000	\$ 448,250	\$ 785,000	\$ 582,144
2024	-	127,800	1,385,000	929,313	565,000	421,750	825,000	542,894
2025	-	127,800	1,455,000	860,063	605,000	393,500	865,000	501,644
2026	1,025,000	127,800	1,525,000	787,313	640,000	363,250	905,000	458,394
2027	1,065,000	86,800	1,600,000	711,063	1,525,000	331,250	950,000	413,144
2028	1,105,000	44,200	1,680,000	631,063	1,610,000	255,000	1,000,000	365,644
2029	-	-	1,750,000	563,863	1,700,000	174,500	1,050,000	315,644
2030	-	-	1,820,000	493,863	1,790,000	89,500	1,105,000	263,144
2031	-	-	1,875,000	439,263	-	-	1,125,000	241,044
2032	-	-	1,930,000	383,013	-	-	1,145,000	218,544
2033	-	-	1,990,000	325,113	-	-	1,170,000	195,644
2034	-	-	2,045,000	265,413	-	-	1,195,000	172,244
2035	-	-	2,110,000	204,063	-	-	1,220,000	146,850
2036	-	-	2,175,000	138,125	-	-	1,245,000	119,400
2037	-	-	2,245,000	70,156	-	-	1,275,000	91,928
2038	-	-	-	-	-	-	1,305,000	62,700
2039	-	-	-	-	-	-	1,335,000	31,708
2040	-	-	-	-	-	-	-	-
2041	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-
	\$ 3,195,000	\$ 642,200	\$ 26,905,000	\$ 7,796,994	\$ 8,965,000	\$ 2,477,000	\$ 18,500,000	\$ 4,722,714

Continued

## WATER & WASTEWATER FUND – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2020 Energy Loan  (1.00%) \$164,788		2021 Series Utility System Revenue Bonds (3.00% - 5.00%) \$62,950,000		2021A Series Utility System Revenue Bonds (3.00% - 5.00%) \$25,525,000		2021 Capital Lease - Copiers  (3.10%) \$17,034	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2023	\$ 12,710	\$ 1,601	\$ 2,165,000	\$ 2,437,900	\$ 905,000	\$ 825,400	\$ 5,503	\$ 465
2024	12,837	1,473	2,275,000	2,329,650	950,000	780,150	5,676	292
2025	12,966	1,344	2,390,000	2,215,900	1,000,000	732,650	5,855	114
2026	13,096	1,214	2,505,000	2,096,400	1,050,000	682,650	-	-
2027	13,227	1,082	2,630,000	1,971,150	1,105,000	630,150	-	-
2028	13,360	950	2,765,000	1,839,650	1,160,000	574,900	-	-
2029	13,494	815	2,900,000	1,701,400	1,215,000	516,900	-	-
2030	13,630	680	3,045,000	1,556,400	1,275,000	456,150	-	-
2031	13,766	543	3,200,000	1,404,150	1,340,000	392,400	-	-
2032	13,905	405	3,330,000	1,276,150	1,395,000	338,800	-	-
2033	14,044	266	3,460,000	1,142,950	1,435,000	296,950	-	-
2034	14,185	125	3,600,000	1,004,550	1,480,000	253,900	-	-
2035	3,568	9	3,745,000	860,550	1,510,000	224,300	-	-
2036	-	-	3,855,000	748,200	1,540,000	194,100	-	-
2037	-	-	3,970,000	632,550	1,570,000	163,300	-	-
2038	-	-	4,090,000	513,450	1,600,000	131,900	-	-
2039	-	-	4,215,000	390,750	1,630,000	99,900	-	-
2040	-	-	4,340,000	264,300	1,665,000	67,300	-	-
2041	-	-	4,470,000	134,100	1,700,000	34,000	-	-
2042	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-
	\$ 164,788	\$ 10,507	\$ 62,950,000	\$ 24,520,150	\$ 25,525,000	\$ 7,395,800	\$ 17,034	\$ 871

Continued



## WATER & WASTEWATER FUND – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2021 Series Utility System Revenue Refunding Bonds, Taxable (2.00% - 5.00%) \$22,690,000		2022 Series Utility System Revenue Bonds (7.75%) \$17,854,000		2023 Series Utility System Revenue Bonds (7.75%) \$28,620,000		Total Outstanding Bond Principal	Annual Requirements		
Due	Principal	Interest	Principal	Interest	Principal	Interest		Principal	Interest	Total P & I
2023	\$ 335,000	\$ 501,505	\$ 500,000	\$ 1,285,400	\$ -	\$ -	\$ 227,292,609	\$ 11,603,213	\$ 8,190,513	\$ 19,793,726
2024	335,000	500,065	550,000	1,235,400	700,000	2,162,000	214,409,096	12,883,513	9,777,897	22,661,410
2025	340,000	497,619	600,000	1,185,400	820,000	2,042,000	200,795,275	13,613,821	9,064,531	22,678,352
2026	345,000	493,845	650,000	1,135,400	900,000	1,962,000	186,502,179	14,293,096	8,416,588	22,709,684
2027	700,000	489,431	700,000	1,085,400	950,000	1,912,000	174,078,952	12,423,227	7,771,470	20,194,697
2028	715,000	478,719	750,000	1,035,400	1,000,000	1,862,000	161,035,592	13,043,360	7,168,276	20,211,636
2029	2,035,000	466,636	800,000	985,400	1,050,000	1,812,000	148,522,098	12,513,494	6,555,658	19,069,152
2030	2,070,000	430,006	825,000	960,400	1,100,000	1,762,000	135,478,468	13,043,630	6,030,643	19,074,273
2031	2,110,000	390,469	850,000	935,400	1,150,000	1,712,000	123,814,702	11,663,766	5,533,769	17,197,535
2032	2,150,000	348,058	900,000	885,400	1,200,000	1,662,000	111,750,797	12,063,905	5,130,870	17,194,775
2033	2,195,000	301,403	925,000	860,400	1,300,000	1,562,000	99,261,753	12,489,044	4,703,226	17,192,270
2034	2,250,000	251,357	950,000	835,400	1,400,000	1,462,000	86,327,568	12,934,185	4,263,489	17,197,674
2035	1,800,000	197,807	975,000	810,400	1,500,000	1,362,000	72,964,000	13,363,568	3,824,479	17,188,047
2036	525,000	153,167	1,000,000	785,400	1,600,000	1,262,000	61,024,000	11,940,000	3,400,392	15,340,392
2037	540,000	139,517	1,050,000	735,400	1,700,000	1,162,000	48,674,000	12,350,000	2,994,851	15,344,851
2038	555,000	124,991	1,075,000	710,400	1,800,000	1,062,000	38,249,000	10,425,000	2,605,441	13,030,441
2039	570,000	108,951	1,100,000	685,400	1,900,000	962,000	27,499,000	10,750,000	2,278,709	13,028,709
2040	590,000	92,478	1,170,000	615,400	2,000,000	862,000	17,734,000	9,765,000	1,901,478	11,666,478
2041	605,000	75,427	1,230,000	555,400	2,100,000	762,000	7,629,000	10,105,000	1,560,927	11,665,927
2042	625,000	57,943	1,254,000	531,400	2,200,000	662,000	3,550,000	4,079,000	1,251,343	5,330,343
2043	640,000	39,130	-	-	2,250,000	612,000	660,000	2,890,000	651,130	3,541,130
2044	660,000	19,866	-	-	-	-	-	660,000	19,866	679,866
	<b>\$ 22,690,000</b>	<b>\$ 6,158,390</b>	<b>\$ 17,854,000</b>	<b>\$ 17,854,000</b>	<b>\$ 28,620,000</b>	<b>\$ 28,620,000</b>		<b>\$ 238,895,822</b>	<b>\$ 103,095,540</b>	<b>\$ 341,991,362</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.

### **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**

**\$20,750,000, 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.

### **2020 Energy Program**

**\$196,012, Matures 2034**

State Energy Conservation Officer LoanSTAR Energy Program proceeds used to install energy efficient lighting, heating, and cooling systems at various locations.

### **2021 Series**

**\$68,145,000 Mature 2041**

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.

### **2021A Series**

**\$26,445,000, Mature 2041**

Proceeds used for water treatment plant improvements (including ground storage tanks and pump stations), elevated storage tank rehabilitation, water and wastewater line replacements, upgrades and extensions, sanitary sewer evaluation surveys and related improvements, and design for expansion of wastewater treatment plants.

### **2021 Capital Lease - Copiers**

**\$22,370, Mature 2025**

Proceeds used to purchase copiers for various water and sewer fund departments.

### **2021 Series Refunding Bonds, Taxable**

**\$23,145,000, Mature 2044**

Proceeds used for partial refunding of the 2014 Utility System Revenue Bonds, Taxable Series and 2015 Utility Revenue Bonds.

## WATER & WASTEWATER FUND DEBT PURPOSES

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### **2022 Series**

**\$17,854,000, Mature 2042**

Proceeds used for water treatment plant improvements (including ground storage tanks and pump stations), elevated storage tank rehabilitation, water and wastewater line replacements, upgrades and extensions, sanitary sewer evaluation surveys and related improvements, and metering infrastructure.

### **2023 Series**

**\$28,620,000, Mature 2043**

Proceeds used for water treatment plant improvements (including ground storage tanks and pump stations), elevated storage tank rehabilitation, water and wastewater line replacements, upgrades and extensions, sanitary sewer evaluation surveys and related improvements, and metering infrastructure.

## REINVESTMENT ZONE NO. 1 – SCHEDULE OF OUTSTANDING DEBT BY TYPE

Description	Outstanding 9/30/2022	Principal		Outstanding 9/30/2023	Interest Payments
		Additions	Reductions		
<b>General Obligations</b>					
General Obligation Refunding, Taxable Series 2020	\$ 16,310,000	\$ -	\$ 205,000	\$ 16,105,000	\$ 244,930
<b>Certificates of Obligation</b>					
Certificates of Obligation, Series 2013	2,720,000	-	1,335,000	1,385,000	96,682
Certificates of Obligation, Series 2022B	40,560,000	-	-	40,560,000	1,850,292
Certificates of Obligation, Taxable Series 2022C	12,145,000	-	-	12,145,000	580,019
	<u>55,425,000</u>	<u>-</u>	<u>1,335,000</u>	<u>54,090,000</u>	<u>2,526,993</u>
<b>Revenue Bonds</b>					
TIRZ Revenue Bonds, Series 2018	22,635,000	-	955,000	21,680,000	1,131,750
TIRZ Revenue Bonds, Series 2021A	25,455,000	-	865,000	24,590,000	1,100,650
TIRZ Revenue Bonds, Taxable Series 2021B	19,160,000	-	835,000	18,325,000	485,575
TIRZ Revenue Bonds, Series 2023	-	39,600,000	-	39,600,000	2,395,800
	<u>67,250,000</u>	<u>39,600,000</u>	<u>2,655,000</u>	<u>104,195,000</u>	<u>5,113,775</u>
	<b>\$ 138,985,000</b>	<b>\$ 39,600,000</b>	<b>\$ 4,195,000</b>	<b>\$ 174,390,000</b>	<b>\$ 7,885,698</b>

## 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:

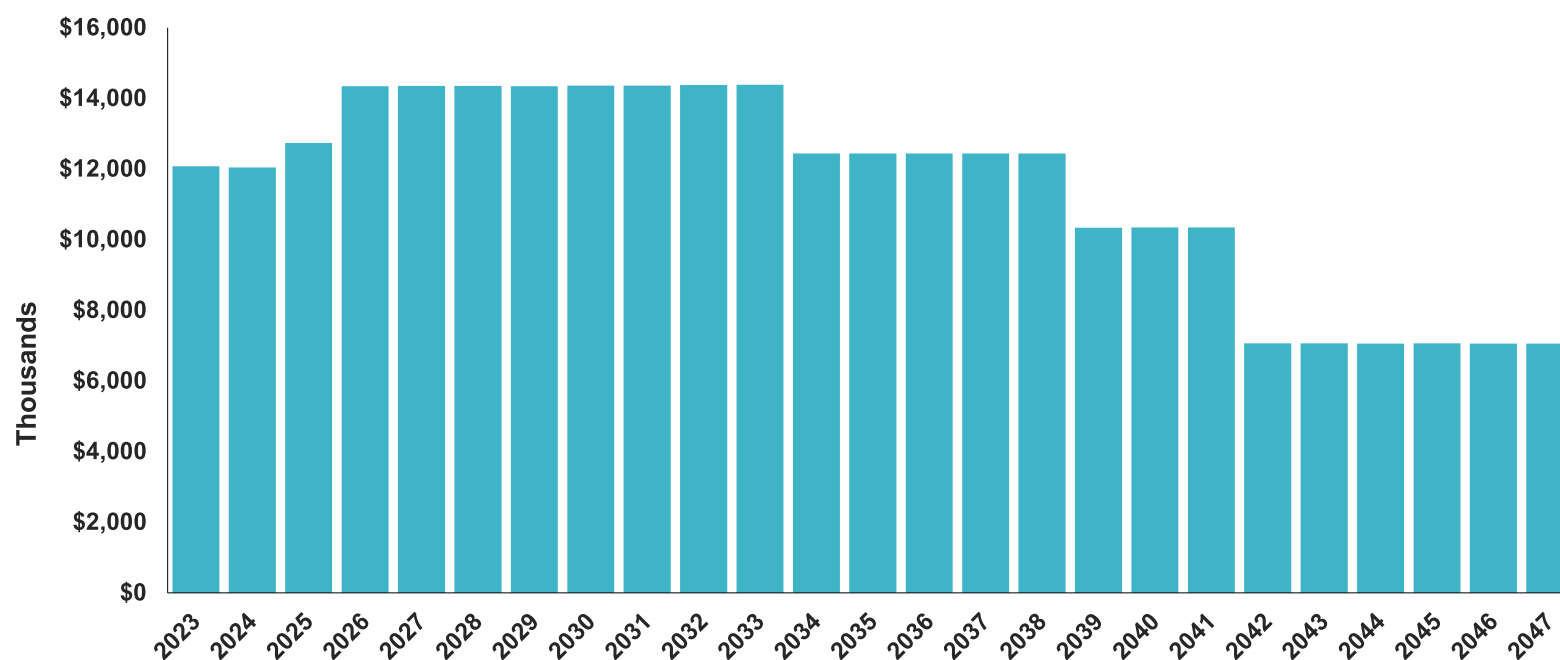
Temple I.S.D.*	\$1.23530
City of Temple	0.61300
Bell County	0.36800
Temple College	0.22370
Bell County Road District	0.02630
Elm Creek Flood Control District	0.03140
Troy I.S.D.*	1.20360
Belton I.S.D.*	1.35710

\*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:

2013 - Certificates of Obligation, Mature 2033	\$ 2,720,000
2018 - TIRZ Revenue Bonds, Mature 2038	22,635,000
2020 - General Obligation Refunding Bonds, Taxable Series, Mature 2033	16,310,000
2021A - TIRZ Revenue Bonds, Mature 2041	25,455,000
2021B - TIRZ Revenue Bonds, Taxable Series, Mature 2041	19,160,000
2022B - Certificates of Obligation, Mature 2047	40,560,000
2022C - Certificates of Obligation, Mature 2047	<u>12,145,000</u>
BONDS OUTSTANDING 10/1/2022	138,985,000
Principal Retirements Through 9/30/2023	(4,195,000)
Principal Additions Through 9/30/2023	<u>39,600,000</u>
TOTAL BONDS OUTSTANDING 9/30/2023	174,390,000
Reserve Fund Balance as of 9/30/2023	<u>(8,674,688)</u>
NET BALANCE OF BONDS OUTSTANDING	<u><u>\$ 165,715,312</u></u>

## REINVESTMENT ZONE NO. 1 – TAX DATA &amp; OUTSTANDING BOND BALANCE

DEBT SERVICE REQUIREMENTS  
PRINCIPAL & INTEREST

## REINVESTMENT ZONE NO. 1 – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2013 Series Certificates of Obligation (2.00% - 4.125%) \$2,720,000		2018 Series TIRZ Revenue Bonds (3.00% - 5.00%) \$22,635,000		2020 Series General Obligation Refunding, Taxable Series (0.35% - 1.98%) \$16,310,000		2021A Series TIRZ Revenue Bonds (4.00% - 5.00%) \$25,455,000		2021B Series TIRZ Revenue Bonds, Taxable Series (0.75% - 3.25%) \$19,160,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2023	\$ 1,335,000	\$ 96,682	\$ 955,000	\$ 1,131,750	\$ 205,000	\$ 244,930	\$ 865,000	\$ 1,100,650	\$ 835,000	\$ 485,575
2024	1,385,000	43,282	1,005,000	1,084,000	210,000	243,598	905,000	1,057,400	845,000	479,313
2025	-	-	1,055,000	1,033,750	1,650,000	241,960	950,000	1,012,150	850,000	470,863
2026	-	-	1,105,000	981,000	1,680,000	227,110	1,000,000	964,650	865,000	458,963
2027	-	-	1,165,000	925,750	1,705,000	208,966	1,050,000	914,650	875,000	445,555
2028	-	-	1,220,000	867,500	1,730,000	187,653	1,100,000	862,150	895,000	428,930
2029	-	-	1,280,000	806,500	1,750,000	162,914	1,160,000	807,150	910,000	410,583
2030	-	-	1,345,000	744,500	1,785,000	135,264	1,215,000	749,150	935,000	389,653
2031	-	-	1,415,000	675,250	1,820,000	105,276	1,275,000	688,400	955,000	367,213
2032	-	-	1,485,000	604,500	1,865,000	72,880	1,325,000	637,400	980,000	342,860
2033	-	-	1,560,000	530,250	1,910,000	37,818	1,380,000	584,400	1,005,000	316,890
2034	-	-	1,635,000	452,250	-	-	1,435,000	529,200	1,035,000	289,253
2035	-	-	1,720,000	370,500	-	-	1,495,000	471,800	1,065,000	259,755
2036	-	-	1,805,000	284,500	-	-	1,555,000	412,000	1,095,000	228,338
2037	-	-	1,895,000	194,250	-	-	1,615,000	349,800	1,130,000	195,488
2038	-	-	1,990,000	99,500	-	-	1,680,000	285,200	1,165,000	158,763
2039	-	-	-	-	-	-	1,745,000	218,000	1,200,000	120,900
2040	-	-	-	-	-	-	1,815,000	148,200	1,240,000	81,900
2041	-	-	-	-	-	-	1,890,000	75,600	1,280,000	41,600
2042	-	-	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-	-	-	-
2047	-	-	-	-	-	-	-	-	-	-
	\$ 2,720,000	\$ 139,964	\$ 22,635,000	\$ 10,785,750	\$ 16,310,000	\$ 1,868,369	\$ 25,455,000	\$ 11,867,950	\$ 19,160,000	\$ 5,972,395

Continued



## REINVESTMENT ZONE NO. 1 – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2022B Series Certificates of Obligation (4.00 - 5.00%) \$40,560,000		2022C Series Certificates of Obligation, Taxable Series (3.51 - 5.17%) \$12,145,000		2023 Series TIRZ Revenue Bonds (6.00%) \$39,600,000		Bond Principal Outstanding	Annual Requirements		
Due	Principal	Interest	Principal	Interest	Principal	Interest		Principal	Interest	Total P & I
2023	\$ -	\$ 1,850,292	\$ -	\$ 580,019	\$ -	\$ 2,395,800	\$ 174,390,000	\$ 4,195,000	\$ 7,885,698	\$ 12,080,698
2024	-	1,835,000	-	575,225	-	2,376,000	170,040,000	\$ 4,350,000	\$ 7,693,818	\$ 12,043,818
2025	520,000	1,835,000	170,000	575,225	-	2,376,000	164,845,000	\$ 5,195,000	\$ 7,544,948	\$ 12,739,948
2026	1,060,000	1,809,000	335,000	569,258	915,000	2,376,000	157,885,000	\$ 6,960,000	\$ 7,385,981	\$ 14,345,981
2027	1,110,000	1,756,000	345,000	557,232	970,000	2,321,100	150,665,000	\$ 7,220,000	\$ 7,129,253	\$ 14,349,253
2028	1,165,000	1,700,500	360,000	544,502	1,025,000	2,262,900	143,170,000	\$ 7,495,000	\$ 6,854,135	\$ 14,349,135
2029	1,225,000	1,642,250	375,000	530,606	1,085,000	2,201,400	135,385,000	\$ 7,785,000	\$ 6,561,403	\$ 14,346,403
2030	1,285,000	1,581,000	390,000	515,756	1,155,000	2,136,300	127,275,000	\$ 8,110,000	\$ 6,251,623	\$ 14,361,623
2031	1,350,000	1,516,750	405,000	499,960	1,220,000	2,067,000	118,835,000	\$ 8,440,000	\$ 5,919,849	\$ 14,359,849
2032	1,420,000	1,449,250	420,000	483,154	1,295,000	1,993,800	110,045,000	\$ 8,790,000	\$ 5,583,844	\$ 14,373,844
2033	1,490,000	1,378,250	440,000	465,262	1,370,000	1,916,100	100,890,000	\$ 9,155,000	\$ 5,228,970	\$ 14,383,970
2034	1,565,000	1,303,750	460,000	446,034	1,455,000	1,833,900	93,305,000	\$ 7,585,000	\$ 4,854,387	\$ 12,439,387
2035	1,640,000	1,225,500	480,000	425,472	1,540,000	1,746,600	85,365,000	\$ 7,940,000	\$ 4,499,627	\$ 12,439,627
2036	1,725,000	1,143,500	500,000	403,440	1,635,000	1,654,200	77,050,000	\$ 8,315,000	\$ 4,125,978	\$ 12,440,978
2037	1,810,000	1,057,250	525,000	379,990	1,735,000	1,556,100	68,340,000	\$ 8,710,000	\$ 3,732,878	\$ 12,442,878
2038	1,900,000	966,750	550,000	355,156	1,835,000	1,452,000	59,220,000	\$ 9,120,000	\$ 3,317,369	\$ 12,437,369
2039	1,995,000	871,750	575,000	327,382	1,945,000	1,341,900	51,760,000	\$ 7,460,000	\$ 2,879,932	\$ 10,339,932
2040	2,095,000	772,000	605,000	298,344	2,065,000	1,225,200	43,940,000	\$ 7,820,000	\$ 2,525,644	\$ 10,345,644
2041	2,180,000	688,200	635,000	267,792	2,185,000	1,101,300	35,770,000	\$ 8,170,000	\$ 2,174,492	\$ 10,344,492
2042	2,265,000	601,000	670,000	235,724	2,320,000	970,200	30,515,000	\$ 5,255,000	\$ 1,806,924	\$ 7,061,924
2043	2,355,000	510,400	705,000	201,890	2,460,000	831,000	24,995,000	\$ 5,520,000	\$ 1,543,290	\$ 7,063,290
2044	2,450,000	416,200	740,000	165,440	2,605,000	683,400	19,200,000	\$ 5,795,000	\$ 1,265,040	\$ 7,060,040
2045	2,550,000	318,200	780,000	127,182	2,760,000	527,100	13,110,000	\$ 6,090,000	\$ 972,482	\$ 7,062,482
2046	2,650,000	216,200	820,000	86,856	2,925,000	361,500	6,715,000	\$ 6,395,000	\$ 664,556	\$ 7,059,556
2047	2,755,000	110,200	860,000	44,462	3,100,000	186,000	-	\$ 6,715,000	\$ 340,662	\$ 7,055,662
	<b>\$ 40,560,000</b>	<b>\$ 28,554,192</b>	<b>\$ 12,145,000</b>	<b>\$ 9,661,363</b>	<b>\$ 39,600,000</b>	<b>\$ 39,892,800</b>		<b>\$ 178,585,000</b>	<b>\$ 108,742,783</b>	<b>\$ 287,327,783</b>

## REINVESTMENT ZONE NO. 1 BOND PURPOSES

### 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 – General Obligation Refunding Bonds, Taxable

**\$16,750,000, Mature 2033**

Proceeds used for the partial refunding of the 2013 Certificates of Obligation.

### 2021A – TIRZ Revenue Bonds

**\$25,455,000, Mature 2041**

Proceeds used for the purpose of (a) designing, constructing, improving, acquiring, extending, expanding, upgrading, developing and equipping within reinvestment Zone Number One (i) streets and roads, including the Outer Loop Project, (ii) the sewer extension and drainage improvements for the Industrial Park, (iii) the Downtown City Center Project, (iv) the Draughon-Miller Regional Airport (v) the MLK Festival fields, (b) funding the Reserve Account for the Series 2021A Bonds and (c) paying the costs of issuing the Series 2021A Bonds.

### 2021B – TIRZ Revenue Bonds, Taxable

**\$19,160,000, Mature 2041**

Proceeds used for the purpose of (i) designing, acquiring and constructing two multi-story parking garages within the Zone and (ii) funding the Reserve Account for the Taxable Series 2021B Bonds and (iii) paying the costs of issuing the Taxable Series 2021B Bonds.

## REINVESTMENT ZONE NO. 1 BOND PURPOSES

### 2022B – Certificates of Obligation

**\$40,560,000, Mature 2047**

Proceeds used for the purpose of (i) designing, constructing, improving, acquiring, extending, expanding, upgrading, developing, equipping and purchasing any necessary rights-of-way within City of Temple, Texas Reinvestment Zone Number One ("TIRZ #1") including (a) storm water, water and wastewater improvements including 3MG elevated storage tank and related transmission line, McLane Pump Station and related transmission main, Range Road transmission line, Loop 363 transmission line and Southeast Temple Water Supply Projects including transmission lines, pump station and ground storage tank, (b) Draughon-Miller Regional Airport including taxiway extension, fixed base operator facility with customer service center, offices, lounges, parking facility, Airport Fire Fighting and Rescue facility and related utility improvements, (c) City Center Project which includes reconstruction of Central Avenue including storm water improvements, water improvements, wastewater improvements, pedestrian improvements, lighting and landscaping, (d) East/West Gateway for Temple on IH-35 including signage, art, landscaping and irrigation and (e) streets and roads including Lorraine Drive Roadway Extension with related stormwater, utilities, pedestrian improvements, lighting and landscaping; and (ii) professional services including fiscal, engineering, architectural and legal fees and other such costs incurred in connection therewith including the costs of issuing the Series 2022B Bonds.

### 2022C – Certificates of Obligations, Taxable

**\$12,145,000, Mature 2047**

Proceeds used for the purpose of (i) designing, constructing, improving, acquiring, extending, expanding, upgrading, developing, equipping and purchasing any necessary rights-of-way within City of Temple, Texas Reinvestment Zone Number One ("TIRZ #1") including the Pepper Creek Wastewater Extension with equalization basin and upsizing the Pepper Creek trunk sewer along Kegley Road, and (ii) paying the cost of issuing the Series 2022C Bonds.

### 2023 – TIRZ Revenue Bonds

**\$39,600,000, Mature 2047**

Proceeds used for the purpose of (i) designing, constructing, improving, acquiring, extending, expanding, upgrading, developing, equipping and purchasing any necessary rights-of-way within City of Temple, Texas Reinvestment Zone Number One ("TIRZ #1") including Outer Loop from IH-35 to Wendland with a flyover the BNSF railway and related utilities and a Waterline and Wastewater Line Extension in the North Industrial Park, (ii) funding the Reserve Account for the Series 2023 Bonds, and (iii) paying the costs of issuing the Series 2023 Bonds.

# SUPPLEMENTAL SECTION



## MISCELLANEOUS STATISTICAL DATA

2023 Population .....	92,183 <sup>1</sup>
2023 Assessed Value .....	\$7,360,078,454
Median Age .....	34.9
Median Household Income.....	\$53,723
Total Employment in Temple.....	35,608
Total Labor Force in Temple.....	37,043
City Total Square Miles .....	77.975
Developable Land Remaining.....	11,984 acres
Agricultural.....	7,977 acres
Heavy/Light Industrial.....	1,822 acres
Various Commercial.....	883 acres
Various Residential.....	1,302 acres
Housing Units:	
Owner Occupied.....	65.4%
Renter Occupied.....	34.6%
Vacant.....	10.3%
Average Home Sale Price.....	\$289,803
Average Temperatures in January.....	HI: lower 60's   LOW: upper 30's
Average Temperatures in July.....	HI: upper 90's   LOW: lower 70's
Average Annual Temperature.....	66.83 degrees

### Rainfall:

Wettest Month.....	May / 4.43"
Driest Month.....	July / 1.30"
Average Annual Rainfall.....	28.07"

Only Health & Bioscience District in Texas

Baylor Scott & White Hospital

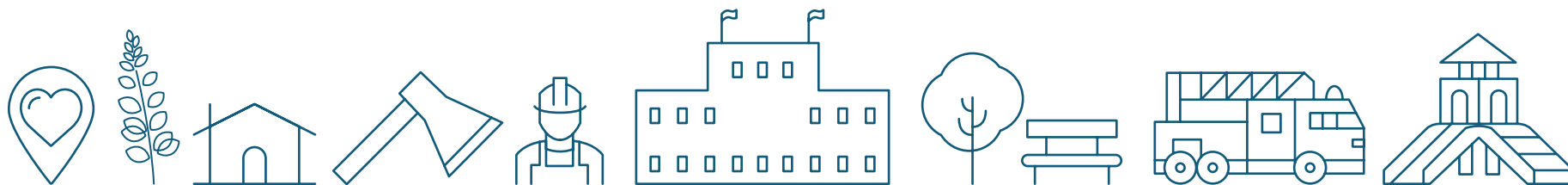
Only Level I Trauma Center between Dallas and Austin

McLane Children's Hospital Scott & White

80% of Texas' population is within 180 miles of Temple

1 - 2023 Population is estimated based on average growth for the past 5 years (2018 - 2022) of new residential water customers multiplied by 2020 Census data of average household size of 2.65.

Sources: 2020 United States Census, 2021 American Community Survey, Texas Workforce Commission, Texas Labor Market Information, National Weather Service Forecast Office, 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 .....	31.916
Commercial/Industrial .....	23.584
Mixed use .....	0.3461
Residential .....	21.128

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



4,253

Fire hydrants



122

Firefighters

Firefighters per 1,000 population ..... 1.37

Insurers Services Office (ISO) Rating ..... 3

POLICE PROTECTION



Police station



168

Police officers



1.89

Officers per 1,000 population

LIBRARIES



Library

152,509

# of volumes

522,487

Circulation of volumes

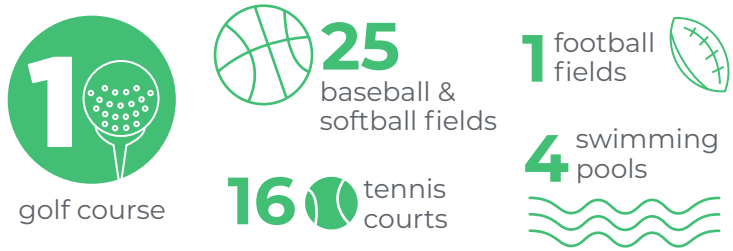


18,727

Library cards in force

MISCELLANEOUS STATISTICAL DATA

PARKS & RECREATION



Soccer fields.....	13
Picnic pavilions.....	33
Basketball courts.....	20
Playgrounds.....	50
Community center.....	3
Recreation center.....	3
Multi-use fields.....	8
Sand volleyball courts.....	3
Trail miles.....	29.33
Extreme skate park.....	1
Disc golf course.....	3
Family water park .....	1
Splash pads.....	4
Community garden.....	1
Museum.....	1
Convention center.....	1

Park acreage developed.....	1,170.33
Park acreage undeveloped.....	158.46

UTILITIES

Miles of water mains.....	679 miles
Daily average water treatment.....	18.74 MGD
Water treatment plant capacity.....	42.16 MGD
Number of water service connections.....	33,460
Source of water.....	Surface water
Miles of wastewater collection system lines.....	481 miles
Number of lift stations.....	30
Daily average wastewater treatment:	
Doshier Farm WWTP.....	2.19 MGD
Temple-Belton WWTP.....	7.20 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.....	28,820

\*MGD—Million gallons daily

STREETS

Paved streets.....	526.51 miles
Unpaved streets.....	0.61 miles
Paved alleys.....	10.01 miles
Unpaved alleys.....	28.31 miles

(all figures are approximate)

TRAFFIC CONTROL

Traffic signals.....	79 signals
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MISCELLANEOUS STATISTICAL DATA

EDUCATION

Temple Independent School District

Senior high schools.....	2
Number of students.....	2,473
Middle schools.....	3
Number of students.....	1,801
Elementary schools.....	8
Number of students.....	3,915
Early childhood academy.....	1
Number of students.....	403
Alternative education program.....	1
Number of students.....	71

Private Schools

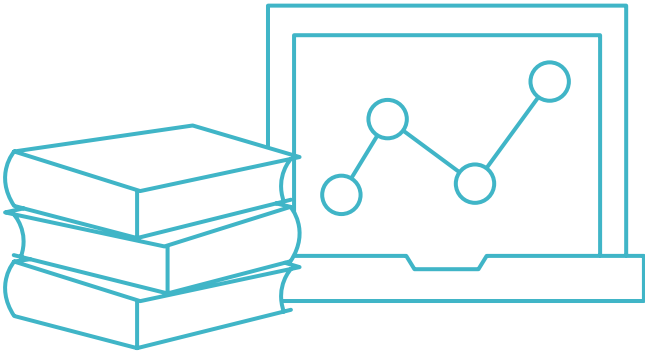
Central Texas Christian School (Pre K - 12th grade)
Holy Trinity Catholic School (9th - 12th grade)
Immanuel Lutheran School (Pre K - 8th grade)
Primrose Schools (Pre K - Kindergarten)
St. Francis Episcopal School (Pre K - Kindergarten)
St. Mary's Catholic School (Pre K - 8th grade)
The Montessori Schools of Central Texas (Pre K - 4th grade)

Temple College

Number of classrooms & labs.....	197
Number of principal administrative officers .....	9
Number of full-time professors.....	137
Number of full-time students.....	2,170
Number of part-time students.....	2,292
Population served.....	447,436
Counties served.....	3
(East Bell, Milam and East Williamson Counties)	
Annual budget.....	\$50,131,212

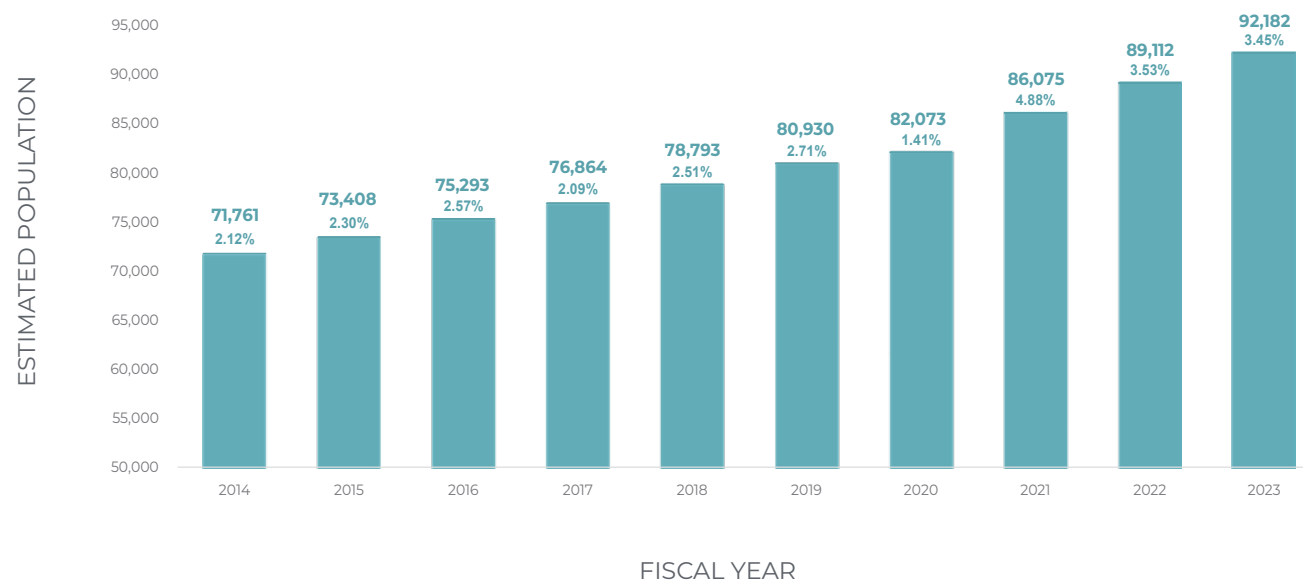
Higher Educational Institutions (within 75 miles of Temple)

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



## DEMOGRAPHIC STATISTICS - LAST TEN FISCAL YEARS

FISCAL YEAR	SINGLE FAMILY	% INCREASE
2014	\$ 71,761 <sup>(1)</sup>	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	82,073 <sup>(2)</sup>	1.41%
2021	86,075 <sup>(3)</sup>	4.88%
2022	89,112	3.55%
2023	92,182 <sup>(4)</sup>	3.45%



(1) 2014 - 2019 is based on new residential water customers multiplied by 2010 Census data of average household size of 2.47

(2) 2020 is based on actual results of 2020 Census

(3) 2021 - 2022 is based on new residential water customers multiplied by 2020 Census data of average household size of 2.65

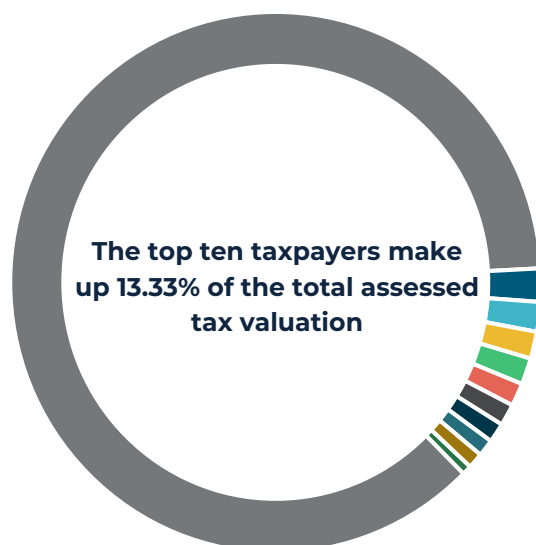
(4) 2023 is estimated based on average growth for the past 5 years (2018 - 2022) of new residential water customers multiplied by 2020 Census data of average household size of 2.65

TEN LARGEST TAXPAYERS<sup>(1)</sup>

Taxpayer's Name	Type of Business	FY 2023 Taxable Value <sup>(2)</sup>	% of Total Assessed Valuation
H.E. Butt Grocery	Wholesale Food Distribution	\$ 146,777,430	1.99%
McLane Company, Inc.	Wholesale Food Supplier	129,940,957	1.77%
Panda Temple Power II, LLC	Electric & Gas Utilities	119,550,773	1.62%
BKV-BPP Power, LLC	Electric & Gas Utilities	116,357,292	1.58%
Oncor Electric Delivery Co.	Electric & Gas Utilities	101,803,738	1.38%
Wilsonart International	Laminate Manufacturer	95,361,200	1.30%
Wal-Mart Real Estate Business Trust	Wholesale Food Distribution	85,970,939	1.17%
Pactiv Corporation	Plastic Packaging Product Manufacturer	75,219,331	1.02%
Reynolds Consumer Products, Inc.	Consumer Products Manufacturer	69,474,430	0.94%
Burlington Northern Santa Fe Railway Co.	Railway Company	41,275,215	0.56%
		<b>\$ 981,731,305</b>	<b>13.33%</b>

<sup>(1)</sup> Source: Tax Appraisal District of Bell County

<sup>(2)</sup> Net taxable value after exemptions



- Remaining Taxpayers - 86.67%
- H.E. Butt Grocery - 1.99%
- McLane Company, Inc. - 1.77%
- Panda Temple Power II, LLC - 1.62%
- BKV-BPP Power, LLC - 1.58%
- Oncor Electric Delivery Co. - 1.38%
- Wilsonart International - 1.30%
- Wal-Mart Real Estate Business Trust - 1.17%
- Pactiv Corporation - 1.02%
- Reynolds Consumer Products, Inc. - 0.94%
- Burlington Northern Santa Fe Railway Co. - 0.56%

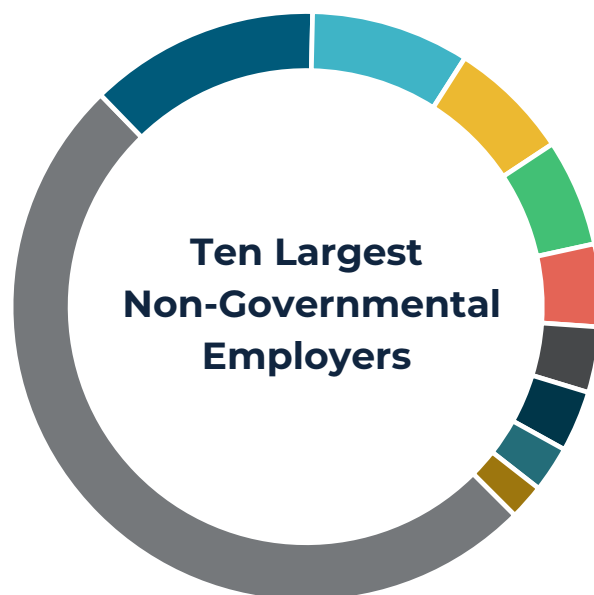
## EMPLOYER STATISTICAL INFORMATION

## MAJOR NON-GOVERNMENT EMPLOYERS

Name of Employer	Number of Employees
Baylor Scott & White Health	8,379
McLane Company, Inc.	2,104
Wal-Mart Superstore, Distribution Center, and Sam's Club	1,450
H-E-B Retail Distribution Center	1,112
Wilsonart International	980
Scott & White Health Plan	754
Pactiv Corporation	600
Performance Food Group	558
BNSF Railway Company	420
E. R. Carpenter, LP	323
<b>TOTAL # OF EMPLOYEES FOR NON-GOVT. EMPLOYERS</b>	<b>16,680</b>

## MAJOR GOVERNMENT EMPLOYERS

Name of Employer	Number of Employees
Olin E. Teague Veterans' Medical Center	4,523
Temple Independent School District	1,433
City of Temple	1,020
<b>TOTAL # OF EMPLOYEES FOR GOVERNMENT EMPLOYERS</b>	<b>6,976</b>



- Baylor Scott & White Health - 50.23%
- McLane Company, Inc. - 12.61%
- Wal-Mart Superstore, Distribution Center, and Sam's Club - 8.69%
- H-E-B Retail Distribution Center - 6.67%
- Wilsonart International - 5.88%
- Scott & White Health Plan - 4.52%
- Pactiv Corporation - 3.60%
- Performance Food Group - 3.35%
- BNSF Railway Company - 2.52%
- E. R. Carpenter, LP - 1.93%

## HISTORICAL SALES TAX ANALYSIS - LAST TEN FISCAL YEARS

FISCAL YEAR	SALES TAX COLLECTED	% OF CHANGE
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	24,418,211	5.54%
2021	28,357,487	16.13%
2022 <sup>(2)</sup>	32,712,899	15.36%
2023 <sup>(3)</sup>	33,500,000	2.41%

(1) One time prior period audit adjustment of \$1,798,088

(2) Forecasted at 06/30/22

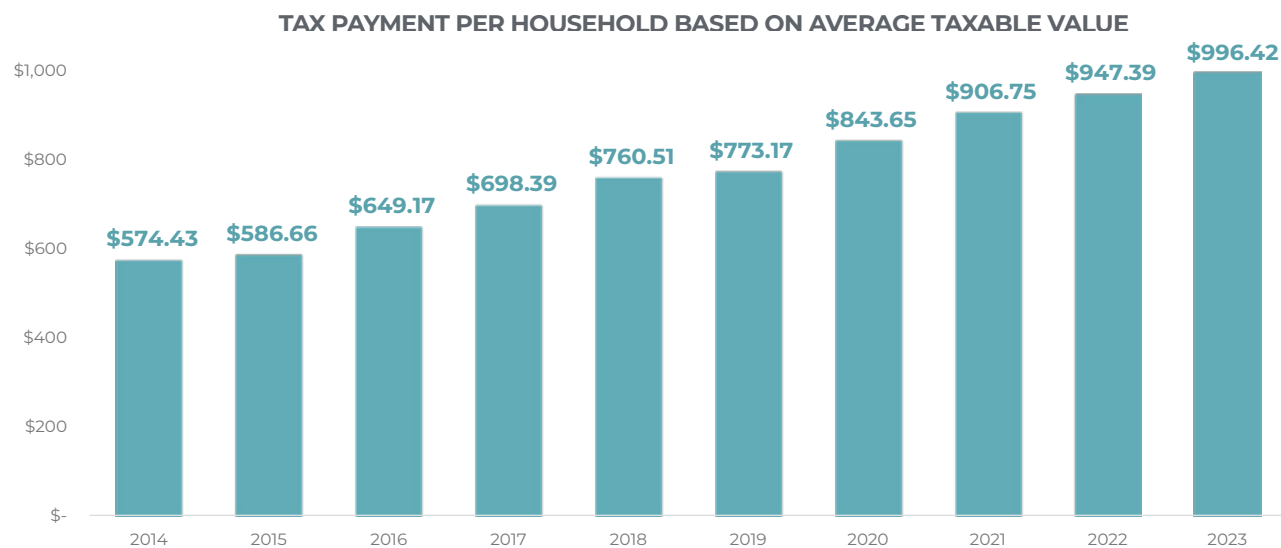
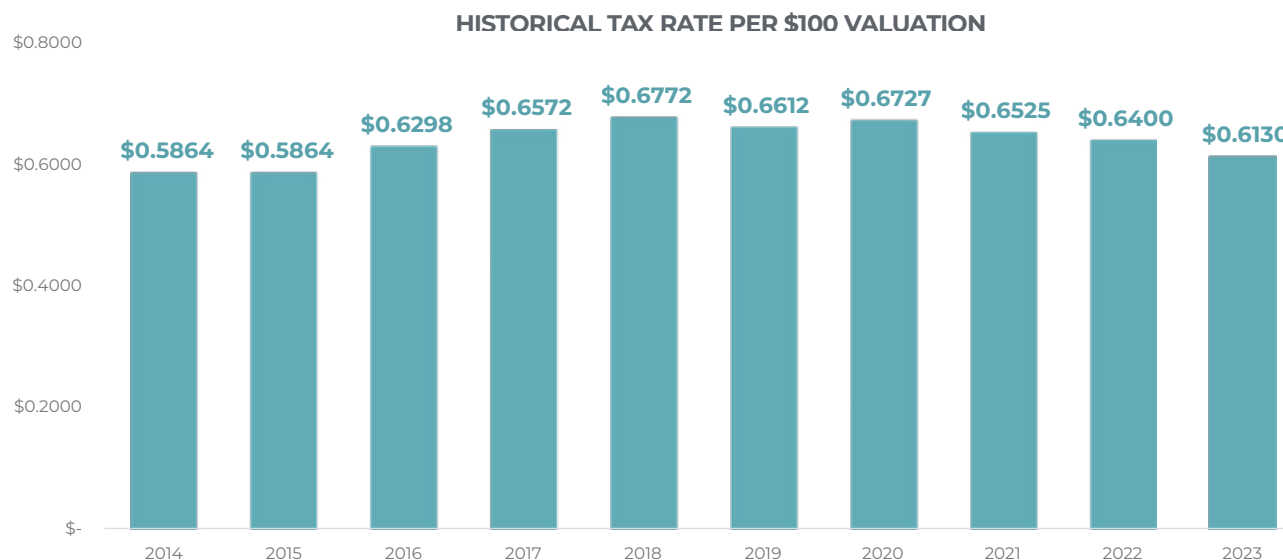


## HISTORICAL TAX RATE INFORMATION - LAST TEN FISCAL YEARS

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<b>Tax Rates:</b>										
<b>Operations &amp; Maintenance</b>	\$ 0.3324	\$ 0.3300	\$ 0.3234	\$ 0.3142	\$ 0.3142	\$ 0.2982	\$ 0.3097	\$ 0.3000	\$ 0.3030	\$ 0.2863
<b>Debt Service</b>	0.2540	0.2564	0.3064	0.3430	0.3630	0.3630	0.3630	0.3525	0.3370	0.3267
<b>Total Tax Rate</b>	<u>\$ 0.5864</u>	<u>\$ 0.5864</u>	<u>\$ 0.6298</u>	<u>\$ 0.6572</u>	<u>\$ 0.6772</u>	<u>\$ 0.6612</u>	<u>\$ 0.6727</u>	<u>\$ 0.6525</u>	<u>\$ 0.6400</u>	<u>\$ 0.6130</u>
<b>Financial Impact on Homeowners:</b>										
<b>Average Market Value</b>	\$ 121,984	\$ 124,496	\$ 128,146	\$ 132,044	\$ 139,388	\$ 144,883	\$ 158,946	\$ 173,706	\$ 192,446	\$ 253,392
<b>Homestead exemption</b>	(24,026)	(24,452)	(25,071)	(25,777)	(27,086)	(27,948)	(33,534)	(34,741)	(44,417)	(90,844)
<b>Average Taxable Value</b>	<u>\$ 97,958</u>	<u>\$ 100,044</u>	<u>\$ 103,075</u>	<u>\$ 106,267</u>	<u>\$ 112,302</u>	<u>\$ 116,935</u>	<u>\$ 125,412</u>	<u>\$ 138,965</u>	<u>\$ 148,029</u>	<u>\$ 162,548</u>
<b>Average Tax Payment</b>	<u>\$ 574.43</u>	<u>\$ 586.66</u>	<u>\$ 649.17</u>	<u>\$ 698.39</u>	<u>\$ 760.51</u>	<u>\$ 773.17</u>	<u>\$ 843.65</u>	<u>\$ 906.75</u>	<u>\$ 947.39</u>	<u>\$ 996.42</u>

Source: Certified Tax Roll

## HISTORICAL TAX RATE INFORMATION - LAST TEN FISCAL YEARS





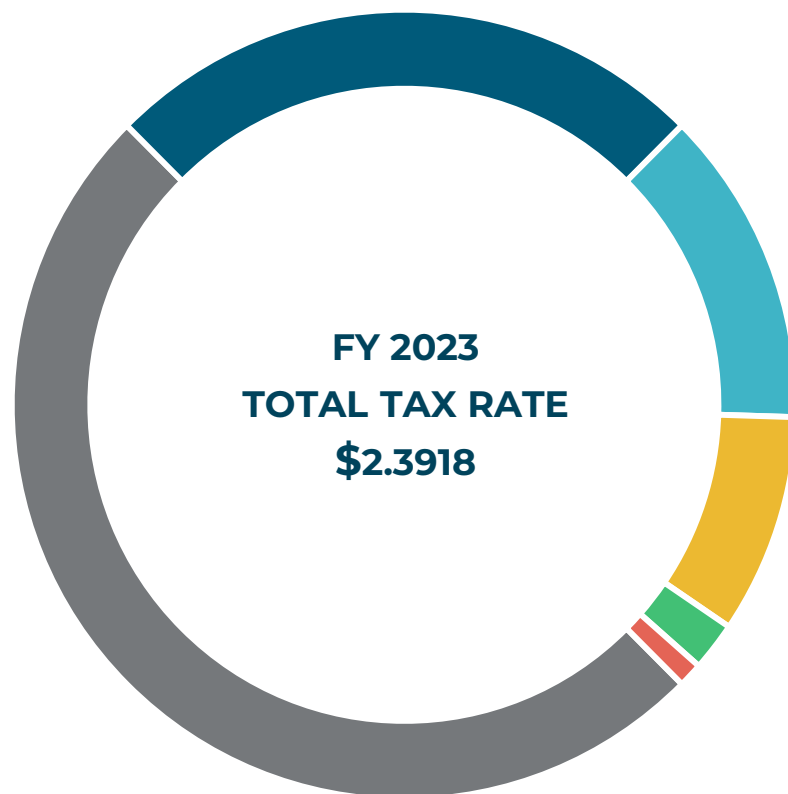
## PROPERTY TAX RATES AND LEVIES<sup>(1)</sup> - LAST TEN FISCAL YEARS

Fiscal Year	City of Temple	Bell County	Road District	Temple I.S.D.	Temple College	Temple Health & Bioscience District	Total
Tax Rates (per \$100 of assessed value)							
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
2022	0.6400	0.3680	0.0263	1.2353	0.2237	0.0168	2.5101
2023	0.6130	0.3160	0.0233	1.2203	0.2044	0.0148	2.3918
Tax Levies <sup>(2)</sup>							
2014	\$ 20,714,391	\$ 60,341,451	\$ 4,342,332	\$ 41,622,079	\$ 7,645,910	\$ 932,719	\$ 135,598,882
2015	21,435,661	63,503,693	4,562,463	47,000,484	8,665,723	1,022,969	146,190,993
2016	23,737,563	66,660,706	4,843,686	51,715,160	9,475,973	1,127,960	157,561,048
2017	25,538,490	68,276,725	5,001,366	52,339,371	9,090,493	1,027,221	161,273,666
2018	27,356,100	72,306,506	5,271,570	52,159,073	9,356,913	1,032,928	167,483,090
2019	28,357,016	74,765,035	5,444,981	54,202,808	9,566,836	1,055,397	173,392,073
2020	31,854,652	82,162,386	5,836,107	56,457,502	10,096,128	1,065,728	187,472,503
2021	34,996,450	85,772,692	6,266,805	59,139,830	11,104,767	1,191,848	198,472,392
2022	37,741,823	88,121,430	6,388,402	61,066,083	14,769,288	1,264,499	209,351,526
2023	44,091,998	92,659,256	6,906,738	73,632,871	16,731,633	1,374,990	235,397,486

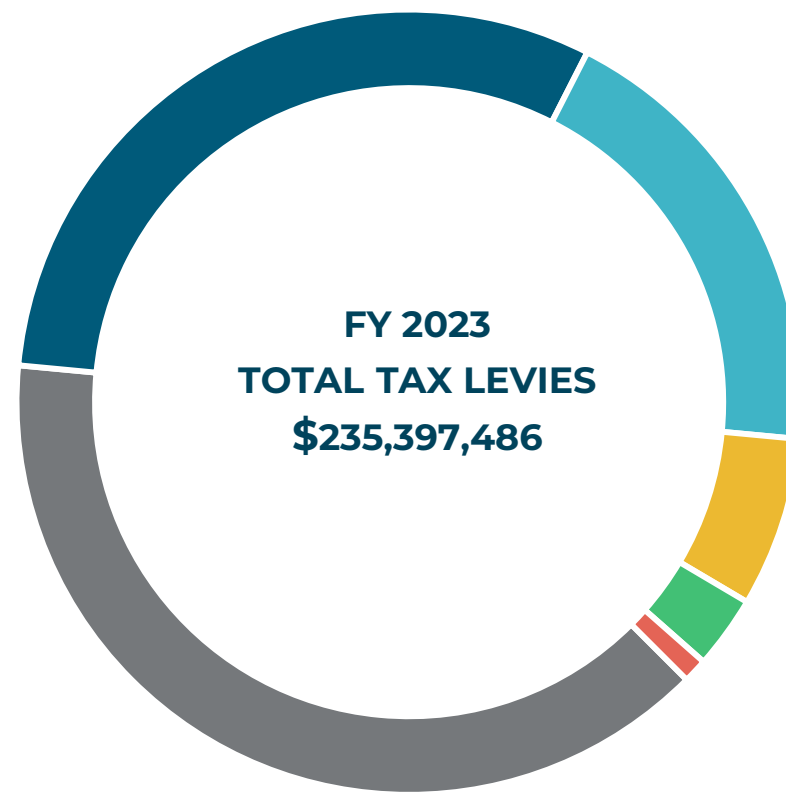
(1) Source: Tax Appraisal District of Bell County

(2) Based on certified roll, does not include the Reinvestment Zone No. 1 for the City of Temple

## PROPERTY TAX RATES AND LEVIES



- Temple I.S.D. - 51.02%
- City of Temple - 25.63%
- Bell County - 13.21%
- Temple College - 8.55%
- Road District - 0.97%
- Bioscience District - 0.62%



- Bell County - 39.36%
- Temple I.S.D. - 31.28%
- City of Temple - 18.73%
- Temple College - 7.12%
- Road District - 2.93%
- Bioscience District - 0.58%

## RESOLUTION NO. 2022-0212-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, 2022, AND ENDING SEPTEMBER 30, 2023, INCLUDING THE OPERATING BUDGET FOR 2022-2023, 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 - "THIS BUDGET WILL RAISE MORE TOTAL PROPERTY TAXES THAN LAST YEAR'S BUDGET BY AN AMOUNT OF \$6,177,494, WHICH IS A 16.36% INCREASE FROM LAST YEAR'S BUDGET. THE PROPERTY TAX REVENUE TO BE RAISED FROM NEW PROPERTY ADDED TO THE TAX ROLL THIS YEAR IS \$1,391,091"; AND PROVIDING AN OPEN MEETINGS CLAUSE.

**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 2022-2023, 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; and

**Whereas**, the City Council has considered the matter and deems it in the public interest to authorize this action.

**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 August 4, 2022, at 5:00 p.m., and after the conclusion of the public hearing held on August 18, 2022, at 5:00 p.m., the budget for the City of Temple for the fiscal year beginning October 1, 2022, and closing September 30, 2023, 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 total property taxes than last year's budget by an amount of \$6,177,494, which is a 16.36% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$1,391,091."

**Part 4:** The City Council adopts the City budget for fiscal year 2022-2023, 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.

PASSED AND APPROVED this the 18<sup>th</sup> day of August, 2022.

THE CITY OF TEMPLE, TEXAS

ATTEST:

DocuSigned by:  
Jana Lewellen  
BE0CF088A8BA...

Jana Lewellen  
City Secretary

DocuSigned by:



DocuSigned by:  
Timothy A. Davis  
2027E12809F34F...

APPROVED AS TO FORM:

DocuSigned by:  
Kathryn H. Davis  
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Kathryn H. Davis  
City Attorney

## ORDINANCE NO. 2022-0046-O

AN ORDINANCE 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 FISCAL YEAR 2023 (TAX YEAR 2022); 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 2022 (fiscal year 2023) 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 2022 (fiscal year 2023) 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, 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 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 \$8,146,172,540, 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 2022 (fiscal year 2023) 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 4<sup>th</sup> day of August, 2022.

PASSED AND APPROVED on Second and Final Reading on the 18<sup>th</sup> day of August, 2022.

THE CITY OF TEMPLE, TEXAS

ATTEST:

DocuSigned by:  
Jana Lewellen  
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Jana Lewellen  
City Secretary

DocuSigned by:  
Timothy A. Davis  
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APPROVED AS TO FORM:

DocuSigned by:  
Kathryn H. Davis  
BCE0E3202E9B48E...

Kathryn H. Davis  
City Attorney

ORDINANCE NO. 2022-0047-O

AN ORDINANCE OF THE CITY OF TEMPLE, TEXAS, SETTING A TAX RATE OF \$0.6130 PER \$100 VALUATION, COMPRISED OF \$0.2863 FOR MAINTENANCE AND OPERATIONS AND \$0.3267 FOR DEBT SERVICE, FOR FISCAL YEAR 2023 (TAX YEAR 2022), AND 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 2022-2023 budget will require adoption of a property tax rate of \$0.6130 per \$100 of taxable assessed property value which will generate \$40,341,215 of property tax levy when applied to an ad valorem tax base of \$7,360,078,454 less \$779,129,880 of freeze taxable value;

Whereas, there will also be \$3,591,881 in frozen tax levy for a total property tax levy of \$43,933,095;

Whereas, the proposed tax rate of \$0.6130 represents a 17.28% increase over the no-new-revenue tax rate of \$0.5227;

Whereas, the proposed tax rate of \$0.6130 does remain below the voter-approval tax rate of \$0.6287;

Whereas, the fiscal year 2022-2023 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 2022 (fiscal year 2023) 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 \$0.6130 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 fiscal year 2022-2023 (tax year 2022) as follows:

For the purpose of maintenance and operation; \$ 0.2863

For the payment of principal and interest on bonds, warrants and certificates of obligation and other debt of this City; \$ 0.3267

TOTAL TAX RATE \$0.6130 per each \$100 of assessed property valuation

Total Estimated Tax Levy (100%) \$43,933,095

Total Estimated Tax Levy –  
(Tax Increment District for City of Temple) \$4,818,757

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 2022, for the City's departmental purposes for interest and sinking fund accounts in accordance with the budget adopted by the City Council on the 18<sup>th</sup> day of August, 2022, to-wit: and all such ad valorem taxes shall become due on the 31<sup>st</sup> day of January, 2023, and shall, unless paid, become delinquent on the 1<sup>st</sup> day of February, 2023.

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 10.24 PERCENT AND WILL INCREASE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$26.60 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, 2022, 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 2023, 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 18<sup>th</sup> day of August, 2022.

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 4<sup>th</sup> day of August, 2022.

PASSED AND APPROVED on Second and Final Reading on the 18<sup>th</sup> day of August, 2022..

THE CITY OF TEMPLE, TEXAS

ATTEST:

DocuSigned by:  
Jana Lewellen  
Jana Lewellen  
City Secretary



DocuSigned by:  
Timothy A. Davis  
TIMOTHY A. DAVIS, Mayor  
APPROVED AS TO FORM:

DocuSigned by:  
Kathryn H. Davis  
Kathryn H. Davis  
City Attorney

## 2022 Tax Rate Calculation Worksheet

### Taxing Units Other Than School Districts or Water Districts

Form 50-856

## CITY OF TEMPLE

Taxing Unit Name

Phone (area code and number)

Taxing Unit's Address, City, State, ZIP Code

Taxing Unit's Website Address

**GENERAL INFORMATION:** Tax Code Section 26.04(c) requires an officer or employee designated by the governing body to calculate the no-new-revenue (NNR) tax rate and voter-approval tax rate for the taxing unit. These tax rates are expressed in dollars per \$100 of taxable value calculated. The calculation process starts after the chief appraiser delivers to the taxing unit the certified appraisal roll and the estimated values of properties under protest. The designated officer or employee shall certify that the officer or employee has accurately calculated the tax rates and used values shown for the certified appraisal roll or certified estimate. The officer or employee submits the rates to the governing body by Aug. 7 or as soon thereafter as practicable.

School districts do not use this form, but instead use Comptroller Form 50-859 *Tax Rate Calculation Worksheet, School District without Chapter 313 Agreements* or Comptroller Form 50-884 *Tax Rate Calculation Worksheet, School District with Chapter 313 Agreements*.

Water districts as defined under Water Code Section 49.001(1) do not use this form, but instead use Comptroller Form 50-858 *Water District Voter-Approval Tax Rate Worksheet for Low Tax Rate and Developing Districts* or Comptroller Form 50-860 *Developed Water District Voter-Approval Tax Rate Worksheet*.

The Comptroller's office provides this worksheet to assist taxing units in determining tax rates. The information provided in this worksheet is offered as technical assistance and not legal advice. Taxing units should consult legal counsel for interpretations of law regarding tax rate preparation and adoption.

## SECTION 1: No-New-Revenue Tax Rate

The NNR tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year based on a tax rate that would produce the same amount of taxes (no new taxes) if applied to the same properties that are taxed in both years. When appraisal values increase, the NNR tax rate should decrease.

The NNR tax rate for a county is the sum of the NNR tax rates calculated for each type of tax the county levies.

While uncommon, it is possible for a taxing unit to provide an exemption for only maintenance and operations taxes. In this case, the taxing unit will need to calculate the NNR tax rate separately for the maintenance and operations tax and the debt tax, then add the two components together.

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
1.	<b>2021 total taxable value.</b> Enter the amount of 2021 taxable value on the 2021 tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-fourth and one-third over-appraisal corrections from these adjustments. Exclude any property value subject to an appeal under Chapter 42 as of July 25 (will add undisputed value in Line 6). This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (adjustment is made by deducting TIF taxes, as reflected in Line 17). <sup>1</sup>	\$ 6,622,890,116
2.	<b>2021 tax ceilings.</b> Counties, cities and junior college districts. Enter 2021 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2021 or a prior year for homeowners age 65 or older or disabled, use this step. <sup>2</sup>	\$ 718,502,985
3.	<b>Preliminary 2021 adjusted taxable value.</b> Subtract Line 2 from Line 1.	\$ 5,904,387,131
4.	<b>2021 total adopted tax rate.</b>	\$ 0.6400 /\$100
5.	<b>2021 taxable value lost because court appeals of ARB decisions reduced 2021 appraised value.</b>	
	A. Original 2021 ARB values:.....	\$ 222,638,394
	B. 2021 values resulting from final court decisions:.....	- \$ 193,916,082
	C. 2021 value loss. Subtract B from A. <sup>3</sup>	\$ 28,722,312
6.	<b>2021 taxable value subject to an appeal under Chapter 42, as of July 25.</b>	
	A. 2021 ARB certified value:.....	\$ 9,268,430
	B. 2021 disputed value:.....	- \$ 926,843
	C. 2021 undisputed value. Subtract B from A. <sup>4</sup>	\$ 8,341,587
7.	<b>2021 Chapter 42 related adjusted values.</b> Add Line 5C and Line 6C.	\$ 37,063,899

<sup>1</sup> Tex. Tax Code § 26.012(14)<sup>2</sup> Tex. Tax Code § 26.012(14)<sup>3</sup> Tex. Tax Code § 26.012(13)<sup>4</sup> Tex. Tax Code § 26.012(13)

## 2022 Tax Rate Calculation Worksheet – Taxing Units Other Than School Districts or Water Districts

Form 50-856

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
8.	<b>2021 taxable value, adjusted for actual and potential court-ordered adjustments.</b> Add Line 3 and Line 7.	\$ 5,941,451,030
9.	<b>2021 taxable value of property in territory the taxing unit deannexed after Jan. 1, 2021.</b> Enter the 2021 value of property in deannexed territory. <sup>5</sup>	\$ 0
10.	<b>2021 taxable value lost because property first qualified for an exemption in 2022.</b> If the taxing unit increased an original exemption, use the difference between the original exempted amount and the increased exempted amount. Do not include value lost due to freeport, goods-in-transit, temporary disaster exemptions. Note that lowering the amount or percentage of an existing exemption in 2022 does not create a new exemption or reduce taxable value.	
	A. Absolute exemptions. Use 2021 market value:.....	\$ 3,489,841
	B. Partial exemptions. 2022 exemption amount or 2022 percentage exemption times 2021 value:.....	+ \$ 79,223,393
	C. Value loss. Add A and B. <sup>6</sup>	\$ 82,713,234
11.	<b>2021 taxable value lost because property first qualified for agricultural appraisal (1-d or 1-d-1), timber appraisal, recreational/scenic appraisal or public access airport special appraisal in 2022.</b> Use only properties that qualified in 2022 for the first time; do not use properties that qualified in 2021.	
	A. 2021 market value:.....	\$ 0
	B. 2022 productivity or special appraised value:.....	- \$ 0
	C. Value loss. Subtract B from A. <sup>7</sup>	\$ 0
12.	<b>Total adjustments for lost value.</b> Add Lines 9, 10C and 11C.	\$ 82,713,234
13.	<b>2021 captured value of property in a TIF.</b> Enter the total value of 2021 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which 2021 taxes were deposited into the tax increment fund. <sup>8</sup> If the taxing unit has no captured appraised value in Line 18D, enter 0.	\$ 786,094,086
14.	<b>2021 total value.</b> Subtract Line 12 and Line 13 from Line 8.	\$ 5,072,643,710
15.	<b>Adjusted 2021 total levy.</b> Multiply Line 4 by Line 14 and divide by \$100.	\$ 32,464,919
16.	<b>Taxes refunded for years preceding tax year 2021.</b> Enter the amount of taxes refunded by the taxing unit for tax years preceding tax year 2021. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2021. This line applies only to tax years preceding tax year 2021. <sup>9</sup>	\$ 524,386
17.	<b>Adjusted 2021 levy with refunds and TIF adjustment.</b> Add Lines 15 and 16. <sup>10</sup>	\$ 32,989,305
18.	<b>Total 2022 taxable value on the 2022 certified appraisal roll today.</b> This value includes only certified values or certified estimate of values and includes the total taxable value of homesteads with tax ceilings (will deduct in Line 20). These homesteads include homeowners age 65 or older or disabled. <sup>11</sup>	
	A. Certified values:.....	\$ 7,874,027,332
	B. Counties: Include railroad rolling stock values certified by the Comptroller's office:.....	+ \$ 0
	C. Pollution control and energy storage system exemption: Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property:.....	- \$ 0
	D. Tax increment financing: Deduct the 2022 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2022 taxes will be deposited into the tax increment fund. Do not include any new property value that will be included in Line 23 below. <sup>12</sup>	- \$ 786,094,086
	E. Total 2022 value. Add A and B, then subtract C and D.	\$ 7,087,933,246

<sup>5</sup> Tex. Tax Code § 26.012(15)<sup>6</sup> Tex. Tax Code § 26.012(15)<sup>7</sup> Tex. Tax Code § 26.012(15)<sup>8</sup> Tex. Tax Code § 26.03(c)<sup>9</sup> Tex. Tax Code § 26.012(13)<sup>10</sup> Tex. Tax Code § 26.012(13)<sup>11</sup> Tex. Tax Code § 26.012, 26.04(c-2)<sup>12</sup> Tex. Tax Code § 26.03(c)



## TAX RATE CALCULATION FORM

2022 Tax Rate Calculation Worksheet – Taxing Units Other Than School Districts or Water Districts Form 50-856

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
19.	<p><b>Total value of properties under protest or not included on certified appraisal roll.</b> <sup>13</sup></p> <p><b>A. 2022 taxable value of properties under protest.</b> The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any, or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value under protest. <sup>14</sup>.....</p> <p style="text-align: right;">\$ <u>272,145,208</u></p> <p><b>B. 2022 value of properties not under protest or included on certified appraisal roll.</b> The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about but are not included in the appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value of property not on the certified roll. <sup>15</sup>.....</p> <p style="text-align: right;">+ \$ <u>0</u></p> <p><b>C. Total value under protest or not certified.</b> Add A and B.</p> <p style="text-align: right;">\$ <u>272,145,208</u></p>	
20.	<b>2022 tax ceilings.</b> Counties, cities and junior colleges enter 2022 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2021 or a prior year for homeowners age 65 or older or disabled, use this step. <sup>16</sup>	\$ <u>779,129,880</u>
21.	<b>2022 total taxable value.</b> Add Lines 18E and 19C. Subtract Line 20. <sup>17</sup>	\$ <u>6,580,948,574</u>
22.	<b>Total 2022 taxable value of properties in territory annexed after Jan. 1, 2021.</b> Include both real and personal property. Enter the 2022 value of property in territory annexed. <sup>18</sup>	\$ <u>1,800,230</u>
23.	<b>2022 taxable value of new improvements and new personal property located in new improvements.</b> New means the item was not on the appraisal roll in 2021. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to existing improvements may be included if the appraised value can be determined. New personal property in a new improvement must have been brought into the taxing unit after Jan. 1, 2021 and be located in a new improvement. New improvements <b>do</b> include property on which a tax abatement agreement has expired for 2022. <sup>19</sup>	\$ <u>268,085,806</u>
24.	<b>Total adjustments to the 2022 taxable value.</b> Add Lines 22 and 23.	\$ <u>269,886,036</u>
25.	<b>Adjusted 2022 taxable value.</b> Subtract Line 24 from Line 21.	\$ <u>6,311,062,538</u>
26.	<b>2022 NNR tax rate.</b> Divide Line 17 by Line 25 and multiply by \$100. <sup>20</sup>	\$ <u>0.5227</u> /\$100
27.	<b>COUNTIES ONLY.</b> Add together the NNR tax rates for each type of tax the county levies. The total is the 2022 county NNR tax rate. <sup>21</sup>	\$ <u>0.0000</u> /\$100

## SECTION 2: Voter-Approval Tax Rate

The voter-approval tax rate is the highest tax rate that a taxing unit may adopt without holding an election to seek voter approval of the rate. The voter-approval tax rate is split into two separate rates:

1. **Maintenance and Operations (M&O) Tax Rate:** The M&O portion is the tax rate that is needed to raise the same amount of taxes that the taxing unit levied in the prior year plus the applicable percentage allowed by law. This rate accounts for such things as salaries, utilities and day-to-day operations.
2. **Debt Rate:** The debt rate includes the debt service necessary to pay the taxing unit's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

The voter-approval tax rate for a county is the sum of the voter-approval tax rates calculated for each type of tax the county levies. In most cases the voter-approval tax rate exceeds the no-new-revenue tax rate, but occasionally decreases in a taxing unit's debt service will cause the NNR tax rate to be higher than the voter-approval tax rate.

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
28.	<b>2021 M&amp;O tax rate.</b> Enter the 2021 M&O tax rate.	\$ <u>0.3030</u> /\$100
29.	<b>2021 taxable value, adjusted for actual and potential court-ordered adjustments.</b> Enter the amount in Line 8 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>5,941,451,030</u>

<sup>13</sup> Tex. Tax Code § 26.01(c) and (d).

<sup>14</sup> Tex. Tax Code § 26.01(c).

<sup>15</sup> Tex. Tax Code § 26.01(d).

<sup>17</sup> Tex. Tax Code § 26.012(6).

<sup>18</sup> Tex. Tax Code § 26.012(1).

<sup>79</sup> Tex. Tax Code § 26.012(1).

<sup>21</sup> Tex. Tax Code § 26.04(d).

Reg. 1.1041-6(c)(2)(ii)(B).

2022 Tax Rate Calculation Worksheet – Taxing Units Other Than School Districts or Water Districts Form 50-856

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
30.	Total 2021 M&O levy. Multiply Line 28 by Line 29 and divide by \$100	\$ 18,002,596
31.	Adjusted 2021 levy for calculating NNR M&O rate. A. M&O taxes refunded for years preceding tax year 2021. Enter the amount of M&O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2021. This line applies only to tax years preceding tax year 2021..... + \$ 249,213 B. 2021 taxes in TIF. Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2022 captured appraised value in Line 18D, enter 0..... - \$ 1,860,580 C. 2021 transferred function. If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12-month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in D below. The taxing unit receiving the function will add this amount in D below. Other taxing units enter 0..... +/- \$ 0 D. 2021 M&O levy adjustments. Subtract B from A. For taxing unit with C, subtract if discontinuing function and add if receiving function..... \$ -1,611,367 E. Add Line 30 to 31D.	\$ 16,391,229
32.	Adjusted 2022 taxable value. Enter the amount in Line 25 of the No-New-Revenue Tax Rate Worksheet.	\$ 6,311,062,538
33.	2022 NNR M&O rate (unadjusted). Divide Line 31E by Line 32 and multiply by \$100.	\$ .02597/\$100
34.	Rate adjustment for state criminal justice mandate. <sup>23</sup> A. 2022 state criminal justice mandate. Enter the amount spent by a county in the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. \$ 0 B. 2021 state criminal justice mandate. Enter the amount spent by a county in the 12 months prior to the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. Enter zero if this is the first time the mandate applies..... - \$ 0 C. Subtract B from A and divide by Line 32 and multiply by \$100..... \$ 0.0000/\$100 D. Enter the rate calculated in C. If not applicable, enter 0.	\$ 0.0000/\$100
35.	Rate adjustment for indigent health care expenditures. <sup>24</sup> A. 2022 indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2021 and ending on June 30, 2022, less any state assistance received for the same purpose. .... \$ 0 B. 2021 indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2020 and ending on June 30, 2021, less any state assistance received for the same purpose..... - \$ 0 C. Subtract B from A and divide by Line 32 and multiply by \$100..... \$ 0.0000/\$100 D. Enter the rate calculated in C. If not applicable, enter 0.	\$ 0.0000/\$100

<sup>22</sup> [Reserved for expansion]

<sup>23</sup> Tex. Tax Code § 26.044.

<sup>24</sup> 1653, 1654, 1655, 1656, 1657, 1658, 1659, 1660, 1661, 1662, 1663, 1664, 1665, 1666, 1667, 1668, 1669, 1670, 1671, 1672, 1673, 1674, 1675, 1676, 1677, 1678, 1679, 1680, 1681, 1682, 1683, 1684, 1685, 1686, 1687, 1688, 1689, 1690, 1691, 1692, 1693, 1694, 1695, 1696, 1697, 1698, 1699, 1700, 1701, 1702, 1703, 1704, 1705, 1706, 1707, 1708, 1709, 1710, 1711, 1712, 1713, 1714, 1715, 1716, 1717, 1718, 1719, 1720, 1721, 1722, 1723, 1724, 1725, 1726, 1727, 1728, 1729, 1730, 1731, 1732, 1733, 1734, 1735, 1736, 1737, 1738, 1739, 1740, 1741, 1742, 1743, 1744, 1745, 1746, 1747, 1748, 1749, 1750, 1751, 1752, 1753, 1754, 1755, 1756, 1757, 1758, 1759, 1760, 1761, 1762, 1763, 1764, 1765, 1766, 1767, 1768, 1769, 1770, 1771, 1772, 1773, 1774, 1775, 1776, 1777, 1778, 1779, 1780, 1781, 1782, 1783, 1784, 1785, 1786, 1787, 1788, 1789, 1790, 1791, 1792, 1793, 1794, 1795, 1796, 1797, 1798, 1799, 1800, 1801, 1802, 1803, 1804, 1805, 1806, 1807, 1808, 1809, 1810, 1811, 1812, 1813, 1814, 1815, 1816, 1817, 1818, 1819, 1820, 1821, 1822, 1823, 1824, 1825, 1826, 1827, 1828, 1829, 1830, 1831, 1832, 1833, 1834, 1835, 1836, 1837, 1838, 1839, 1840, 1841, 1842, 1843, 1844, 1845, 1846, 1847, 1848, 1849, 1850, 1851, 1852, 1853, 1854, 1855, 1856, 1857, 1858, 1859, 1860, 1861, 1862, 1863, 1864, 1865, 1866, 1867, 1868, 1869, 1870, 1871, 1872, 1873, 1874, 1875, 1876, 1877, 1878, 1879, 1880, 1881, 1882, 1883, 1884, 1885, 1886, 1887, 1888, 1889, 1890, 1891, 1892, 1893, 1894, 1895, 1896, 1897, 1898, 1899, 1900, 1901, 1902, 1903, 1904, 1905, 1906, 1907, 1908, 1909, 1910, 1911, 1912, 1913, 1914, 1915, 1916, 1917, 1918, 1919, 1920, 1921, 1922, 1923, 1924, 1925, 1926, 1927, 1928, 1929, 1930, 1931, 1932, 1933, 1934, 1935, 1936, 1937, 1938, 1939, 1940, 1941, 1942, 1943, 1944, 1945, 1946, 1947, 1948, 1949, 1950, 1951, 1952, 1953, 1954, 1955, 1956, 1957, 1958, 1959, 1960, 1961, 1962, 1963, 1964, 1965, 1966, 1967, 1968, 1969, 1970, 1971, 1972, 1973, 1974, 1975, 1976, 1977, 1978, 1979, 1980, 1981, 1982, 1983, 1984, 1985, 1986, 1987, 1988, 1989, 1990, 1991, 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2

# TAX RATE CALCULATION FORM

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Form 50-856

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
36.	<b>Rate adjustment for county indigent defense compensation.</b> <sup>25</sup> <b>A. 2022 indigent defense compensation expenditures.</b> Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2021 and ending on June 30, 2022, less any state grants received by the county for the same purpose..... \$ <u>0</u> <b>B. 2021 indigent defense compensation expenditures.</b> Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2020 and ending on June 30, 2021, less any state grants received by the county for the same purpose..... \$ <u>0</u> <b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100..... \$ <u>0.0000</u> /100 <b>D.</b> Multiply B by 0.05 and divide by Line 32 and multiply by \$100..... \$ <u>0.0000</u> /100 <b>E.</b> Enter the lesser of C and D. If not applicable, enter 0. \$ <u>0.0000</u> /100	
37.	<b>Rate adjustment for county hospital expenditures.</b> <sup>26</sup> <b>A. 2022 eligible county hospital expenditures.</b> Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2021 and ending on June 30, 2022..... \$ <u>0</u> <b>B. 2021 eligible county hospital expenditures.</b> Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2020 and ending on June 30, 2021..... \$ <u>0</u> <b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100..... \$ <u>0.0000</u> /100 <b>D.</b> Multiply B by 0.08 and divide by Line 32 and multiply by \$100..... \$ <u>0.0000</u> /100 <b>E.</b> Enter the lesser of C and D, if applicable. If not applicable, enter 0. \$ <u>0.0000</u> /100	
38.	<b>Rate adjustment for defunding municipality.</b> This adjustment only applies to a municipality that is considered to be a defunding municipality for the current tax year under Chapter 109, Local Government Code. Chapter 109, Local Government Code only applies to municipalities with a population of more than 250,000 and includes a written determination by the Office of the Governor. See Tax Code 26.0444 for more information. <b>A. Amount appropriated for public safety in 2021.</b> Enter the amount of money appropriated for public safety in the budget adopted by the municipality for the preceding fiscal year..... \$ <u>0</u> <b>B. Expenditures for public safety in 2021.</b> Enter the amount of money spent by the municipality for public safety during the preceding fiscal year..... \$ <u>0</u> <b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100..... \$ <u>0.0000</u> /100 <b>D.</b> Enter the rate calculated in C. If not applicable, enter 0. \$ <u>0.0000</u> /100	
39.	<b>Adjusted 2022 NNR M&amp;O rate.</b> Add Lines 33, 34D, 35D, 36E, and 37E. Subtract Line 38D. \$ <u>0.2597</u> /100	
40.	<b>Adjustment for 2021 sales tax specifically to reduce property taxes.</b> Cities, counties and hospital districts that collected and spent additional sales tax on M&O expenses in 2021 should complete this line. These entities will deduct the sales tax gain rate for 2022 in Section 3. Other taxing units, enter zero. <b>A.</b> Enter the amount of additional sales tax collected and spent on M&O expenses in 2021, if any. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent..... \$ <u>10,582,892</u> <b>B.</b> Divide Line 40A by Line 32 and multiply by \$100..... \$ <u>0.1676</u> /100 <b>C.</b> Add Line 40B to Line 39. \$ <u>0.4273</u> /100	
41.	<b>2022 voter-approval M&amp;O rate.</b> Enter the rate as calculated by the appropriate scenario below. <b>Special Taxing Unit.</b> If the taxing unit qualifies as a special taxing unit, multiply Line 40C by 1.08. <b>- or -</b> <b>Other Taxing Unit.</b> If the taxing unit does not qualify as a special taxing unit, multiply Line 40C by 1.035. \$ <u>0.4422</u> /100	

<sup>25</sup> Tex. Tax Code § 26.0442  
<sup>26</sup> Tex. Tax Code § 26.0443

2022 Tax Rate Calculation Worksheet—Taxing Units Other Than School Districts or Water Districts

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Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
D41.	<b>Disaster Line 41 (D41): 2022 voter-approval M&amp;O rate for taxing unit affected by disaster declaration.</b> If the taxing unit is located in an area declared a disaster area and at least one person is granted an exemption under Tax Code Section 11.35 for property located in the taxing unit, the governing body may direct the person calculating the voter-approval tax rate to calculate in the manner provided for a special taxing unit. The taxing unit shall continue to calculate the voter-approval tax rate in this manner until the earlier of 1) the first year in which total taxable value on the certified appraisal roll exceeds the total taxable value of the tax year in which the disaster occurred, or 2) the third tax year after the tax year in which the disaster occurred If the taxing unit qualifies under this scenario, multiply Line 40C by 1.08. <sup>27</sup> If the taxing unit does not qualify, do not complete Disaster Line 41 (Line D41). \$ <u>0.0000</u> /100	
42.	<b>Total 2022 debt to be paid with property taxes and additional sales tax revenue.</b> Debt means the interest and principal that will be paid on debts that: (1) are paid by property taxes, (2) are secured by property taxes, (3) are scheduled for payment over a period longer than one year, and (4) are not classified in the taxing unit's budget as M&O expenses. <b>A. Debt also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments. If the governing body of a taxing unit authorized or agreed to authorize a bond, warrant, certificate of obligation, or other evidence of indebtedness on or after Sept. 1, 2022, verify if it meets the amended definition of debt before including it here.</b> <sup>28</sup> Enter debt amount \$ <u>25,035,460</u> <b>B. Subtract unencumbered fund amount used to reduce total debt.</b> ..... \$ <u>3,535,000</u> <b>C. Subtract certified amount spent from sales tax to reduce debt</b> (enter zero if none) ..... \$ <u>0</u> <b>D. Subtract amount paid from other resources</b> ..... \$ <u>0</u> <b>E. Adjusted debt.</b> Subtract B, C and D from A. \$ <u>21,500,460</u>	
43.	<b>Certified 2021 excess debt collections.</b> Enter the amount certified by the collector. <sup>29</sup> \$ <u>0</u>	
44.	<b>Adjusted 2022 debt.</b> Subtract Line 43 from Line 42E. \$ <u>21,500,460</u>	
45.	<b>2022 anticipated collection rate.</b> <b>A.</b> Enter the 2022 anticipated collection rate certified by the collector. <sup>30</sup> <u>100.00</u> % <b>B.</b> Enter the 2021 actual collection rate..... <u>96.98</u> % <b>C.</b> Enter the 2020 actual collection rate..... <u>97.53</u> % <b>D.</b> Enter the 2019 actual collection rate..... <u>97.55</u> % <b>E.</b> If the anticipated collection rate in A is lower than actual collection rates in B, C and D, enter the lowest collection rate from B, C and D. If the anticipated rate in A is higher than at least one of the rates in the prior three years, enter the rate from A. Note that the rate can be greater than 100%. <sup>31</sup> <u>100.00</u> %	
46.	<b>2022 debt adjusted for collections.</b> Divide Line 44 by Line 45E. \$ <u>21,500,460</u>	
47.	<b>2022 total taxable value.</b> Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> . \$ <u>6,580,948,574</u>	
48.	<b>2022 debt rate.</b> Divide Line 46 by Line 47 and multiply by \$100. \$ <u>0.3267</u> /100	
49.	<b>2022 voter-approval tax rate.</b> Add Lines 41 and 48. \$ <u>0.7689</u> /100	
D49.	<b>Disaster Line 49 (D49): 2022 voter-approval tax rate for taxing unit affected by disaster declaration.</b> Complete this line if the taxing unit calculated the voter-approval tax rate in the manner provided for a special taxing unit on Line D41. Add Line D41 and 48. \$ <u>0.0000</u> /100	

<sup>27</sup> Tex. Tax Code § 26.042(a)

<sup>28</sup> Tex. Tax Code § 26.012(7)

<sup>29</sup> Tex. Tax Code § 26.012(10) and 26.04(b)

<sup>30</sup> Tex. Tax Code § 26.04(b)

<sup>31</sup> Tex. Tax Code §§ 26.04(h), (h-1) and (h-2)

# TAX RATE CALCULATION FORM

## 2022 Tax Rate Calculation Worksheet – Taxing Units Other Than School Districts or Water Districts

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Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
50.	<b>COUNTIES ONLY.</b> Add together the voter-approval tax rates for each type of tax the county levies. The total is the 2022 county voter-approval tax rate.	\$ <u>0.0000</u> /\$100

### SECTION 3: NNR Tax Rate and Voter-Approval Tax Rate Adjustments for Additional Sales Tax to Reduce Property Taxes

Cities, counties and hospital districts may levy a sales tax specifically to reduce property taxes. Local voters by election must approve imposing or abolishing the additional sales tax. If approved, the taxing unit must reduce its NNR and voter-approval tax rates to offset the expected sales tax revenue.

This section should only be completed by a county, city or hospital district that is required to adjust its NNR tax rate and/or voter-approval tax rate because it adopted the additional sales tax.

Line	Additional Sales and Use Tax Worksheet	Amount/Rate
51.	<b>Taxable Sales.</b> For taxing units that adopted the sales tax in November 2021 or May 2022, enter the Comptroller's estimate of taxable sales for the previous four quarters. <sup>32</sup> Estimates of taxable sales may be obtained through the Comptroller's Allocation Historical Summary webpage. Taxing units that adopted the sales tax before November 2021, enter 0.	\$ <u>0</u>
52.	<b>Estimated sales tax revenue.</b> Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue. <sup>33</sup> <b>Taxing units that adopted the sales tax in November 2021 or in May 2022.</b> Multiply the amount on Line 51 by the sales tax rate (.01, .005 or .0025, as applicable) and multiply the result by .95. <sup>34</sup> <b>– or –</b> <b>Taxing units that adopted the sales tax before November 2021.</b> Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	\$ <u>10,582,892</u>
53.	<b>2022 total taxable value.</b> Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>6,580,948,574</u>
54.	<b>Sales tax adjustment rate.</b> Divide Line 52 by Line 53 and multiply by \$100.	\$ <u>0.1608</u> /\$100
55.	<b>2022 NNR tax rate, unadjusted for sales tax.</b> <sup>35</sup> Enter the rate from Line 26 or 27, as applicable, on the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>0.5227</u> /\$100
56.	<b>2022 NNR tax rate, adjusted for sales tax.</b> <b>Taxing units that adopted the sales tax in November 2021 or in May 2022.</b> Subtract Line 54 from Line 55. Skip to Line 57 if you adopted the additional sales tax before November 2021.	\$ <u>0.0000</u> /\$100
57.	<b>2022 voter-approval tax rate, unadjusted for sales tax.</b> <sup>36</sup> Enter the rate from Line 49, Line D49 (disaster) or Line 50 (counties) as applicable, of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ <u>0.7689</u> /\$100
58.	<b>2022 voter-approval tax rate, adjusted for sales tax.</b> Subtract Line 54 from Line 57.	\$ <u>0.6081</u> /\$100

### SECTION 4: Voter-Approval Tax Rate Adjustment for Pollution Control

Not Applicable

A taxing unit may raise its rate for M&O funds used to pay for a facility, device or method for the control of air, water or land pollution. This includes any land, structure, building, installation, excavation, machinery, equipment or device that is used, constructed, acquired or installed wholly or partly to meet or exceed pollution control requirements. The taxing unit's expenses are those necessary to meet the requirements of a permit issued by the Texas Commission on Environmental Quality (TCEQ). The taxing unit must provide the tax assessor with a copy of the TCEQ letter of determination that states the portion of the cost of the installation for pollution control.

This section should only be completed by a taxing unit that uses M&O funds to pay for a facility, device or method for the control of air, water or land pollution.

Line	Voter-Approval Rate Adjustment for Pollution Control Requirements Worksheet	Amount/Rate
59.	<b>Certified expenses from the Texas Commission on Environmental Quality (TCEQ).</b> Enter the amount certified in the determination letter from TCEQ. <sup>37</sup> The taxing unit shall provide its tax assessor-collector with a copy of the letter. <sup>38</sup>	\$ <u>0</u>
60.	<b>2022 total taxable value.</b> Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>0</u>
61.	<b>Additional rate for pollution control.</b> Divide Line 59 by Line 60 and multiply by \$100.	\$ <u>0.0000</u> /\$100
62.	<b>2022 voter-approval tax rate, adjusted for pollution control.</b> Add Line 61 to one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties) or Line 58 (taxing units with the additional sales tax).	\$ <u>0.0000</u> /\$100

<sup>32</sup> Tex. Tax Code § 26.041(d)

<sup>33</sup> Tex. Tax Code § 26.041(i)

<sup>34</sup> Tex. Tax Code § 26.041(d)

<sup>35</sup> Tex. Tax Code § 26.04(c)

<sup>36</sup> Tex. Tax Code § 26.04(c)

<sup>37</sup> Tex. Tax Code § 26.045(d)

<sup>38</sup> Tex. Tax Code § 26.045(i)

## 2022 Tax Rate Calculation Worksheet – Taxing Units Other Than School Districts or Water Districts

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### SECTION 5: Voter-Approval Tax Rate Adjustment for Unused Increment Rate

The unused increment rate is the rate equal to the difference between the adopted tax rate and voter-approval tax rate before the unused increment rate for the prior three years.<sup>39</sup> In a year where a taxing unit adopts a rate by applying any portion of the unused increment rate, the unused increment rate for that year would be zero.

The difference between the adopted tax rate and voter-approval tax rate is considered zero in the following scenarios:

- a tax year before 2020;<sup>40</sup>
- a tax year in which the municipality is a defunding municipality, as defined by Tax Code Section 26.0501(a);<sup>41</sup> or
- after Jan. 1, 2022, a tax year in which the comptroller determines that the county implemented a budget reduction or reallocation described by Local Government Code Section 120.002(a) without the required voter approval.<sup>42</sup>

This section should only be completed by a taxing unit that does not meet the definition of a special taxing unit.<sup>43</sup>

Line	Unused Increment Rate Worksheet	Amount/Rate
63.	<b>2021 unused increment rate.</b> Subtract the 2021 actual tax rate and the 2021 unused increment rate from the 2021 voter-approval tax rate. If the number is less than zero, enter zero.	\$ <u>0.0044</u> /\$100
64.	<b>2020 unused increment rate.</b> Subtract the 2020 actual tax rate and the 2020 unused increment rate from the 2020 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2021, enter zero.	\$ <u>0.0162</u> /\$100
65.	<b>2019 unused increment rate.</b> Subtract the 2019 actual tax rate and the 2019 unused increment rate from the 2019 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2021, enter zero.	\$ <u>0.0000</u> /\$100
66.	<b>2022 unused increment rate.</b> Add Lines 63, 64 and 65.	\$ <u>0.0206</u> /\$100
67.	<b>2022 voter-approval tax rate, adjusted for unused increment rate.</b> Add Line 66 to one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (taxing units with the additional sales tax) or Line 62 (taxing units with pollution control).	\$ <u>0.6287</u> /\$100

### SECTION 6: De Minimis Rate

Not Applicable

The de minimis rate is the rate equal to the sum of the no-new-revenue maintenance and operations rate, the rate that will raise \$500,000, and the current debt rate for a taxing unit.<sup>44</sup>

This section should only be completed by a taxing unit that is a municipality of less than 30,000 or a taxing unit that does not meet the definition of a special taxing unit.<sup>45</sup>

Line	De Minimis Rate Worksheet	Amount/Rate
68.	<b>Adjusted 2022 NNR M&amp;O tax rate.</b> Enter the rate from Line 39 of the <i>Voter-Approval Tax Rate Worksheet</i>	\$ <u>0.0000</u> /\$100
69.	<b>2022 total taxable value.</b> Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>0</u>
70.	<b>Rate necessary to impose \$500,000 in taxes.</b> Divide \$500,000 by Line 69 and multiply by \$100.	\$ <u>0.0000</u> /\$100
71.	<b>2022 debt rate.</b> Enter the rate from Line 48 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ <u>0.0000</u> /\$100
72.	<b>De minimis rate.</b> Add Lines 68, 70 and 71.	\$ <u>0.0000</u> /\$100

### SECTION 7: Voter-Approval Tax Rate Adjustment for Emergency Revenue Rate

Not Applicable

In the tax year after the end of the disaster calculation time period detailed in Tax Code Section 26.042(a), a taxing unit that calculated its voter-approval tax rate in the manner provided for a special taxing unit due to a disaster must calculate its emergency revenue rate and reduce its voter-approval tax rate for that year.<sup>46</sup>

Similarly, if a taxing unit adopted a tax rate that exceeded its voter-approval tax rate, calculated normally, without holding an election to respond to a disaster, as allowed by Tax Code Section 26.042(d), in the prior year, it must also reduce its voter-approval tax rate for the current tax year.<sup>47</sup>

This section will apply to a taxing unit other than a special taxing unit that:

- directed the designated officer or employee to calculate the voter-approval tax rate of the taxing unit in the manner provided for a special taxing unit in the prior year; and
- the current year is the first tax year in which the total taxable value of property taxable by the taxing unit as shown on the appraisal roll for the taxing unit submitted by the assessor for the taxing unit to the governing body exceeds the total taxable value of property taxable by the taxing unit on January 1 of the tax year in which the disaster occurred or the disaster occurred four years ago.

<sup>39</sup> Tex. Tax Code § 26.013(a)

<sup>40</sup> Tex. Tax Code § 26.013(c)

<sup>41</sup> Tex. Tax Code § 26.0501(a) and (c)

<sup>42</sup> Tex. Local Gov't Code § 120.007(d), effective Jan. 1, 2023

<sup>43</sup> Tex. Tax Code § 26.063(a)(1)

<sup>44</sup> Tex. Tax Code § 26.012(b-3)

<sup>45</sup> Tex. Tax Code § 26.063(a)(1)

<sup>46</sup> Tex. Tax Code § 26.042(b)

<sup>47</sup> Tex. Tax Code § 26.042(f)

## 2022 Tax Rate Calculation Worksheet – Taxing Units Other Than School Districts or Water Districts

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In future tax years, this section will also apply to a taxing unit in a disaster area that adopted a tax rate greater than its voter-approval tax rate without holding an election in the prior year.

Note: This section does not apply if a taxing unit is continuing to calculate its voter-approval tax rate in the manner provided for a special taxing unit because it is still within the disaster calculation time period detailed in Tax Code Section 26.042(a) because it has not met the conditions in Tax Code Section 26.042(a)(1) or (2).

Line	Emergency Revenue Rate Worksheet	Amount/Rate
73.	<b>2021 adopted tax rate.</b> Enter the rate in Line 4 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>0.0000</u> /\$100
74.	<b>Adjusted 2021 voter-approval tax rate.</b> Use the taxing unit's Tax Rate Calculation Worksheets from the prior year(s) to complete this line.  If a disaster occurred in 2021 and the taxing unit calculated its 2021 voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) of the 2021 worksheet due to a disaster, enter the 2021 voter-approval tax rate as calculated using a multiplier of 1.035 from Line 49. - or - If a disaster occurred prior to 2021 for which the taxing unit continued to calculate its voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) in 2021, complete the separate <i>Adjusted Voter-Approval Tax Rate for Taxing Units in Disaster Area Calculation Worksheet</i> to recalculate the voter-approval tax rate the taxing unit would have calculated in 2021 if it had generated revenue based on an adopted tax rate using a multiplier of 1.035 in the year(s) following the disaster. <sup>48</sup> Enter the final adjusted 2021 voter-approval tax rate from the worksheet. - or - If the taxing unit adopted a tax rate above the 2021 voter-approval tax rate without calculating a disaster tax rate or holding an election due to a disaster, no recalculation is necessary. Enter the voter-approval tax rate from the prior year's worksheet.	\$ <u>0.0000</u> /\$100
75.	<b>Increase in 2021 tax rate due to disaster.</b> Subtract Line 74 from Line 73.	\$ <u>0.0000</u> /\$100
76.	<b>Adjusted 2021 taxable value.</b> Enter the amount in Line 14 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>0</u>
77.	<b>Emergency revenue.</b> Multiply Line 75 by Line 76 and divide by \$100.	\$ <u>0</u>
78.	<b>Adjusted 2022 taxable value.</b> Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>0</u>
79.	<b>Emergency revenue rate.</b> Divide Line 77 by Line 78 and multiply by \$100. <sup>49</sup>	\$ <u>0.0000</u> /\$100
80.	<b>2022 voter-approval tax rate, adjusted for emergency revenue.</b> Subtract Line 79 from one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (taxing units with the additional sales tax), Line 62 (taxing units with pollution control) or Line 67 (taxing units with the unused increment rate).	\$ <u>0.0000</u> /\$100

## SECTION 8: Total Tax Rate

Indicate the applicable total tax rates as calculated above.

**No-new-revenue tax rate.** ..... \$ 0.5227 /\$100  
As applicable, enter the 2022 NNR tax rate from: Line 26, Line 27 (counties), or Line 56 (adjusted for sales tax). Indicate the line number used: 26

**Voter-approval tax rate.** ..... \$ 0.6287 /\$100  
As applicable, enter the 2022 voter-approval tax rate from: Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (adjusted for sales tax), Line 62 (adjusted for pollution control), Line 67 (adjusted for unused increment), or Line 80 (adjusted for emergency revenue).  
Indicate the line number used: 67

**De minimis rate.** ..... \$ 0.0000 /\$100  
If applicable, enter the 2022 de minimis rate from Line 72.

## SECTION 9: Taxing Unit Representative Name and Signature

Enter the name of the person preparing the tax rate as authorized by the governing body of the taxing unit. By signing below, you certify that you are the designated officer or employee of the taxing unit and have accurately calculated the tax rates using values that are the same as the values shown in the taxing unit's certified appraisal roll or certified estimate of taxable value, in accordance with requirements in Tax Code.<sup>50</sup>

print  
here

Tammy Hubnik

Printed Name of Taxing Unit Representative

sign  
here

Taxing Unit Representative



07/28/2022

Date

<sup>48</sup> Tex. Tax Code §26.042(c).

<sup>49</sup> Tex. Tax Code §26.042(b).

<sup>50</sup> Tex. Tax Code §§ 36.04(c-2) and (d-2).

## GENERAL FUND

	PROPOSED June 23, 2022	ADOPTED August 18, 2022	Increase (Decrease)
<b>Projected Revenues</b>	\$ 102,215,063	\$ 103,304,453	\$ 1,089,390 <sup>A</sup>
<b>Proposed Budget Expenditures</b>	104,586,292	105,685,974	1,099,682 <sup>B</sup>
<b>Excess Revenues Over (Under) Expenditures</b>	<b>(2,371,229)</b>	<b>(2,381,521)</b>	<b>(10,292)</b>
<b>Transfers In (Out):</b>			
Less: Transfer Out To Debt Service Fund -			
CO 2017 - Sanitation Vehicles	(273,000)	(273,000)	-
LTN 2019 - Sanitation Vehicles & Software, Street Equipment	(197,100)	(197,100)	-
LTN 2020 - Sanitation Vehicles	(438,500)	(438,500)	-
LTN 2021 - Sanitation Vehicles	(464,900)	(464,900)	-
LTN 2022 - Sanitation Vehicles	(451,740)	(436,948)	14,792
Energy Program 2020	(125,225)	(125,225)	-
<b>Total Transfer In (Out)</b>	<b>(1,950,465)</b>	<b>(1,935,673)</b>	<b>14,792</b>
<b>Excess Revenues Over (Under) Expenditures for FY 2023</b>	<b>\$ (4,321,694)</b>	<b>\$ (4,317,194)</b>	<b>\$ 4,500</b>
<b>Recommended Use of Undesignated Fund Balance:</b>			
- Strategic Investment Zone Funding	\$ 100,000	\$ 100,000	\$ -
- Cost of Service Study	125,000	125,000	-
- Unified Development Code Update	125,000	125,000	-
- Capital Replacement - Sanitation Vehicles	273,000	273,000	-
- Temple Revitalization Corporation (LGC)	317,600	313,100	(4,500)
- Capital Funded with Fund Balance	3,381,094	3,381,094	-
	<b>\$ 4,321,694</b>	<b>\$ 4,317,194</b>	<b>\$ (4,500)</b>

## GENERAL FUND

***Explanation of Changes from Filed Budget to Adopted Budget:***

**<sup>A</sup> Revenue Changes:**

Required adjustment from preliminary to certified tax roll	\$ 1,133,143
Adjusted revenue estimates	(43,753)
<b>Total Revenue Changes</b>	<b>\$ 1,089,390</b>

**<sup>B</sup> Expenditure Changes:**

Worker compensation adjustments for public safety employees	\$ 153,071
Salary & benefit adjustments associated to general government market study	206,059
Positions accelerated in business plan	257,520
Transit rideshare program	158,209
Estimated increase for mowing contracts	100,000
Raven detection & automatic license plate recognition (flock safety system)	53,500
Conversion of two part-time positions to full-time positions at Sammons Golf	49,818
Other various operational adjustments	121,505
<b>Total Expenditures Changes</b>	<b>\$ 1,099,682</b>
<b>Net Revenue Over (Under) Expenditures</b>	<b>\$ (10,292)</b>

## HOTEL/MOTEL TAX FUND

	PROPOSED June 23, 2022	ADOPTED August 18, 2022	Increase (Decrease)
<b>Projected Revenues</b>	\$ 2,803,155	\$ 2,803,155	\$ -
<b>Proposed Budget Expenditures</b>	2,890,603	2,910,603	20,000
<b>Excess Revenues Over (Under) Expenditures</b>	<b>\$ (87,448)</b>	<b>\$ (107,448)</b>	<b>(20,000)</b>
<b>Transfers In (Out):</b>			
Less: Transfer Out To Debt Service Fund - Energy Program 2020	(67,552)	(67,552)	-
<b>Total Transfer In (Out)</b>	<b>(67,552)</b>	<b>(67,552)</b>	<b>-</b>
<b>Excess Revenues Over (Under) Expenditures for FY 2023</b>	<b>\$ (155,000)</b>	<b>\$ (175,000)</b>	<b>\$ (20,000)</b>
<b>Recommended Use of Undesignated Fund Balance:</b>			
- Elevator Refurbishment - Railroad Heritage Museum	\$ 135,000	\$ 135,000	\$ -
- Event/Facility Management Software - Mayborn	-	40,000	40,000
- Commercial Washer & Dryer - Mayborn	20,000	-	(20,000)
	<b>\$ 155,000</b>	<b>\$ 175,000</b>	<b>\$ 20,000</b>



## FEDERAL/STATE GRANT FUND

	PROPOSED June 23, 2022	ADOPTED August 18, 2022	Increase (Decrease)
Projected Revenues	\$ 682,794	\$ 682,794	\$ -
Proposed Budget Expenditures	682,794	682,794	-
Excess Revenues Over (Under) Expenditures for FY 2023	\$ -	\$ -	\$ -

## DRAINAGE FUND

	PROPOSED June 23, 2022	ADOPTED August 18, 2022	Increase (Decrease)
<b>Projected Revenues</b>	\$ 3,062,053	\$ 3,062,053	\$ -
<b>Proposed Budget Expenditures</b>	2,082,120	2,037,060	(45,060)
<b>Excess Revenues Over (Under) Expenditures</b>	<b>\$ 979,933</b>	<b>\$ 1,024,993</b>	<b>45,060</b>
<b>Transfers In (Out):</b>			
Less: Transfer Out To Debt Service Fund -			
CO 2017 - Drainage CIP	(262,419)	(262,419)	-
CO 2020 - Drainage CIP	(254,350)	(254,350)	-
CO 2021 - Drainage CIP	(262,088)	(262,088)	-
Less: Transfer Out To General Fund -			
Drainage Admin Fee	(321,516)	(321,516)	-
<b>Total Transfer In (Out)</b>	<b>(1,100,373)</b>	<b>(1,100,373)</b>	<b>-</b>
<b>Excess Revenues Over (Under) Expenditures for FY 2023</b>	<b>\$ (120,440)</b>	<b>\$ (75,380)</b>	<b>\$ 45,060</b>
Recommended Use of Undesignated Fund Balance - Capital Projects			
- Capital Equipment Funding	\$ 120,440	\$ 75,380	\$ (45,060)
	\$ -	\$ -	\$ -

## DEBT SERVICE FUND

	PROPOSED June 23, 2022	ADOPTED August 18, 2022	Increase (Decrease)
<b>Projected Revenues</b>	\$ 22,457,041	\$ 22,446,157	\$ (10,884) <sup>A</sup>
<b>Proposed Budget Expenditures</b>	25,253,915	25,228,239	(25,676) <sup>B</sup>
<b>Excess Revenues Over (Under) Expenditures</b>	<b>\$ (2,796,874)</b>	<b>\$ (2,782,082)</b>	<b>14,792</b>
<b>Transfers In (Out):</b>			
Plus: Transfer In From General Fund -			
CO 2017 - Sanitation Vehicles	273,000	273,000	-
LTN 2019 - Sanitation Vehicles & Software, Street Equipment	197,100	197,100	-
LTN 2020 - Sanitation Vehicles	438,500	438,500	-
LTN 2021 - Sanitation Vehicles	464,900	464,900	-
LTN 2021 - Sanitation Vehicles	451,740	436,948	(14,792)
Energy Program 2020	125,225	125,225	-
Plus: Transfer In From Drainage Fund -			
CO 2017 - Drainage CIP	262,419	262,419	-
CO 2020 - Drainage CIP	254,350	254,350	-
CO 2021 - Drainage CIP	262,088	262,088	-
Plus: Transfer In From Hotel/Motel Fund -			
Energy Program 2020	67,552	67,552	-
<b>Total Transfer In (Out)</b>	<b>2,796,874</b>	<b>2,782,082</b>	<b>(14,792)</b>
<b>Excess Revenues Over (Under) Expenditures for FY 2023</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

***Explanation of Changes from Filed Budget to Adopted Budget:***

<sup>A</sup> **Revenue Changes:**

Required adjustment from preliminary to certified tax roll	\$ 178,471
Adjustment to discount on tax	98,099
Decrease in TX Pass Through Financing revenue	(287,454)
<b>Total Revenue Changes</b>	<b>\$ (10,884)</b>

<sup>B</sup> **Expenditure Changes:**

Adjustment to debt service	\$ (25,676)
<b>Total Expenditures Changes</b>	<b>\$ (25,676)</b>
<b>Net Revenue Over (Under) Expenditures</b>	<b>\$ 14,792</b>

## WATER & WASTEWATER FUND

	PROPOSED June 23, 2022	ADOPTED August 18, 2022	Increase (Decrease)
Projected Revenues	\$ 54,205,238	\$ 54,205,238	\$ -
Proposed Budget Expenses	54,205,238	54,205,238	-
Excess Revenues Over (Under) Expenditures for FY 2023	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

## REINVESTMENT ZONE NO. 1 FUND

	PROPOSED <sup>1</sup> June 23, 2022	ADOPTED <sup>2</sup> August 18, 2022	Increase (Decrease)
Projected Revenues	\$ 24,011,827	\$ 63,003,439	\$ 38,991,612 <sup>A</sup>
Proposed Budget Expenditures	21,294,611	61,733,490	40,438,879 <sup>B</sup>
Excess Revenues Over (Under) Expenditures for FY 2023	<u>\$ 2,717,216</u>	<u>\$ 1,269,949</u>	<u>\$ (1,447,267)</u>

***Explanation of Changes from Filed Budget to Adopted Budget:***

<sup>A</sup> **Revenue Changes:**

Adjusted revenue estimates	\$ 700,312
Bond issuance as approved by Financing Plan amendment	38,291,300
<b>Total Revenue Changes</b>	<u>\$ 38,991,612</u>

<sup>B</sup> **Expenditure Changes:**

Adjusted operational items	\$ 896,117
Adjusted capital projects	39,780,300
Adjusted debt service	(237,538)
<b>Total Expenditures Changes</b>	<u>\$ 40,438,879</u>
<b>Net Revenue Over (Under) Expenditures</b>	<u>\$ (1,447,267)</u>

1 - As amended in Financing Plan approved by the Reinvestment Board on 06/01/22 and Council on 06/16/22

2 - As amended in Financing Plan approved by the Reinvestment Board on 08/31/22 and Council on 10/06/22

## 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.

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**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 (ACFR) which shall be presented to the City's auditor within



60 days of the City's fiscal year end. Accuracy and timeliness of the AFR is the responsibility of the City staff. The ACFR 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 ACFR, the City's auditor shall present the audited ACFR 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 ACFR. The ACFR 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 & Debt Division Director, designated Financial Analyst II and designated 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 ensuring 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 by that auditor..

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 & Debt Division Director 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 & Debt Division Director, designated Financial Analyst II, designated Senior Accountants, 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 a combined market value of at least 102% 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 to accumulate 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 accumulate 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** – Securities 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  
 Stifel  
 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

**ACFR** – Annual Comprehensive Financial Report

**AL** – Acceptable level

**AR** – Accounts receivable

**AP** – Accounts payable

**AVG** – Average

**BISD** – Belton Independent School District

**BRA** – Brazos River Authority

**CA** – Current assets

**CCN** – Certificate of Convenience and Necessity

**CDBG** – Community Development Block Grant

**CEG** – Community Enhancement Grants

**CIP** – Capital Improvement Program

**CL** – Current liability

**CO** – Certificate of Obligation

**CPA** – Certified Public Accountant

**CSI** – Customer Service Inspector

**DARE** – Drug Abuse Resistance Education

**DF WWTP** – Doshier Farm Wastewater Treatment Plant

**EMS** – Emergency Medical Services

**EST** – Elevated storage tank

**ETJ** – Extra Territorial Jurisdiction

**FOG** – Fats, Oils & Grease

**FIRM** – Flood Insurance Rate Maps

**FTE** – Full-time equivalent

**FY** – Fiscal year

**GAAP** – Generally Accepted Accounting Principles

**GFOA** – Government Finance Officers Association

**GIS** – Geographic Information Systems

**GO** – General Obligation

**GTOT** – Government Treasurers' Organization of Texas

**HR** – Human Resources

**HVAC** – Heating, ventilation & air conditioning

**I&S FUND** – Interest and Sinking Fund

**ISO** – 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

**T-B WWTP** – 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 Accountants

**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 comprised of numbers used to classify how specific dollar amounts come into the City or how they are 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 those goals.

**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 Tax 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 & URBAN DEVELOPMENT (HUD)**

Federal agency that provides block grant funds to meet needs of low-income citizens

**DEPARTMENT OF HUMAN SERVICES (DHS)**

State agency that provides services to meet needs of 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**

Referring 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. The HELP Center 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 voter approval 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 collectible 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 is 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, typically 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 point of origin..

**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)**

State regulatory agency for environmental quality control. TCEQ replaced Texas Natural Resource Conservation Commission - TNRCC.

**U****UNENCUMBERED FUND BALANCE**

For budget purposes, the unencumbered fund balance is the amount of undesignated balance of a fund, which is available for allocation.

**UTILITY REVENUE BONDS (UR BONDS)**

Bonds that constitute special obligations of the City secured solely by a lien on a pledge of the net revenues of the water and sewer system.

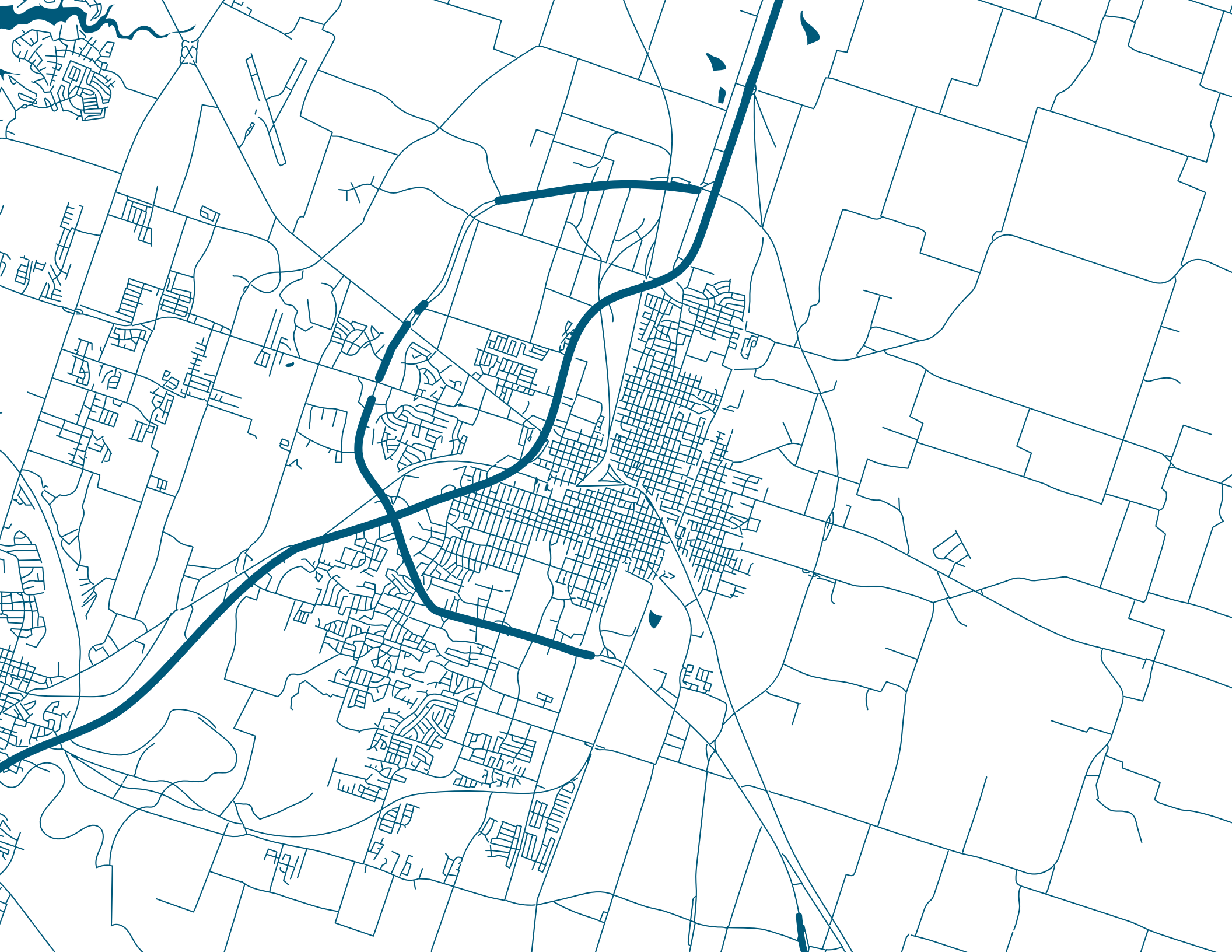
**V****VOUCHER**

A document showing that a transaction has occurred.

**W****WORKING CAPITAL**

The amount of an entity's current assets minus the amount of its current liabilities.









CITY OF  
**TEMPLE**

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