

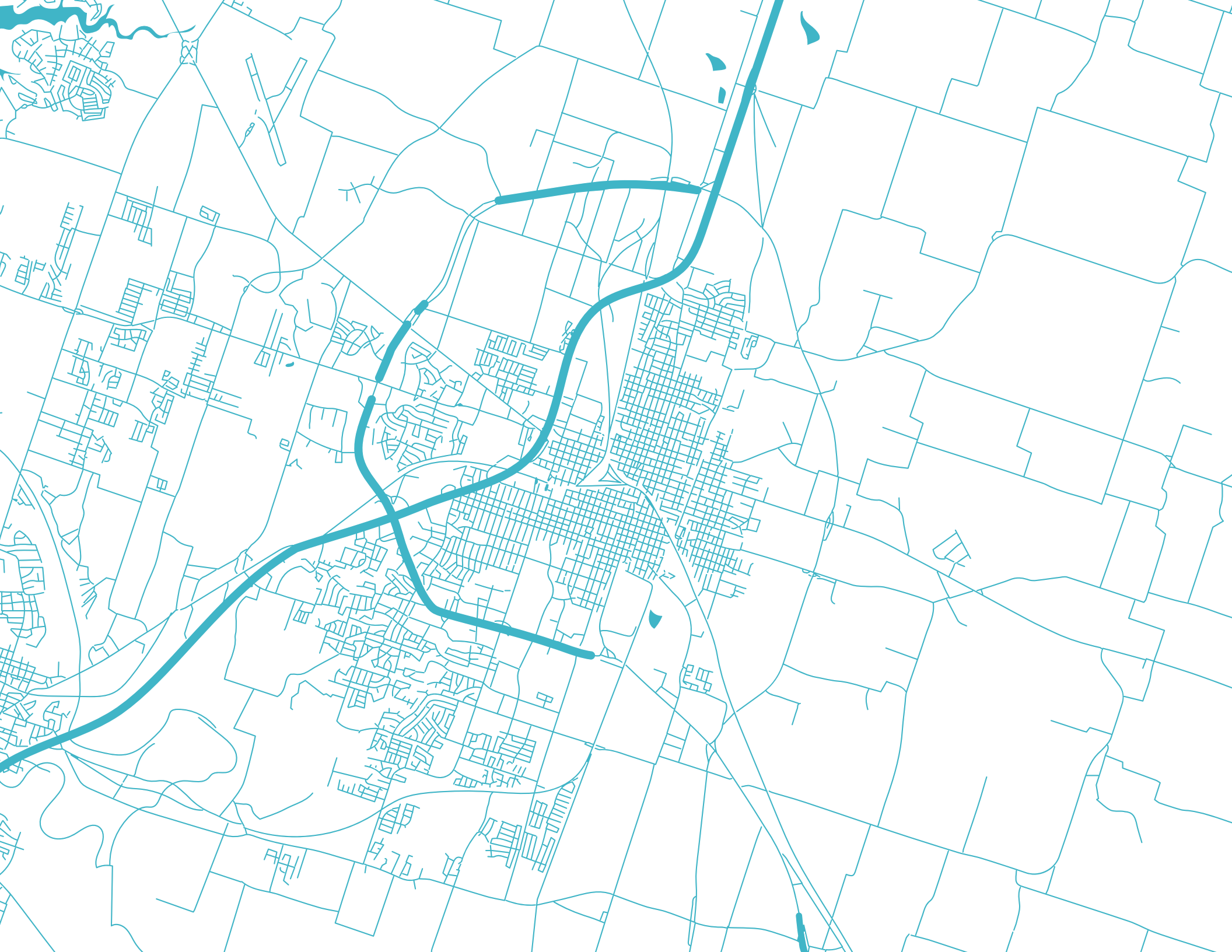
# CITY OF TEMPLE, TEXAS

A photograph of a four-piece band performing on an outdoor stage. The stage is constructed from light-colored stone pillars and has a large, weathered banner with a star and the letters "E", "S", and "A" hanging in the background. The band consists of a woman on the left playing a black electric guitar, a man in the center wearing a cowboy hat and playing an acoustic guitar, a man behind the drums, and a man on the right wearing a blue t-shirt with a "Texas GOOD LIFE" logo and playing a bass guitar. In the foreground, the backs of several audience members' heads are visible, looking towards the stage. The entire image is framed by a dark blue border with a faint white map of the city of Temple.

ADOPTED BUDGET

# 2024







## OCTOBER 1, 2023 – SEPTEMBER 30, 2024

This budget will raise more revenue from property taxes than last year's budget by an amount of \$7,005,423, which is a 15.95% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$1,926,921.

The record vote of each member of the governing body by name voting on the adoption of FY 2023-2024 Budget was as follows:

City Council	For	Against
<b>Tim Davis</b> , Mayor	✓	
<b>Jessica Walker</b> , Mayor Pro-Tempore – District 1	✓	
<b>Zoe Grant</b> , Council Member – District 2	✓	
<b>Susan Long</b> , Council Member – District 3	✓	
<b>Mike Pilkington</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, 2023 and has budgeted for FY 2024 the following amounts, respectively:

- Notice required by law to be published in a newspaper: \$75,398 and \$56,921
- Lobbying activities: \$174,548 and \$174,548

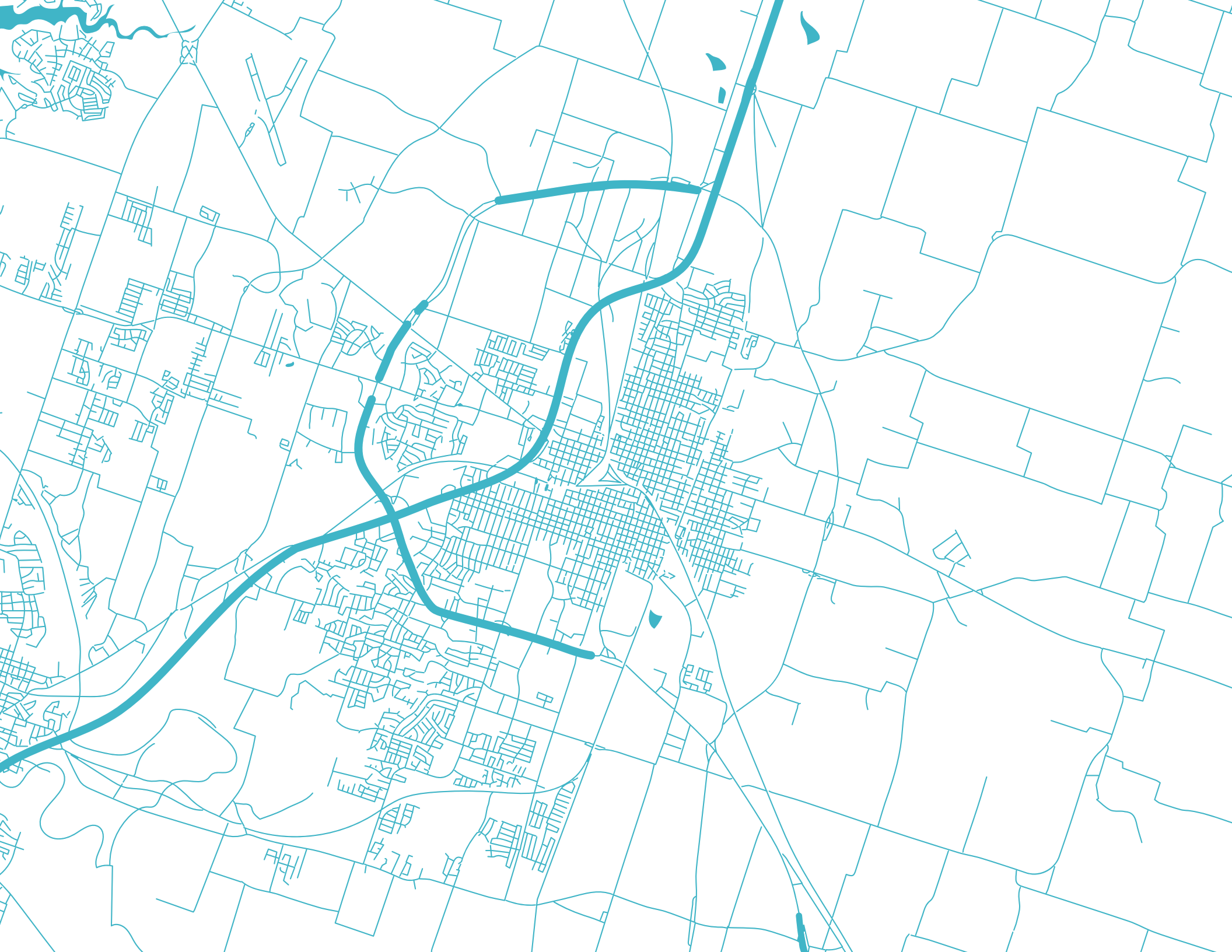
The municipal property tax rates for the preceding fiscal year, and each property tax rate that has been adopted or calculated for the current fiscal year, include:

Fiscal Year	2022-2023	2023-2024
Tax Year	2022	2023
<b>Adopted/Proposed Operating Rate</b>	\$0.286300	\$0.267000
<b>Adopted/Proposed Debt Rate</b>	\$0.326700	\$0.346000
<b>Total Adopted/Proposed Rate</b>	\$0.613000	\$0.613000
<b>No-New Revenue Tax Rate</b>	\$0.522700	\$0.545600
<b>No-New Revenue Operating Rate (M&amp;O)</b>	\$0.427300	\$0.423300
<b>Voter-Approval Operating Rate (M&amp;O)</b>	\$0.442200	\$0.438100
<b>Debt Rate (I&amp;S)</b>	\$0.326700	\$0.346000
<b>Voter-Approval Tax Rate</b>	\$0.628700	\$0.627200

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>	\$383,075,000	\$27,539,594
<b>Self-Supporting Debt</b>	\$20,801,429	\$2,822,011
<b>Total Debt</b>	\$403,876,429	\$30,361,605







# 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. In 2022, 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, 142 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**  
Mayor Pro-Tempore,  
District 1



**Zoe Grant**  
District 2



**Susan Long**  
District 3

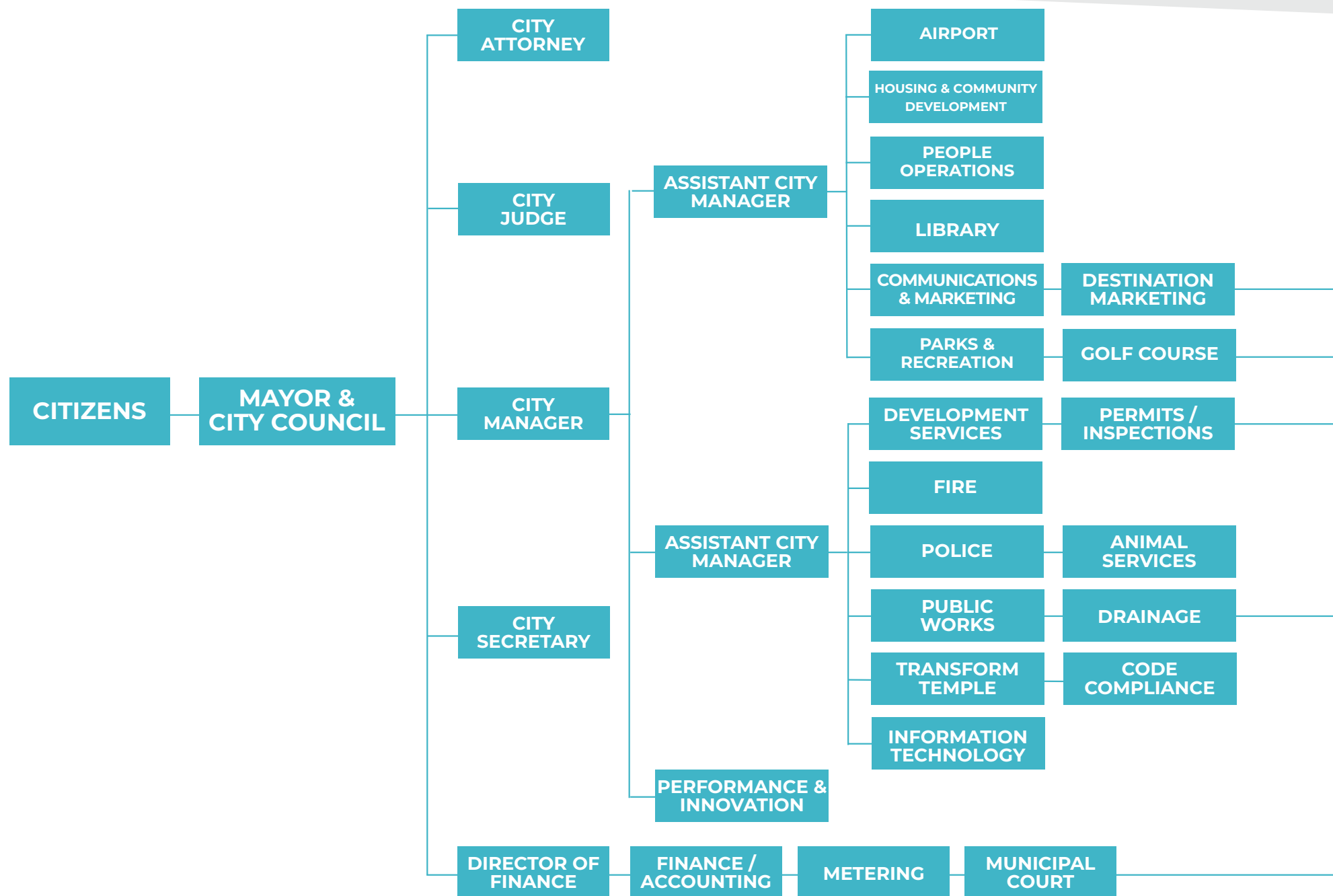


**Mike Pilkington**  
District 4

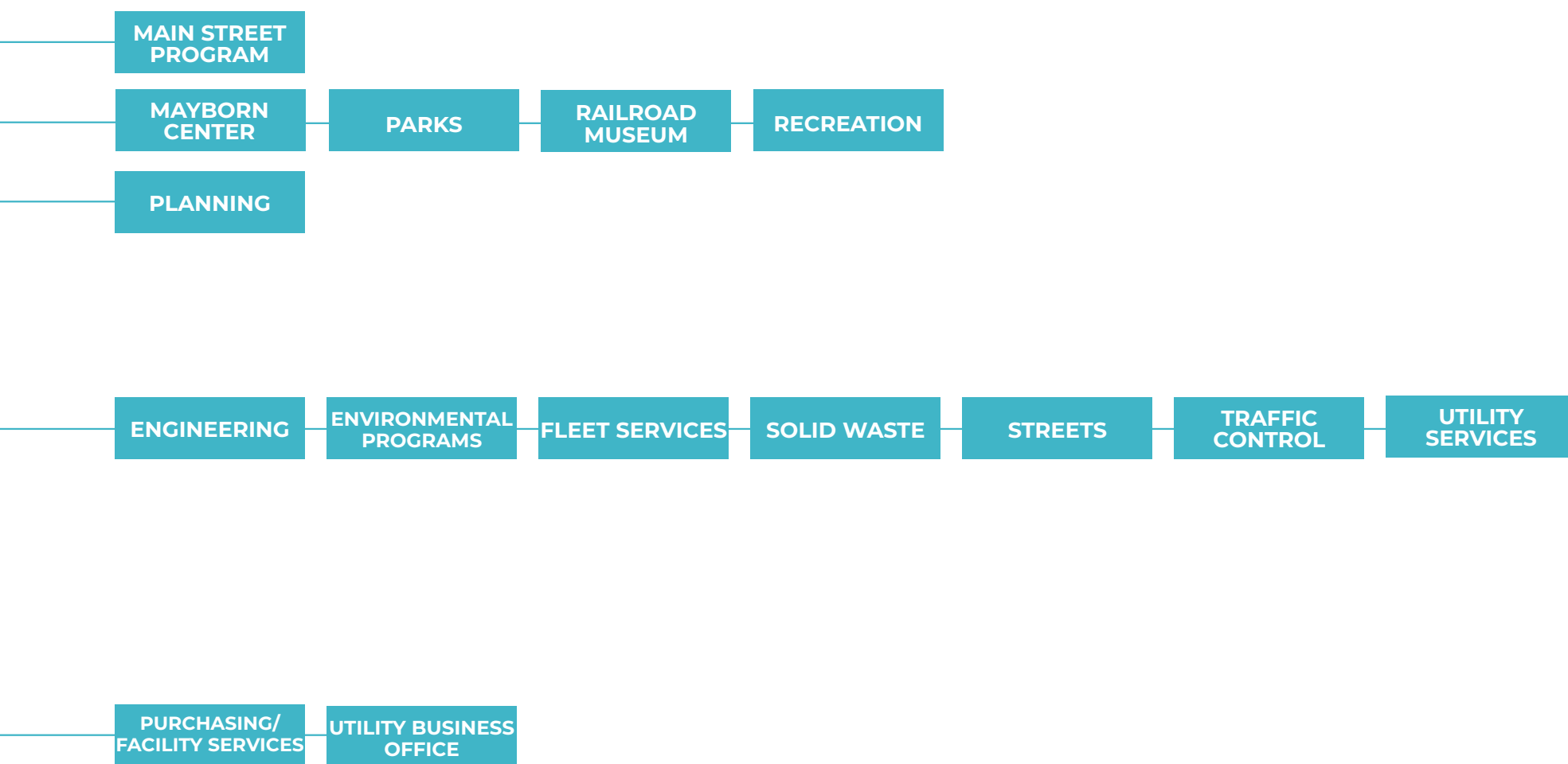
**City Staff**

<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

# ORGANIZATION CHART









GOVERNMENT FINANCE OFFICERS ASSOCIATION

# *Distinguished Budget Presentation Award*

PRESENTED TO

**City of Temple  
Texas**

For the Fiscal Year Beginning

**October 01, 2022**

*Christopher P. Morrell*  
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, 2022. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, 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>Jo Ann Herrera</b>	Financial Analyst
<b>Krista Shepherd</b>	Accountant II
<b>Veronica Hernandez</b>	Accountant I
<b>Laura Tye</b>	Executive Assistant



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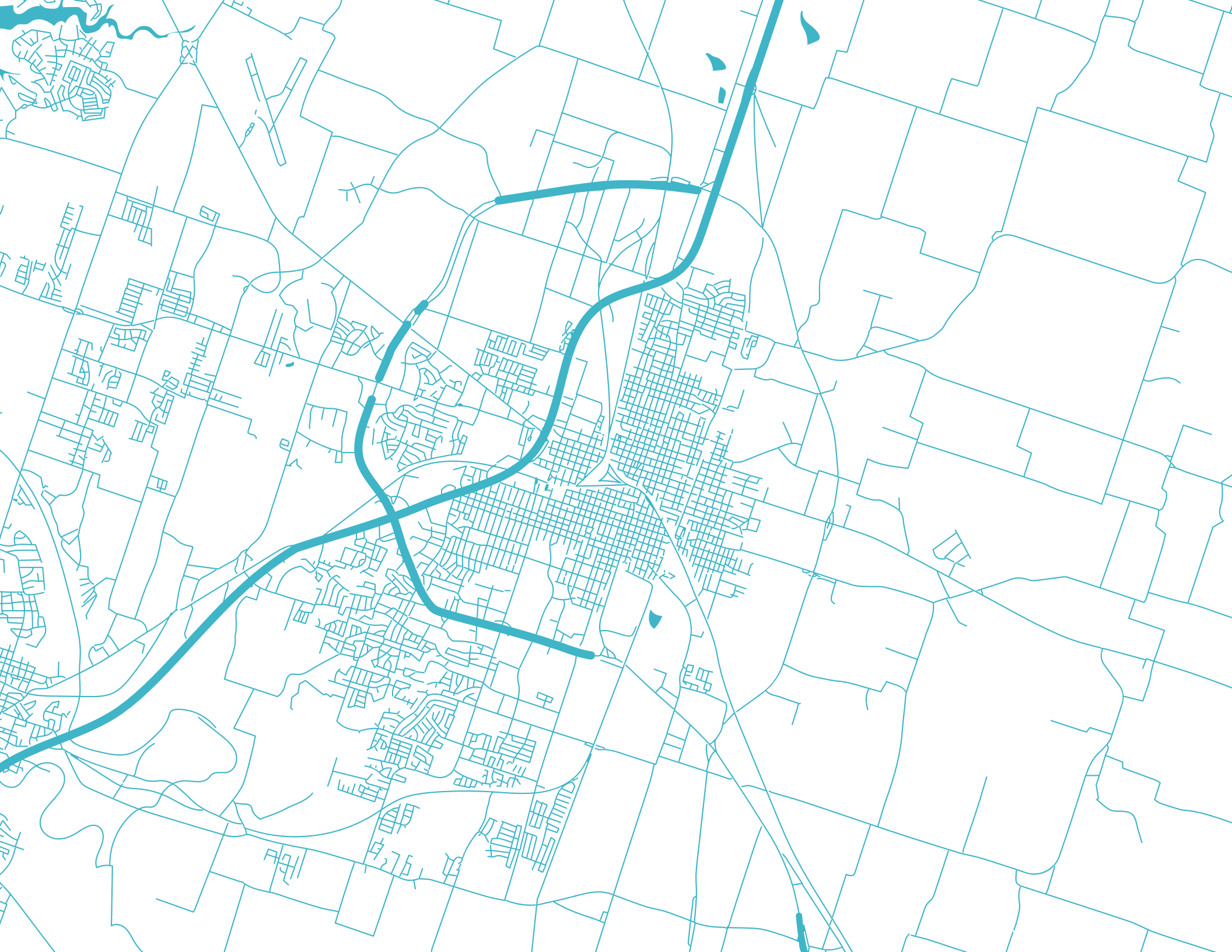
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# MESSAGE FROM THE CITY MANAGER



# MESSAGE FROM THE CITY MANAGER

**It is my privilege to present for your consideration the fiscal year 2024 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 2024 Business Plan is presented in several key sections, as well as covering a planning period from FY 2024 through FY 2029. The key sections include:

- Performance Report (page 47)
- Financial Plan (page 153)
- Annual Budget (page 237)
- Capital Improvement Plan (page 373)
- Combined Bonded Debt (page 413)

This is the fifth 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 2024 Business Plan is based on a FY 2024 property tax rate of 61.30¢ per \$100 valuation; this rate reflects no change from the current FY 2023 tax rate. Rate adjustments are included for water and wastewater services.

I want to extend a special word of appreciation to Traci Barnard, Melissa Przybylski, Jennifer Emerson, Sherry Pogor, Stacey Reisner, Jess Martin, Veronica Hernandez, Jo Ann Herrera, Krista Shepherd, Laura Tye, 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

## MESSAGE FROM THE CITY MANAGER

Tara Raymore, Heather Kirkwood, Elena Smith, and Annalise Thompson for their incredible work on the compensation and benefits components of this plan.

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.

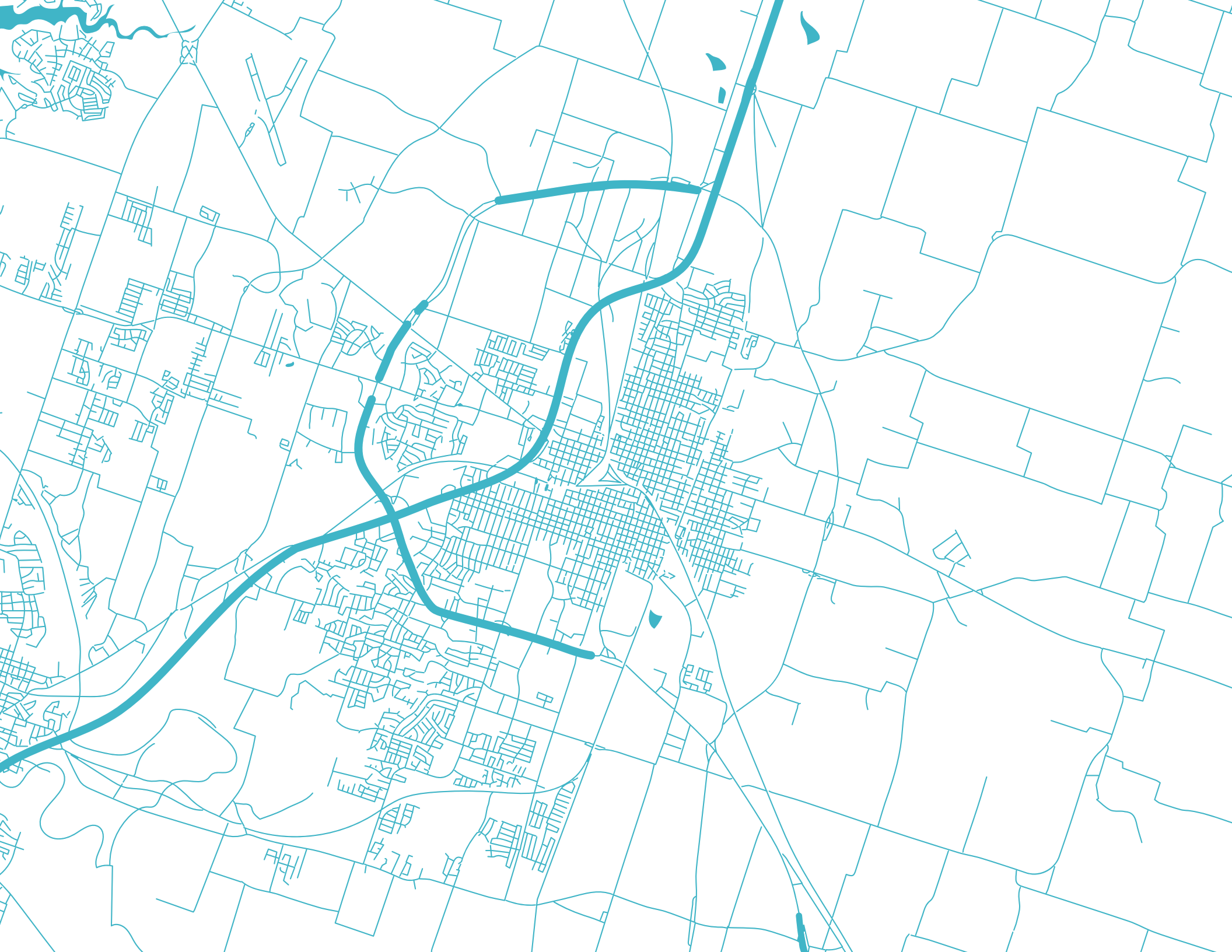
Respectfully submitted,

A handwritten signature in black ink, reading "Brynn Myers". The signature is fluid and cursive, with the first name "Brynn" and last name "Myers" clearly distinguishable.

**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 - PAGE 5

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 - PAGE 15

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

### USER'S GUIDE - PAGE 19

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 - PAGE 27

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.

### PERFORMANCE REPORT - PAGE 47

The Performance Report section is comprised of Strategic Plan Progress and Departmental Performance. The Strategic Plan Progress is intended to honor our commitment to report on the execution of the Strategic Plan and demonstrate the progress made each year. Whereas, the Departmental Performance section provides detailed information about the accomplishments and Key Performance Indicators (KPI) for each City department.

### FINANCIAL PLAN - PAGE 153

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 - PAGE 237

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, performance data, financial summaries, and a personnel schedule.

### CAPITAL IMPROVEMENT PROGRAM - PAGE 373

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

### SUPPLEMENTAL SECTION - PAGE 457

For the adopted budget, this section includes the budget and tax rate adoption documents, tax rate calculation from, 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 2024 Budget was comprised of several key steps:

- Department Budget Retreat
- Department Strategic Planning Workshop
- City Council Budget Retreat
- City Council Strategic Planning Workshop

- Departments Review Performance Measures and Strategic Initiative Process with Performance Excellence Department
- Departments Develop Budget Requests
- Departmental 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

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

### MARCH

- 1-31** Department Budget Review Sessions  
Department Review of Performance  
Measures w/Performance Excellence
- 2** Council Work Session
- 14** Department Strategic Planning Workshop
- 16** Council Work Session
- 30** Council Budget Retreat, Day 1
- 31** Council Budget Retreat, Day 2

### APRIL

- 1-30** Department Review of Performance  
Measures w/Performance Excellence
- 3** Department Budgets Due
- 6** Council Work Session
- 11** Council Strategic Planning Workshop
- 13** All Things People Operations Review
- 20** Council Work Session
- 25** Budget Review - IT Related Requests  
City Receives Preliminary Tax Roll

### MAY

- 4** Council Work Session
- 5** CIP Review - Drainage/Transportation
- 12** CIP Review - Water/Wastewater
- 15** CIP Review - Facilities & Public Safety
- 18** Council Work Session
- 23** CIP Review - Places & Spaces

### JUNE

- 1** Council Work Session
- 15** Council Work Session
- 22** File Proposed FY 2024 Budget & CIP Documents with City Secretary

### JULY

- 6** Council Work Session  
Schedule Public Hearing on City's Proposed Budget
- 9** Publish Ad - "Notice of Public Hearing on Budget"
- 20** Council Work Session  
Public Hearing on City's Budget
- 25** City Receives Certified Tax Roll

### AUGUST

- 3** Council Work Session  
Council Vote - Proposed Tax Rate  
1st Reading – Approving the Tax Roll & Levying Taxes  
1st Reading – Setting the Tax Rate
- 7** 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
- 17** Adoption of FY 2024 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

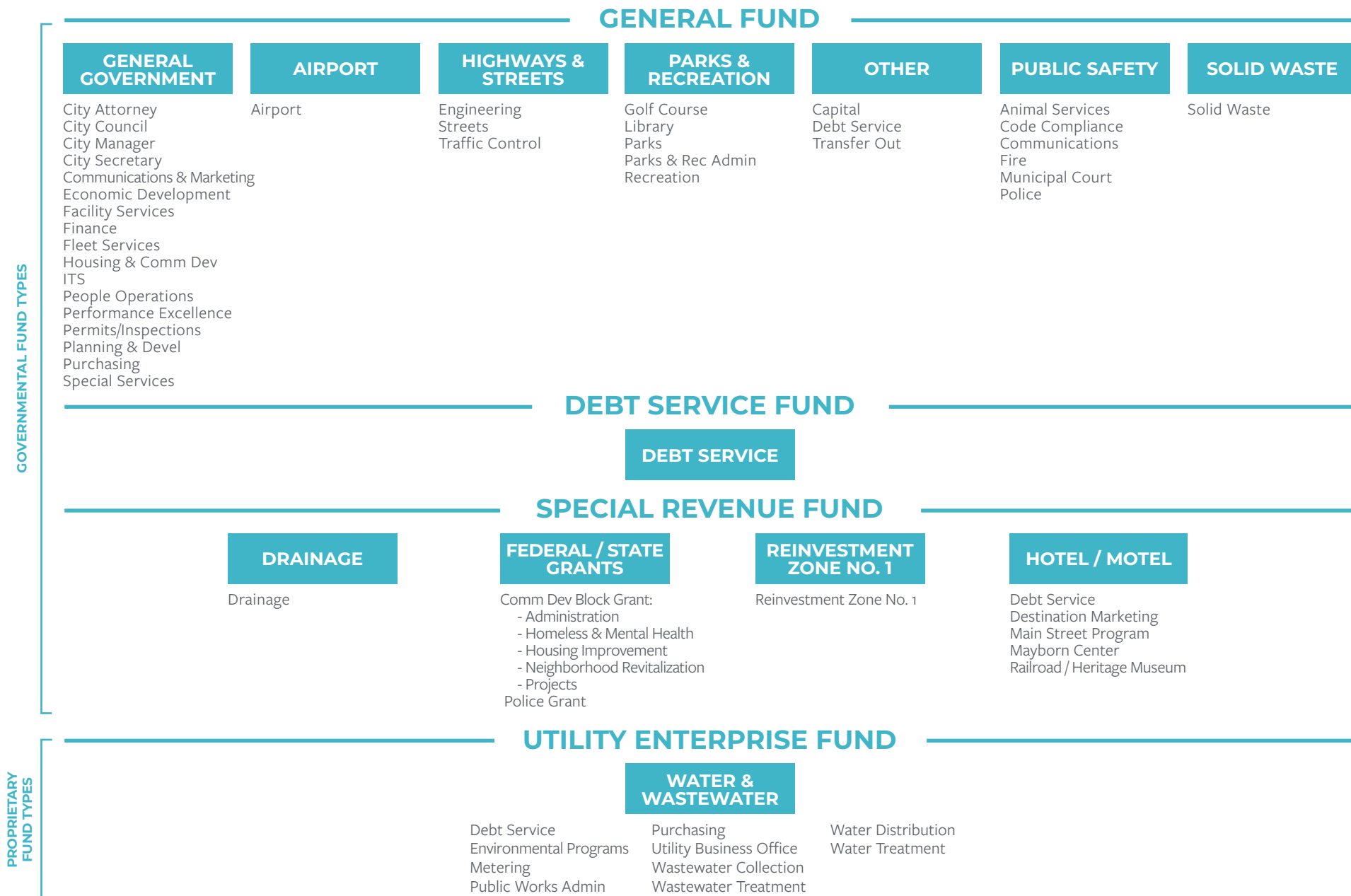
Proprietary funds are used to account for the City's ongoing organizations and activities, which are similar to those found in the private sector. The measurement focus is upon determination of net income and capital maintenance. The following proprietary fund type is maintained by the City:

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**


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We are engaged and dedicated to our mission.
- **INNOVATION**


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We encourage creative thoughts and are open to new ideas.
- **INTEGRITY**

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We are ethical, respectful, and trustworthy in our actions.
- **ACCOUNTABILITY**

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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.
- Develop a performance and innovation program.
- Explore the creation of a public-private partnership for an Innovation Lab.
- Utilize data to make decisions and drive innovation.
- Continue to support process improvement through the Red Tape Reduction Team.

**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 plan for a cultural competency program.





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

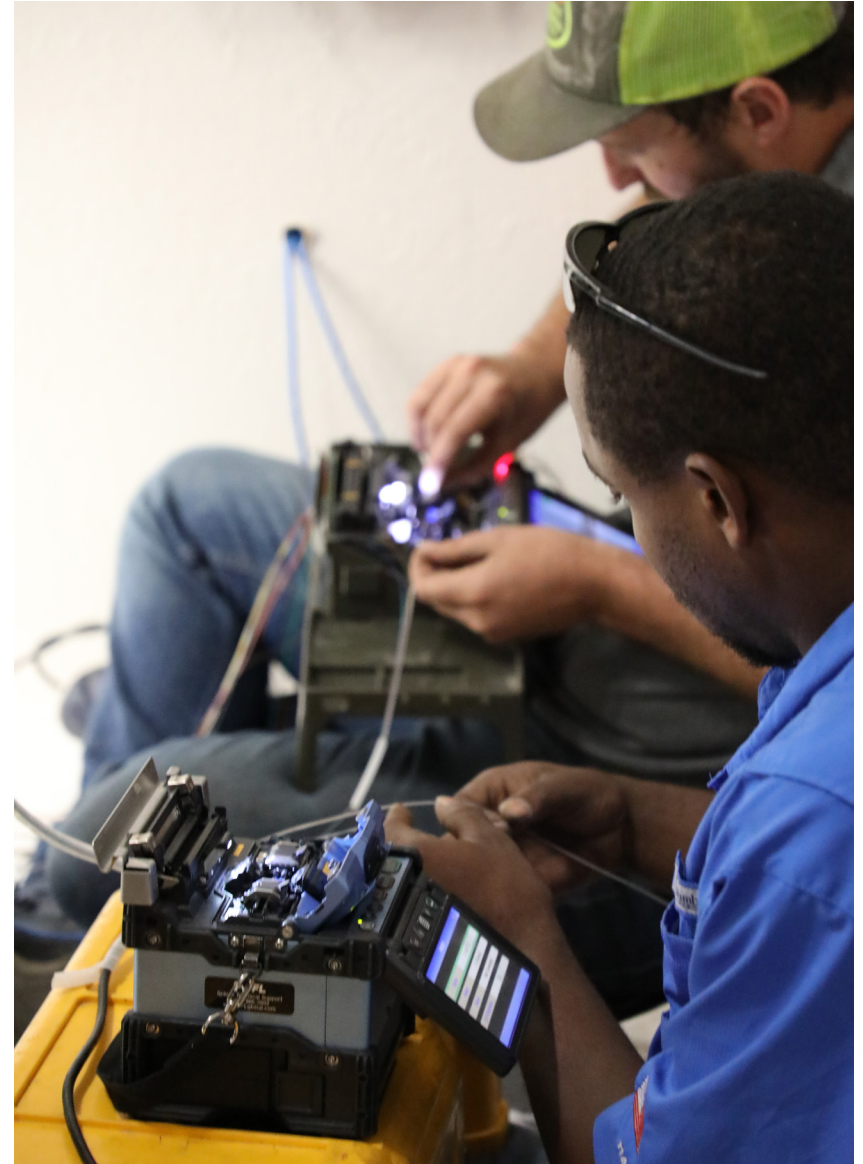
- Develop a Technology Master Plan.
- Convert paper-based personnel files to digital format.
- Convert paper-based records of plans and permits to digital format.
- Enhance the use of our asset management system to better manage, track, and analyze our infrastructure assets.
- Implement the following 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 document and contract management software.
  - » 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 visual marketing software platform.
  - » A crime analysis software.
  - » A traffic monitoring software system.
  - » A new event design and billing software.
  - » A new police officer management software.
  - » An enhanced citizen request and engagement platform.



- 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, including the implementation of the Equipment Capital Improvement Program.





# 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.
- 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.
- Continue to update and modernize the Code of Ordinances.

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

- 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.
- Develop recommendations to reduce overtime expenditures.





## 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.
- Develop an employee communications plan and strategy.
- Implement an employee rewards and recognition program.
- 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 an employee development program.
- Develop a succession plan.

- Create an employee scholarship program.
- Implement a management training 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.
- Develop a comprehensive employee safety policy manual.



# 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.**

- 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.
- Facilitate a comprehensive update to the City's Strategic Plan.
- 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.
- Develop a Hometown Hero Banner 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.
- Develop a Code Red Communications Plan.
- Develop a multicultural communications plan.
- Maintain positive working relationships with members of the media.
- Produce a quarterly City news publication to help keep residents informed.
- Ask residents for regular feedback by conducting community surveys.
- Provide additional channels for input and communication with residents and businesses.
- 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 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.
- Host the Draughon-Miller Central Texas Regional Airport 75th anniversary air show.
- Implement the Special Events Strategic Plan.
- Develop an Arts and Culture Master Plan.
- 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.
- Develop or update sports marketing materials to support sports 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 community market facility.
- Conduct a historic resources survey to support historic preservation.
- Implement the Downtown Parking Action Plan.

- 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.
- Implement the Library Master Plan.
- 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.
- Develop a Housing Preservation Program to renovate vacant residential structures.
- Develop a program to reactivate empty lots using a variety of solutions, including tactical urbanism.
- Develop a plan for a community resource center.
- Pursue a memorandum of understanding (MOU) with Bell County and other taxing entities related to the sale of tax foreclosed property.
- Adopt a residential and commercial grant program to provide funding to encourage rehabilitation, restoration, and reconstruction in the City's Neighborhood Planning Districts.
- Explore opportunities to improve access to fresh, healthy foods in underserved areas of east Temple.
- 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.
- Continue to support the Temple Revitalization Corporation in their redevelopment efforts.
- Invest in the continued improvement and revitalization of the City's Neighborhood Planning Districts, including the implementation of the Places & Spaces Capital Improvement Program.



**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.
- Develop an Affordable Housing Policy using information gathered through a Market Value Analysis.
- Coordinate the development of the Arbor of Hope East Campus and establish a non-profit organization to oversee operations.
- 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.
- Facilitate the development of a county-wide strategic action plan on mental health and homelessness.
- Split the city into two Fire & Rescue response divisions to adequately manage field operations as the city grows.
- Enhance Fire Marshal evidence procedures and storage facility.
- Provide additional response capabilities to maintain emergency services in response to growth and increasing service demands, including the implementation of the Public Safety Capital Improvement Program.
- 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.
- Continue to support the Police Officer and Firefighter wellness and safety program.





# Smart Growth

## 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, including microtransit options.
- Establish a concrete maintenance program.
- Continue to invest in the design, construction, and maintenance of high quality mobility infrastructure, systems, and services, including the implementation of the Mobility Capital Improvement Program.
- Focus efforts on enhancing the I-14 corridor through collaboration with regional and state partners.
- Continue to invest in a comprehensive pavement maintenance program.



### **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, including the implementation of the Utilities Capital Improvement Program.
- 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.
- Implement a food waste recycling pilot program.
- Implement a paint remixing program.
- 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 improvements to the Downtown Civic Center including expansion of the Municipal Building.



- 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 & Convention Center.
- Renovate the central library.
- Construct library branch locations.
- Construct new fire stations to maintain emergency services in response to growth and increasing service demands.
- Develop an Event Venue Master Plan for Downtown and the Frank W. Mayborn Civic & Convention Center.
- Construct an expansion to the downtown police campus.
- Invest in the continued maintenance of and improvement to the City's facilities, including the implementation of the Facilities Capital Improvement Program.



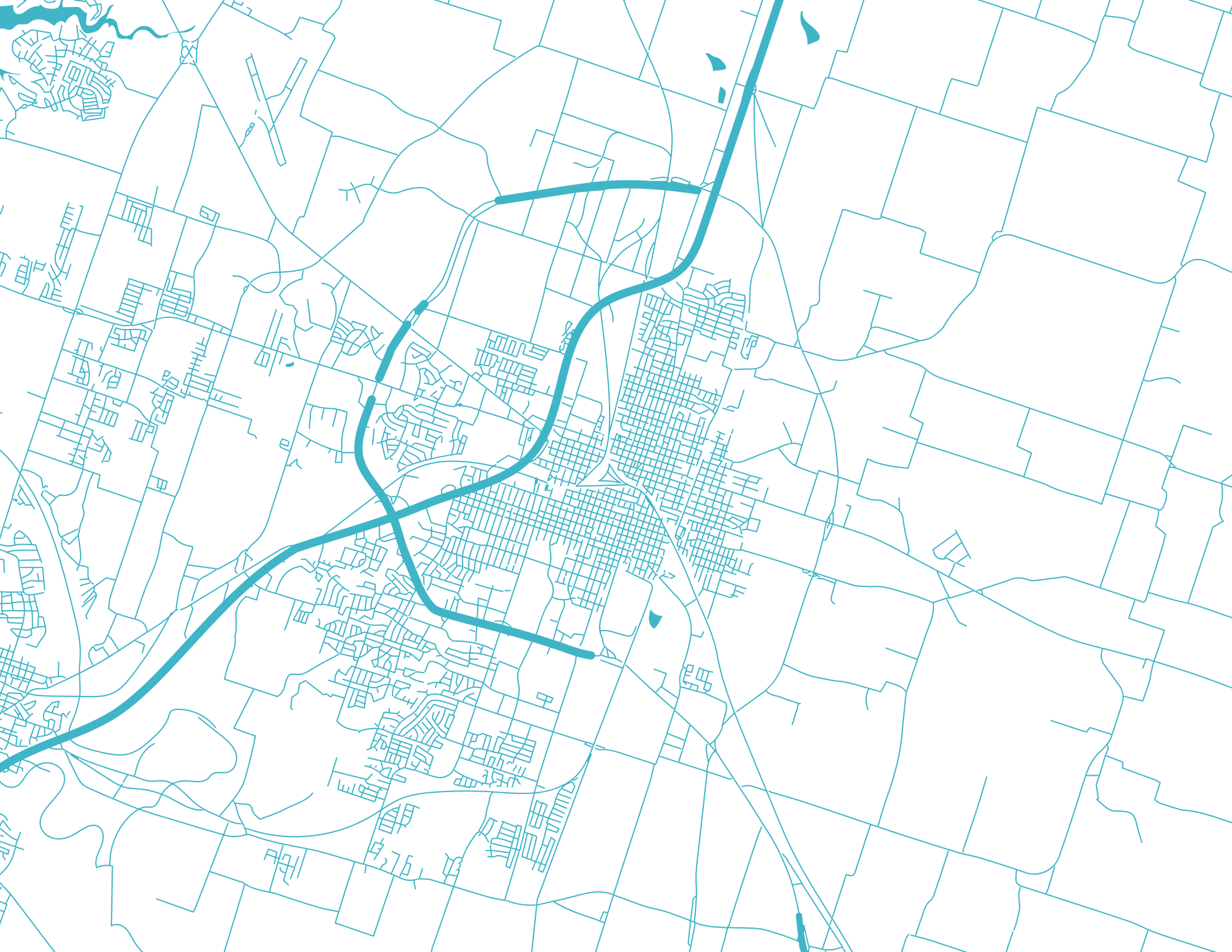
## A CITY THAT SUPPORTS WELL-MANAGED GROWTH AND DEVELOPMENT TO PROMOTE A THRIVING ECONOMY

**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.
- Continue to invest in the design, construction, and maintenance of high quality infrastructure to support economic development, including the implementation of the Reinvestment Zone Capital Improvement 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.
- Explore an entrepreneurial and small business support program.
- Coordinate with the City of Morgan's Point Resort to develop an FM 2483 Corridor Master Plan.
- 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.
- Develop policies to establish a comprehensive growth management program.





# PERFORMANCE REPORT



**The FY 2023 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.

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 over the last two years. 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> <sup>1</sup>
1.1.SI2	Develop department-specific Performance Excellence plans	Performance Excellence	----								✓	✓		<i>Future Year</i> <sup>1</sup>
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 <sup>2</sup>
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	✓	✓	✓	✓							Past Due <sup>3</sup>
1.1.SI7	Obtain Texas Best Practices Recognition for the Fire Department	Fire	----		✓	✓	✓							Past Due <sup>4</sup>
1.1.SI8	Develop a comprehensive survey program	Performance Excellence	People Operations, Communications & Marketing			✓	✓	✓						On Track
1.1.SI9	Develop a performance and innovation program	Performance Excellence	----					✓	✓					NEW FY24
1.1.SI10	Explore the creation of a public-private partnership for an Innovation Lab	City Manager's Office	Information Technology, Performance Excellence					✓						NEW FY24

<sup>1</sup> - In FY 2023, this initiative was moved to FY 2026 - 2027 to align with the projected funding timeline for the organizational assessments.<sup>2</sup> - In FY 2023, funding for this initiative was extended to FY 2025.<sup>3</sup> - All staff work towards this initiative is complete. The department is awaiting the final APWA evaluation review and recommendation. Expected completion FY 2024.<sup>4</sup> - Operational demands of Temple Fire & Rescue forced the department to put this initiative on hold several times. Expected completion FY 2024.

## HIGH PERFORMING ORGANIZATION

## GOAL 1: AN ORGANIZATION COMMITTED TO PERFORMANCE EXCELLENCE

Commitment 1: Pursue innovation and continuous improvement to drive performance excellence

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
1.1.OP2	Continue to support process improvement through the Red Tape Reduction Team	City Manager’s Office, Performance Excellence					✓	✓	✓	✓	✓	NEW FY24

## 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	?	----						✓	✓			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	----			✓	☑						Complete	
1.2.SI4	Develop a plan for a cultural competency program	City Manager's Office	----		✓	✓	✓	✓					Delayed <sup>1</sup>	

<sup>1</sup> - In the Strategic Plan FY 2024 Update, this initiative was rewritten to more accurately reflect the intent of 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>
1.3.SI2	Convert paper-based personnel files to digital format	People Operations	----	✓	✓	✓	✓	✓						On Track
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
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	Communications & Marketing						✓					<i>Future Year</i>



## 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.SI14	Implement a new document and contract management software	Information Technology	City Attorney's Office, City Secretary's Office, Finance, Purchasing & Facility Services						✓					Future Year
1.3.SI15	Implement a new human resources information system	Information Technology	Finance, People Operations	✓	☑									Complete
1.3.SI16	Implement a new employee performance review software	Performance Excellence	Information Technology, People Operations	✓	✓	☑								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, Purchasing & Facility Services	☑										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

## 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	Communications & Marketing	☑									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			✓	✓						Delayed <sup>1</sup>	
1.3.SI28	Implement a new fire department response and reporting software	Fire	Information Technology					✓	✓				On Track	
1.3.SI29	Implement a visual marketing software platform	Communications & Marketing	Information Technology			✓	☑						Complete	
1.3.SI30	Implement a crime analysis software	Information Technology	Police				✓	✓					On Track	
1.3.SI31	Implement a contract management software	City Manager's Office	City Attorney's Office, Finance, Information Technology, Purchasing & Facility Services						✓	✓			<i><b>CANCELED FY24 <sup>2</sup></b></i>	

<sup>1</sup> - This initiative is on hold while staff evaluate the suitability of software currently in the City's inventory before exploring new software systems.<sup>2</sup> - In the Strategic Plan FY 2024 Update, this initiative was combined with Strategic Initiative 1.3.SI14 Implement a new digital records management system. Both initiatives will be accomplished through the implementation of a single software platform.

## 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.SI32	Implement a traffic monitoring software system	Information Technology	Police, Transportation						✓	✓	✓		<i>Future Year</i>
1.3.SI33	Implement a new event design and billing software	Parks & Recreation	Information Technology				✓	✓					On Track
1.3.SI34	Implement a police officer management software	Police	Information Technology					✓					<i>Future Year</i>
1.3.SI35	Develop a Smart City Strategy	City Manager's Office	Information Technology, Performance Excellence					✓	✓				<i>Future Year</i>
1.3.SI36	Implement an enhanced citizen request and engagement platform	Utility Business Office & Metering	City Manager's Office, Communications & Marketing, Information Technology					✓	✓				NEW FY24
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				✓	✓	✓	✓	✓	✓	Ongoing

## 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, including the implementation of the Equipment Capital Improvement Program		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	People Operations	City Attorney's Office	☑									Complete	
2.1.SI2	Implement a more efficient pre-employment screening process	People Operations	----	✓	☑								Complete	
2.1.SI3	Develop clear and effective Civil Service Local Rules	People Operations	City Attorney's Office, City Manager's Office, Fire, Police		✓	✓	✓						Past Due <sup>1</sup>	
2.1.SI5	Develop a comprehensive organization-wide communication, social media, and community engagement policy	Communications & Marketing	----	✓	☑								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	Communications & Marketing	----	✓	✓	✓	☑						Complete	
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>- Though an update to the Civil Service Local Rules was completed by the end of FY 2023, the rules have not yet been formally adopted by City Council. The updated rules are expected to be adopted in December 2023.

<sup>2</sup>- The process identified in FY 2022 requires the implementation of two policies. One policy was officially adopted by City Council in FY 2023. The second policy is currently under review, and it is expected to be adopted in November 2023.



## 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				✓	✓					On Track
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		People Operations	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
2.1.OP5	Continue to update and modernize the Code of Ordinances		City Attorney's Office	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing <sup>1</sup>

<sup>1</sup> - In the Strategic Plan FY 2024 Update, Strategic Initiative 2.1.SI4 was rewritten to be Organization Priority 2.1.OP5. This change reflects the organization's commitment to revise and update City ordinances on a continual basis.

## 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.SI3	Conduct a cost of service study for all rates and fees	Finance	----				✓	✓					On Track
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
2.2.OP7	Develop recommendations to reduce overtime expenditures		Finance	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing <sup>1</sup>

<sup>1</sup> - In the Strategic Plan FY 2024 Update, Strategic Initiative 2.2.SI1 was rewritten to be Organizational Priority 2.2.OP7. This change reflects the organization's commitment to continually look for ways to reduce overtime expenditures.

## 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	People Operations	Communications & Marketing, Performance Excellence		✓	✓	☑						Complete
3.1.SI2	Implement a performance review process that develops, engages, and rewards excellent employee performance	Performance Excellence	People Operations	✓	✓	✓	☑						Complete
3.1.SI3	Implement an onboarding system that ensures new employees are aligned with the organization’s core values	People Operations	Performance Excellence		☑								Complete
3.1.SI4	Establish an employee health center	People Operations	City Manager’s Office, Finance				✓	✓	✓	✓	✓	✓	On Track
3.1.SI5	Develop an employee communications plan and strategy	Communications & Marketing	People Operations					✓					NEW FY24
3.1.SI6	Implement an employee rewards and recognition program	People Operations	----					✓					NEW FY24
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		People Operations	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
3.1.OP2	Conduct annual compensation studies to ensure competitive compensation		People Operations	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
3.1.OP3	Conduct a proposal request process for employee benefits		People Operations	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
3.1.OP4	Update meet and confer agreements		City Attorney’s Office, City Manager’s Office, People Operations	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
3.1.OP5	Continue to support recruitment and retention efforts by establishing non-compensation recruitment incentives		People Operations, Communications & Marketing				✓	✓	✓	✓	✓	✓	Ongoing

## 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 an employee development program	People Operations	----			✓	✓	✓					On Track <sup>1</sup>
3.2.SI2	Develop a succession plan	People Operations	----						✓				Future Year
3.2.SI3	Create an employee scholarship program	People Operations	----						✓				Future Year
3.2.SI4	Implement a management training program	People Operations	----					✓					NEW FY24
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

<sup>1</sup> - In FY 2023, the City's organizational development program was transferred from the Performance Excellence Department to the People Operations Department. The People Operations Department re-developed the plan for this initiative, and it will now be completed in FY 2024.

## HIGH PERFORMING ORGANIZATION

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

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	People Operations	----	✓	✓	✓	✓	✓					On Track <sup>1</sup>	
3.3.SI2	Develop an Accident Prevention Plan	People Operations	----			✓	✓	✓	✓				On Track <sup>1</sup>	
3.3.SI3	Implement a departmental safety ambassador program	People Operations	----			✓	✓	✓	✓				On Track <sup>1</sup>	
3.3.SI4	Develop a comprehensive employee safety policy manual	People Operations	----					✓					NEW FY24	

<sup>1</sup> - In FY 2023, the City's safety program was transferred from the Performance Excellence Department to the People Operations Department. The People Operations Department re-developed the plan for each safety program initiative and established new timelines.



## 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.SI2	Implement a Social Navigator program to improve access to existing programs and resources for vulnerable populations	Housing & Community Development	----			✓	☑						Complete
4.1.SI3	Establish a regional legislative task force	City Manager's Office	Performance Excellence				✓	✓	✓				On Track
4.1.SI4	Establish an intergovernmental relations program to represent the City's interests with various government agencies and officials	City Manager's Office	Performance Excellence					✓	✓				Future Year
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

## 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	✓	✓	✓	☑						Complete
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			✓	✓						Past Due <sup>1</sup>
4.2.SI5	Facilitate a comprehensive update to the City's Strategic Plan	Performance Excellence	City Manager's Office, Communications & Marketing					✓					NEW FY24
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> - This initiative was partially completed in FY 2023, with the establishment of an orientation program for new City Councilmembers. The second portion of the initiative is expected to be complete in FY 2024.

## 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	Communications & Marketing	----	✓	✓	✓	✓	✓	✓	✓	✓			On Track <sup>1</sup>
4.3.SI2	Develop a citizen’s leadership academy	Communications & Marketing	----					✓	✓	✓				Future Year
4.3.SI3	Implement a city-wide volunteer management program	Housing & Community Development	Communications & Marketing			☑								Complete
4.3.SI4	Develop a Hometown Hero Banner Program	Communications & Marketing	----					✓						NEW FY24
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		Communications & Marketing, 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 2023, the expected completion for this initiative was extended to 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 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	Communications & Marketing	----	✓	☑								Complete	
5.1.SI2	Create a new city website	Communications & Marketing	----	☑									Complete	
5.1.SI3	Develop a crisis communication plan	Communications & Marketing	----	✓	☑								Complete	
5.1.SI4	Develop a speaker’s bureau	Communications & Marketing	----									✓	✓	<i>Future Year</i> <sup>1</sup>
5.1.SI5	Establish an audiovisual production studio to create original programming to enhance public outreach and better communicate City news	Communications & Marketing	Information Technology			✓	✓	✓	✓	✓				On Track <sup>2</sup>
5.1.SI6	Develop a Code Red Communications Plan	Communications & Marketing	----					✓						<i>NEW FY24</i>
5.1.SI7	Develop a multicultural communications plan	Communications & Marketing	----					✓						<i>NEW FY24</i>

<sup>1</sup> - In FY 2023, this initiative was moved to FY 2027 - 2028 to align with the projected funding timeline for the Community Engagement Specialist that will accomplish this initiative.

<sup>2</sup> - In FY 2023, this initiative was extended into Fiscal Years 2024-2026 to align with the projected construction timeline for the Municipal Building expansion.

## 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

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	Communications & Marketing	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
5.1.OP2	Produce a quarterly City news publication to help keep residents informed	Communications & Marketing					✓	✓	✓	✓	✓	<i>Future Year</i>
5.1.OP3	Ask residents for regular feedback by conducting community surveys	Communications & Marketing, Performance Excellence	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
5.1.OP4	Provide additional channels for input and communication with residents and businesses	Communications & Marketing	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
5.1.OP5	Develop marketing and communication action plans for identified City departments, facilities, programs, and events	Communications & Marketing	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing



## 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	Communications & Marketing	----	☑									Complete
5.2.SI2	Update the City of Temple brand and establish brand guidelines	Communications & Marketing	----	☑									Complete
5.2.SI3	Create an attractive, information-packed resource for new residents	Communications & Marketing	----	✓	☑								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		Communications & Marketing	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
5.2.OP2	Ensure that local real estate professionals have the information they need to accurately represent Temple’s amenities		Communications & Marketing	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
5.2.OP3	Pursue award and recognition programs		Communications & Marketing, Performance Excellence	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
5.2.OP4	Develop or update brands for identified City facilities, programs, and events to increase awareness and enhance promotional efforts		Communications & Marketing	✓	✓	✓	✓	✓	✓	✓	✓	✓	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	----				✓	✓					On Track
6.1.SI3	Develop a master plan for the Summit Recreation Center	Parks & Recreation	----				✓	✓					On Track
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
6.1.SI6	Develop a master plan for Bend of the River	City Manager's Office	Parks & Recreation	✓	✓	✓	✓	✓					Delayed <sup>1</sup>
6.1.SI7	Establish a park ranger program	Parks & Recreation	----								✓	✓	Future Year <sup>2</sup>
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		City Manager's Office, Parks & Recreation	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
6.1.OP2	Expand the wildflower initiative within City parks, trails, greenspace		Parks & Recreation	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing

<sup>1</sup> - This initiative is on hold, pending litigation.<sup>2</sup> - In FY 2023, this initiative was moved to FY 2027 - 2028 to align with the projected funding timeline for the Park Ranger positions.

## 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	Communications & Marketing	----	☑									Complete
6.2.SI3	Create a new destination website	Communications & Marketing	----			☑							Complete
6.2.SI4	Develop a North Arts District plan	City Manager’s Office	Communications & Marketing, Parks & Recreation	✓	✓	✓	✓						CANCELED FY24 <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	Communications & Marketing, Parks & Recreation		✓	☑							Complete
6.2.SI6	Develop a destination events strategy	Communications & Marketing	City Manager’s Office			✓	☑						Complete
6.2.SI7	Develop a destination sports strategy	Communications & Marketing	City Manager’s Office			✓	☑						Complete
6.2.SI8	Evaluate the potential for establishing an Arts Commission	City Manager’s Office	----					✓					CANCELED FY24 <sup>2</sup>
6.2.SI9	Host the Draughon-Miller Central Texas Regional Airport 75th anniversary air show	Airport	Communications & Marketing				☑						Complete
6.2.SI10	Implement the Special Events Strategic Plan	Parks & Recreation	City Manager’s Office, Communications & Marketing					✓					NEW FY24
6.2.SI11	Develop an Arts and Culture Master Plan	City Manager’s Office	Communications & Marketing, Library					✓					NEW FY24

<sup>1</sup> - In the Strategic Plan FY 2024 Update, this initiative was canceled as it is no longer feasible in the planned location.<sup>2</sup> - In the Strategic Plan FY 2024 Update, this initiative was incorporated in the project scope for Strategic Initiative 6.2.SI11 Develop an Arts and Culture Master Plan.

## 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	Communications & Marketing, 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	Communications & Marketing, Parks & Recreation	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
6.2.OP5	Develop or update destination marketing strategies to support tourism in Temple	Communications & Marketing	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
6.2.OP6	Develop or update sports marketing materials to support sports tourism in Temple	Communications & Marketing					✓	✓	✓	✓	✓	NEW FY24

## 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	Communications & Marketing	----	☑									Complete
6.3.SI2	Create a new downtown website	Communications & Marketing	----	☑									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		✓	✓	☑						Complete
6.3.SI6	Evaluate the potential to redevelop the Historic MKT Depot	Planning & Development	City Manager's Office	✓	✓	✓	☑						Complete
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	Communications & Marketing, Planning & Development, Transform Temple					✓					Future Year

<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 2024 in order to complete and adopt a formal policy regarding the use of historic brick pavers.



## 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	✓	✓	✓	☑						Complete
6.3.SI12	Develop a management plan for the downtown community market facility	City Manager’s Office	----					✓					Future Year
6.3.SI13	Conduct a historic resources survey to support historic preservation	Planning & Development	----				✓	✓	✓				On Track
6.3.SI14	Implement the Downtown Parking Action Plan	Transform Temple	----					✓	✓	✓	✓	✓	NEW FY24
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			✓	☑						Complete
6.4.SI2	Update the library classification system to standard call numbers	Library	----		✓	✓	☑						Complete
6.4.SI3	Implement a digital marketing tool to use at the Temple Public Library to enhance library marketing efforts and communication with patrons	Communications & Marketing	Library					✓					<i>Future Year</i>
6.4.SI4	Implement the Library Master Plan	Library	----					✓	✓	✓			<b>NEW FY24</b>
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

## 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	City Manager's Office	City Attorney's Office, Planning & Development		✓	✓	✓	✓	✓					On Track
7.1.SI3	Create a neighborhood leadership academy	Housing & Community Development	Communications & Marketing		✓	☑								Complete
7.1.SI4	Implement a Community Development Program pursuant to Texas Local Government Code Chapter 373	City Manager's Office	Housing & Community Development		✓	☑								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	Develop a Housing Preservation Program to renovate vacant residential structures	Housing & Community Development	----							✓				NEW FY24
7.1.SI7	Develop a program to reactivate empty lots using a variety of solutions, including tactical urbanism	Housing & Community Development	----							✓				NEW FY24
7.1.SI8	Develop a plan for a community resource center	Housing & Community Development	City Manager's Office, Purchasing & Facility Services					✓						NEW FY24

## 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.SI9	Pursue a memorandum of understanding (MOU) with Bell County and other taxing entities related to the sale of tax foreclosed property	Housing & Community Development	City Manager’s Office					✓					NEW FY24
7.1.SI10	Adopt a residential and commercial grant program to provide funding to encourage rehabilitation, restoration, and reconstruction in the City’s Neighborhood Planning Districts	Housing & Community Development	City Manager’s Office					✓					NEW FY24
7.1.SI11	Explore opportunities to improve access to fresh, healthy foods in underserved areas of east Temple	City Manager’s Office	Housing & Community Development					✓	✓				NEW FY24
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				✓	✓	✓	✓	✓	✓	Ongoing
7.1.OP3	Continue to support the Temple Revitalization Corporation in their redevelopment efforts		City Manager’s Office, Housing & Community Development					✓	✓	✓	✓	✓	NEW FY24
7.1.OP4	Invest in the continued improvement and revitalization of the City’s Neighborhood Planning Districts, including the implementation of the Places & Spaces Capital Improvement Program		City Manager’s Office, Finance, Housing & Community Development, Parks & Recreation				✓	✓	✓	✓	✓	✓	Ongoing <sup>1</sup>

<sup>1</sup> - In the Strategic Plan FY 2024 Update, Strategic Initiative 7.1.SI6 was rewritten to be Organizational Priority 7.1.OP3. This change reflects the long-term, continuous nature of Capital Improvement Programs.

## 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
7.2.SI3	Develop an Affordable Housing Policy using information gathered through a Market Value Analysis	Housing & Community Development	City Manager’s Office					✓					NEW FY24
7.2.SI4	Coordinate the development of the Arbor of Hope East Campus and establish a non-profit organization to oversee operations	Housing & Community Development	City Manager’s Office, Purchasing & Facility Services					✓	✓	✓			NEW FY24
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	----									✓	✓	Future Year
8.1.SI4	Develop a Fire Master Plan	Fire	----		✓	✓	☑							Complete
8.1.SI5	Install a new station alerting system to help reduce emergency response times	Fire	----			✓	✓	✓						Delayed <sup>1</sup>
8.1.SI6	Update and expand the outdoor warning siren system	Fire	----	✓	✓	✓	✓		✓	✓	✓			On Track
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			✓	☑							Complete
8.1.SI9	Establish a Nuisance Abatement Team	City Manager’s Office	Transform Temple				☑							Complete
8.1.SI10	Facilitate the development of a county-wide strategic action plan on mental health and homelessness	Housing & Community Development	City Manager’s Office, Police		✓	✓	☑							Complete
8.1.SI11	Split the city into two Fire & Rescue response divisions to adequately manage field operations as the city grows	Fire	----						✓	✓				NEW FY24

<sup>1</sup>- This initiative is delayed due to vendor contracting issues. Expected completion FY 2024.

## 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.SI12	Enhance Fire Marshal evidence procedures and storage facility	Fire	Police, Purchasing & Facility Services						✓				NEW FY24
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, including the implementation of the Public Safety Capital Improvement Program		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				✓	✓	✓	✓	✓	✓	Ongoing
8.1.OP8	Implement policies and practices that promote procedural fairness for court users		Municipal Court				✓	✓	✓	✓	✓	✓	Ongoing
8.1.OP9	Continue to support the Police Officer and Firefighter wellness and safety program		Fire, Police					✓	✓	✓	✓	✓	NEW FY24

## 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 <sup>1</sup>
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	----			✓	☑						Complete
9.1.SI6	Develop standard street section designs that facilitate well connected vehicular, pedestrian, bicycle, and transit systems	Planning & Development	Engineering	✓	✓	✓	✓	✓					On Track <sup>2</sup>
9.1.SI7	Establish an enhanced transit system, including microtransit options	City Manager's Office	Planning & Development				☑						Complete
9.1.SI8	Establish a concrete maintenance program	Transportation	----				☑						Complete
Organizational Priority			Involved Department(s)/ Division(s)	Target Date									Status
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
9.1.OP1	Continue to invest in the design, construction, and maintenance of high quality mobility infrastructure, systems, and services, including the implementation of the Mobility Capital Improvement Program		Airport, Engineering, Finance, Planning & Development, Transportation	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
9.1.OP2	Focus efforts on enhancing the I-14 corridor through collaboration with regional and state partners		City Manager's Office	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing
9.1.OP3	Continue to invest in a comprehensive pavement maintenance program		Public Works Admin, Transportation					✓	✓	✓	✓	✓	NEW FY24

<sup>1</sup> - In FY 2023, the scope of this initiative was broadened to include regulations related to all parking policies. Expected completion FY 2024.<sup>2</sup> - Though the designs were developed by the end of FY 2023 as planned, the regulations that will implement these designs are part of the UDC rewrite currently in progress. Expected completion FY 2024.

## 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	----	☑										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	----	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Delayed <sup>1</sup>
9.2.SI3	Expand the advanced metering infrastructure program	Utility Business Office & Metering	Finance	✓	✓	✓	✓	✓	✓	✓				On Track <sup>2</sup>
9.2.SI4	Expand the capacity of the water treatment membrane plant	Engineering	Utilities	✓	✓	✓	☑							Complete
9.2.SI5	Expand the capacity of the Temple-Belton wastewater treatment plant	Engineering	Utilities	✓	✓	✓	✓	✓	✓	✓	✓	✓		On Track <sup>3</sup>
9.2.SI6	Implement a program to improve response time to non-emergency water line breaks	Utilities	----	✓	☑									Complete
9.2.SI7	Implement a Capacity, Management, Operations, and Maintenance Program	Utilities	----	✓	✓	✓	☑							Complete
9.2.SI8	Develop a comprehensive drainage modeling and assessment plan	Engineering	Information Technology, Transportation	✓	✓	✓	✓	✓	✓	✓				Delayed <sup>1</sup>
9.2.SI9	Develop a city-wide System Evaluation and Capacity Assurance Plan	Utilities	Engineering, Finance	☑										Complete

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

<sup>2</sup> - In FY 2023, funding for the expansion of the AMI Program was extended through FY 2026.

<sup>3</sup> - In FY 2023, the timeline for this initiative was extended through FY 2027 to account for the pending TCEQ Plan Approval and the construction timeline.

## 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, including the implementation of the Utilities Capital Improvement Program		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
9.3.SI2	Implement a food waste recycling pilot program	Solid Waste	----							✓			NEW FY24
9.3.SI3	Implement a paint remixing program	Solid Waste	----						✓				NEW FY24
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	City Manager’s Office, Solid Waste	✓	✓	✓	☑						Complete	
9.4.SI3	Construct a new executive airport terminal, aircraft rescue and firefighting facility	Airport	Purchasing & Facility Services			✓	☑						Complete	
9.4.SI4	Construct an expansion to the Service Center facility	Purchasing & Facility Services	Public Works Admin	✓	✓	✓	✓	✓	✓				On Track <sup>1</sup>	
9.4.SI5	Construct improvements to the Downtown Civic Center including expansion of the Municipal Building.	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		✓	✓	✓	✓					Delayed <sup>2</sup>	
9.4.SI9	Develop space utilization standards and conduct a space use analysis	Purchasing & Facility Services	----		✓	✓	☑						Complete	

<sup>1</sup> - In FY 2022 & FY 2023, this initiative was paused while the City developed space utilization standards and conducted a space use analysis. Construction of this facility is projected to be complete in FY 2025.<sup>2</sup> - This initiative is delayed due to delays in materials acquisition. Expected completion FY 2024.

## 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			✓	☑							Complete
9.4.SI11	Construct Taxiway D improvements	Airport	----				✓	✓	✓					On Track
9.4.SI12	Redevelop the Frank W. Mayborn Civic & Convention Center	Purchasing & Facility Services	City Manager’s Office, Parks & Recreation					✓	✓	✓	✓	✓		Future Year
9.4.SI13	Renovate the central library	Purchasing & Facility Services	Library										✓	NEW FY24
9.4.SI14	Construct library branch locations	Purchasing & Facility Services	Library					✓	✓	✓			✓	NEW FY24
9.4.SI15	Construct new fire stations to maintain emergency services in response to growth and increasing service demands	Fire	Purchasing & Facility Services						✓	✓	✓	✓		NEW FY24
9.4.SI16	Develop an Event Venue Master Plan for Downtown and the Frank W. Mayborn Civic & Convention Center	City Manager’s Office	----					✓						NEW FY24
9.4.SI17	Construct an expansion to the downtown police campus	Purchasing & Facility Services	Police							✓	✓			NEW FY24
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, including the implementation of the Facilities Capital Improvement Program		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, Communications & Marketing, Planning & Development	✓	☑									Complete
10.1.SI3	Update the City’s Economic Development Policy	City Manager’s Office	City Attorney’s Office , Finance					✓						<i>Future Year</i> <sup>1</sup>
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
10.1.OP2	Continue to invest in the design, construction, and maintenance of high quality infrastructure to support economic development, including the implementation of the Reinvestment Zone Capital Improvement Program		City Attorney’s Office, City Manager’s Office, Finance					✓	✓	✓	✓	✓		NEW FY24

<sup>1</sup>- In FY 2023, this initiative was moved to FY 2024 to align with the statutory requirement for the City to update this policy every two years (last updated in FY 2022).

## 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	----	<input checked="" type="checkbox"/>									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 <sup>1</sup>	
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>2</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		✓	<input checked="" type="checkbox"/>							Complete	
10.2.SI6	Explore an entrepreneurial and small business support program	City Manager's Office	----				✓	✓	✓	✓			On Track	
10.2.SI8	Coordinate with the City of Morgan's Point Resort to develop an FM 2483 Corridor Master Plan	City Manager's Office	----					✓					NEW FY24	

<sup>1</sup> - In FY 2024 Business Plan, the Business Navigator position was decelerated from FY 2026 to FY 2028.<sup>2</sup> - In FY 2023, this initiative was put on hold in order to solicit professional services related to business process improvement. With the support of a process improvement consultant, this initiative is expected to be completed by FY 2025.

## 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

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	
10.2.OP3	Develop policies to support a comprehensive growth management program	City Manager’s Office				✓	✓	✓	✓	✓	✓	Ongoing <sup>1</sup>	

<sup>1</sup> - In the Strategic Plan FY 2024 Update, Strategic Initiative 10.2.SI7 was rewritten to be Organizational Priority 10.2.OP1. This change reflects the City's commitment to evaluating its growth management strategies on an ongoing basis.





## 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 2023 - ACCOMPLISHMENTS

- Implemented the Fixed Base Operations Strategic Business Plan to include the establishment of an enhanced professional-level customer service program
- Hosted the Draughon-Miller Central Texas Regional Airport 75th anniversary air show
- Updated the Airport Land Use Plan
- Completed construction of a new executive airport terminal, including a new aircraft rescue and firefighting facility
- Deployed new marketing strategies and award-winning branding for the Temple Executive Air Center
- Expanded opportunities for engagement and participation
  - Hosted a monthly food truck event at the airport
  - Hosted airport school tours for students of all ages
  - Attended recruitment and career day events to promote career opportunities in aviation

#### FY 2024 - FOCUS

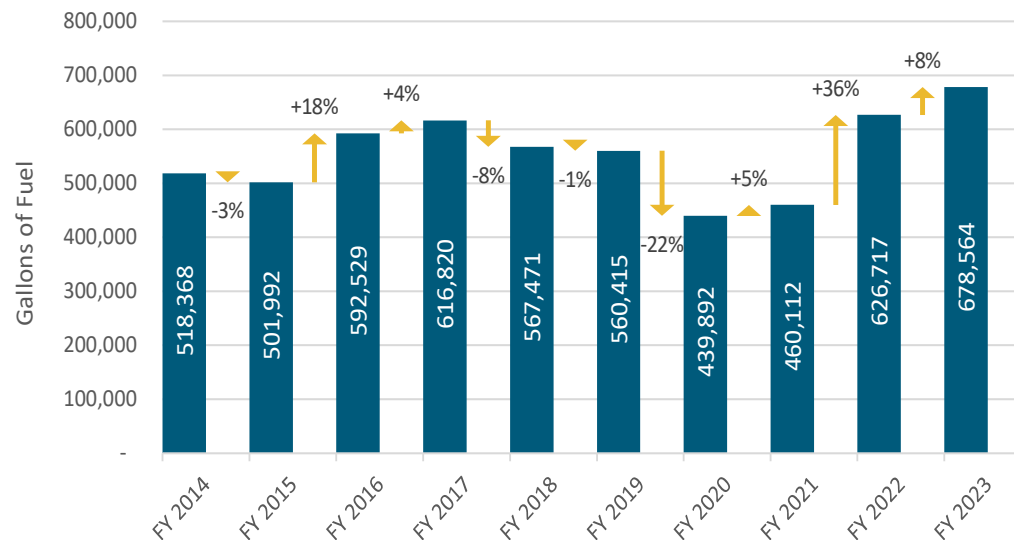
- Plan for, design, construct, and maintain high quality mobility infrastructure, systems, and services
  - Complete construction of corporate hangar area shovel ready hangar plots
  - Complete design of Taxiway D improvements
  - Complete necessary maintenance on ramp and airfield areas to extend the life of airport infrastructure and provide a safe environment for pilots and passengers
  - Upgrade Automated Weather Observation System
- Continue to expand opportunities for engagement and participation in the community
  - Host the annual air show
  - Host monthly food truck events at the airport
  - Continue to work with area schools to promote vocational/technical aviation education for kids

## ANNUAL AIRPORT FUEL SALES

### FY 2014 - FY 2023

#### 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 2023, fuel sales rose 8% over the previous year's sales total.

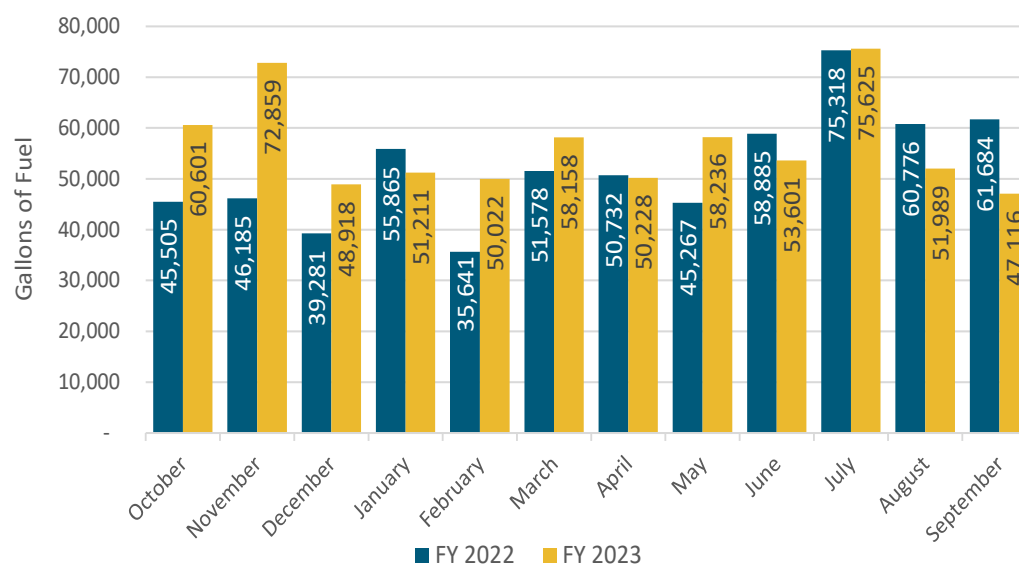


## MONTHLY AIRPORT FUEL SALES

### FY 2022 & FY 2023

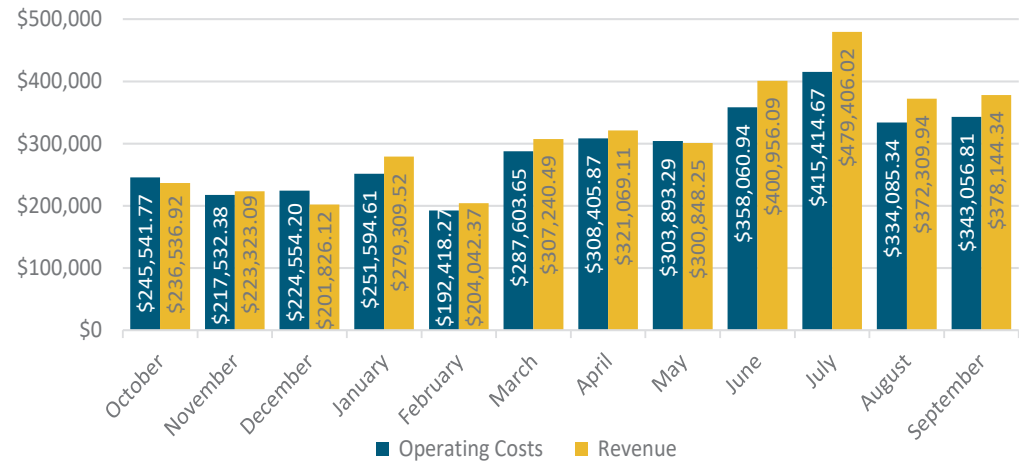
#### JET FUEL AND AVGAS (IN GALLONS)

Fuel sales for FY 2023 continued to rise as they marked a ten-year high in annual fuel sales.



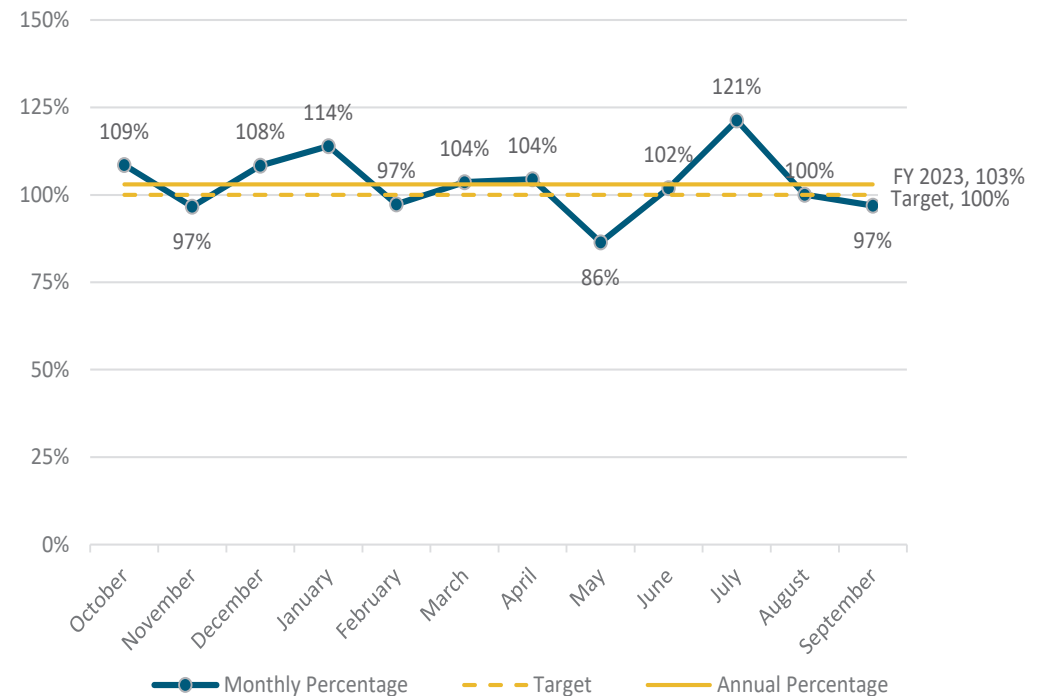
## AIRPORT OPERATING COSTS AND REVENUE FY 2023

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.



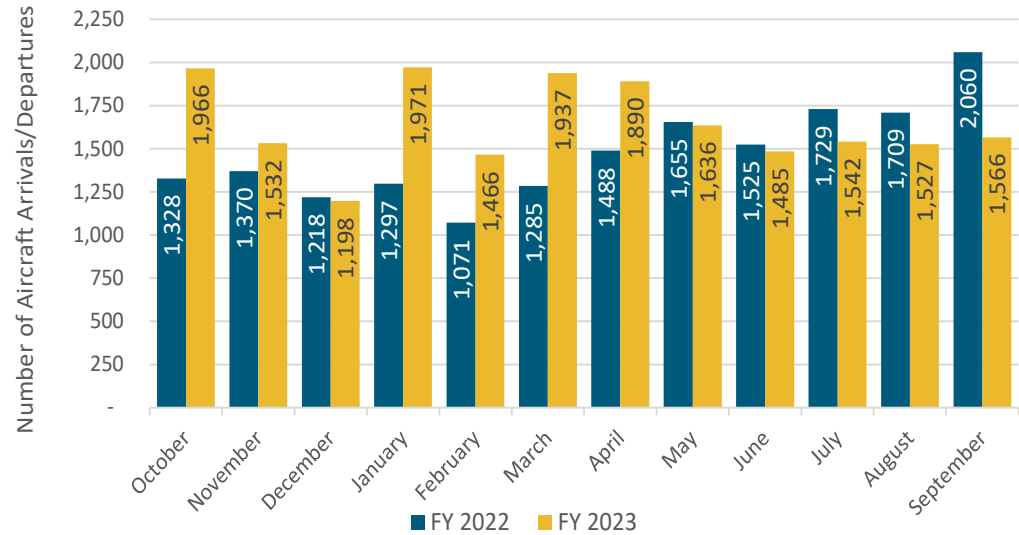
## PERCENTAGE OF OPERATING COSTS COVERED BY REVENUE FY 2023

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 2023, total operating expenses for the year exceeded revenues by 3%—approximately \$111,855.



## OPERATIONS - NUMBER OF AIRCRAFT ARRIVALS/DEPARTURES FY 2022 & FY 2023

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 2023 - ACCOMPLISHMENTS

- Assisted with developing clear and effective Civil Service Local Rules
- Updated and modernized the Code of Ordinances—Amended, comprehensively reviewed, or created ordinance chapters
  - Established Municipal Court of Record
  - Chapter 5 - Ambulance Services
  - Chapter 38 - Water
- Assisted with updating the City's safety policy manual
- Assisted City Council with the required decennial review of the City Charter
- Acquired 81 property interests, including right of way acquisition for four major capital improvement projects: Azalea Drive, Hartrick Bluff, Outer Loop West Phase 1, and Hwy 317 Wastewater Line
- Assisted with drafting new Construction Manager at Risk contract documents

### FY 2024 - FOCUS

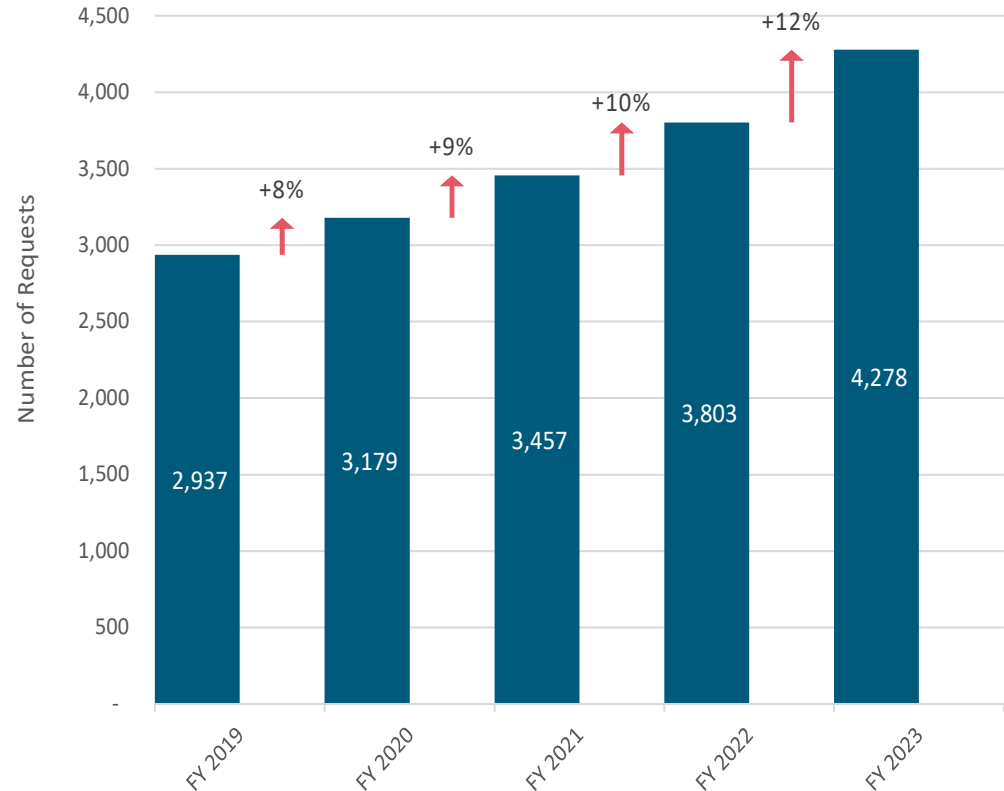
- Organize internal documents according to document retention schedule
- Update and modernize the Code of Ordinances—Amend, comprehensively review, or create ordinance chapters
  - Chapter 6 - Animals
  - Chapter 8 - Civil Defense and Disaster Relief
  - Chapter 21 - Minimum Housing Standards
  - Chapter 37 - Traffic
- Work with Code Compliance, Animal Services, and Police Department to clean up complaint filings and create and updated, centralized template bank
- Draft and enact a city-wide Criminal Trespass policy
- Develop and conduct city-wide open records training
- Assist with and advise on update to the Unified Development Code to ensure community design standards and land use regulations align with the Comprehensive Plan

## PUBLIC INFORMATION ACT (PIA) REQUESTS PROCESSED FY 2019 - FY 2023

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.

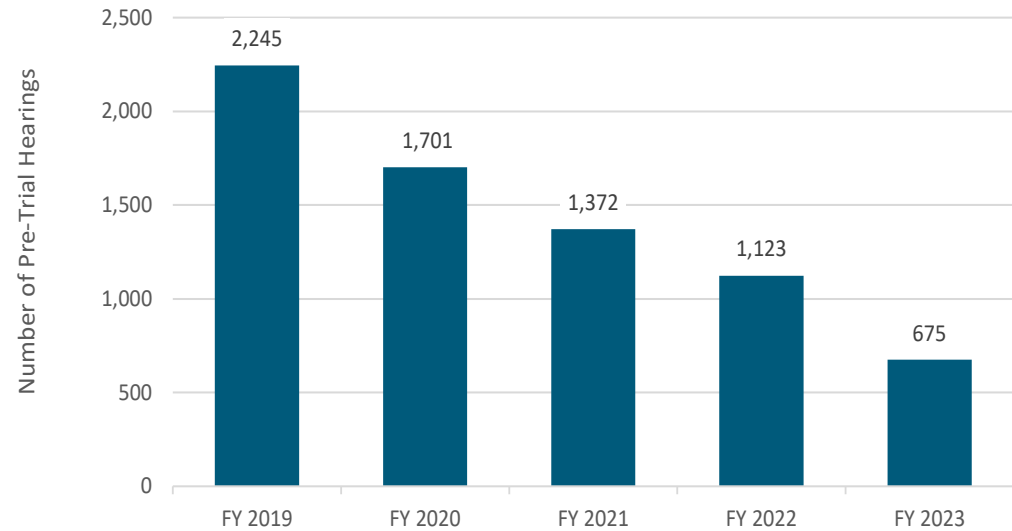
The City has seen a continual increase each year in the number of PIA requests received. NextRequest, the City’s open records request tracking software, has allowed the City to track not only the number of requests but the timeliness of responses and deadlines. It has also provided a central repository 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.





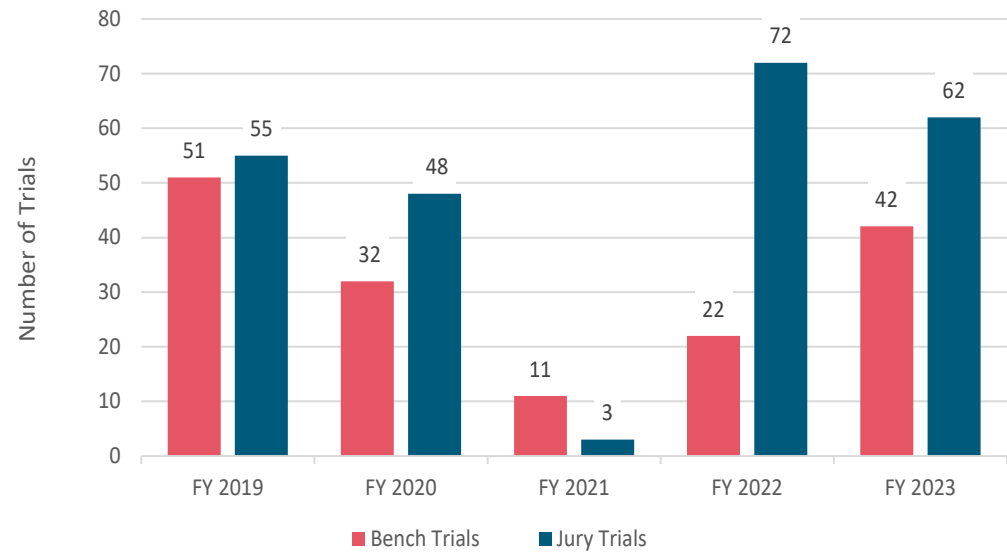
## MUNICIPAL COURT PRE-TRIAL HEARINGS FY 2019 - FY 2023

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 2019 - FY 2023

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.

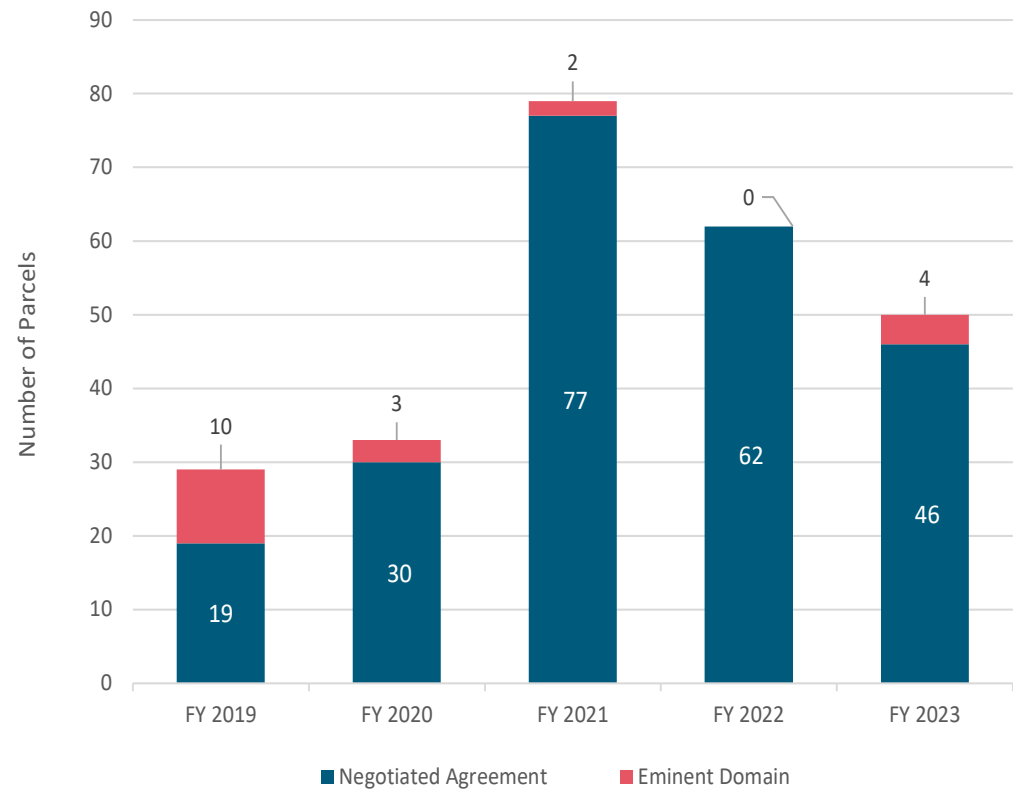


## PARCELS ACQUIRED BY THE CITY FY 2019 - FY 2023

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 the previous fiscal year or earlier were completed in the current fiscal year.

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 2023 - ACCOMPLISHMENTS**

- Continued to support process improvement through the Red Tape Reduction Team
- Updated the City's governance policy
- Developed a City Council Orientation Program
- Developed a destination events strategy
- Developed a destination sports strategy
- Evaluated the potential to redevelop the Historic MKT Depot
- Completed construction of a parking garage system in Downtown Temple
- Developed a Library Master Plan
- Developed a master plan for two Neighborhood Planning Districts
  - Completed Las Cruces and Temple Heights Neighborhood Plans
- Established a Nuisance Abatement Team
- Established an enhanced transit system, including microtransit options
- Completed construction of a new Solid Waste Complex
- Actively engaged in a comprehensive business recruitment and retention program

**FY 2024 - FOCUS**

- Explore the creation of a public-private partnership for an Innovation Lab
- Establish a regional legislative task force
- Establish an intergovernmental relations program to represent the City's interests with various government agencies and officials
- Facilitate a comprehensive update to the City's Strategic Plan
- Develop an Arts and Culture Master Plan
- Develop a downtown wayfinding and signage master plan
- Develop a management plan for the downtown community market facility
- Develop a master plan for four Neighborhood Planning Districts that meets the needs of the community and supports a high quality of life
- Explore opportunities to improve access to fresh, healthy foods in underserved areas of east Temple
- Update the City's Economic Development Policy
- Explore an entrepreneurial and small business support program
- Coordinate with the City of Morgan's Point Resort to develop an FM 2483 Corridor Master Plan

INCENTIVIZED CAPITAL INVESTMENT  
AND JOB CREATION

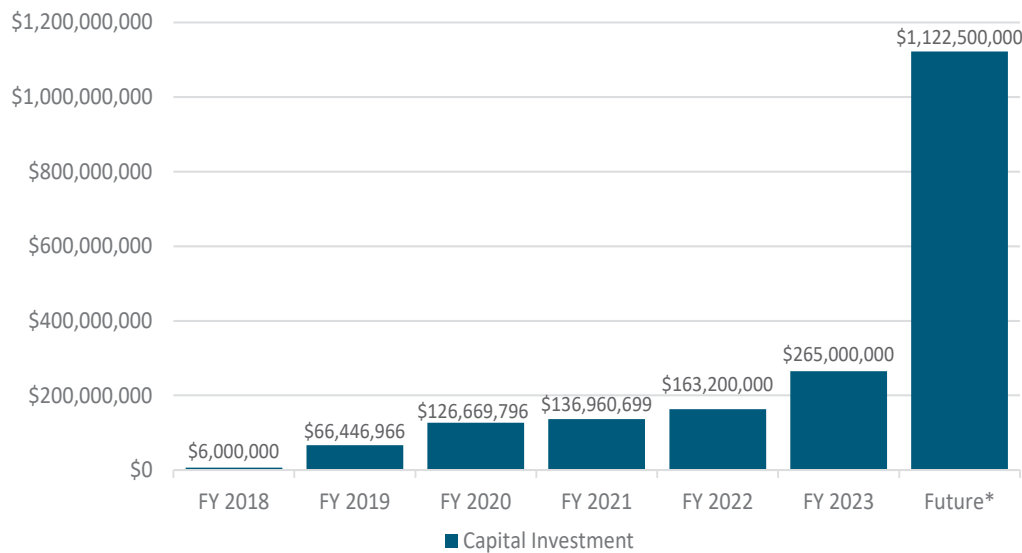
The City of Temple actively engages in a comprehensive business retention and recruitment effort to improve the economic wellbeing and quality of life of a community by creating and retaining jobs, diversifying the economy, and building the local tax base.

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	178
2020	2	\$126,669,796	156
2021	5	\$136,960,699	77
2022	4	\$163,200,000	559
2023	2	\$265,000,000	20
Future*	5	\$1,122,500,000	180

\*Fiscal Years 2024 and beyond are estimated

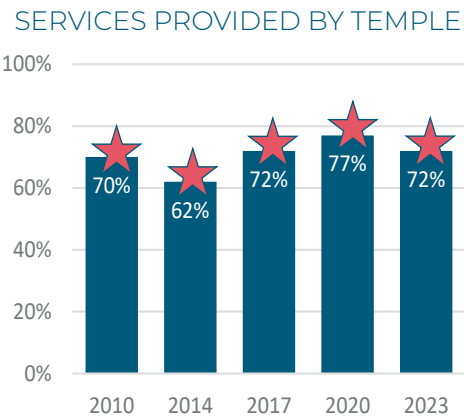
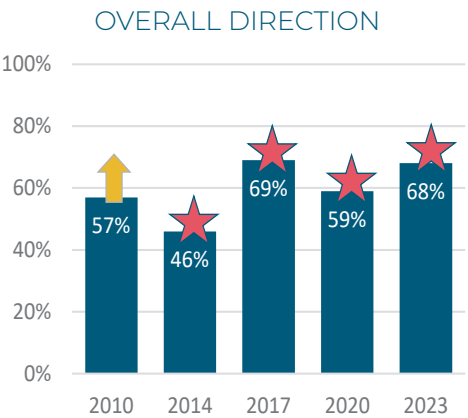


NATIONAL COMMUNITY SURVEY:  
PERCENT OF RESPONDENTS RATING EXCELLENT OR GOOD

Comparison to National Benchmark  
↑ Higher   ★ Similar   ↓ Lower

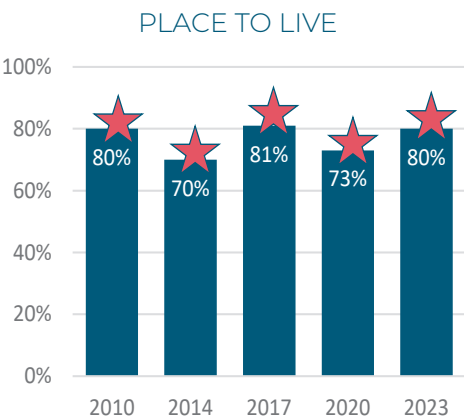
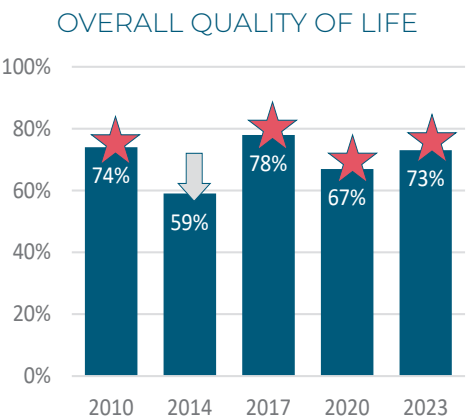
GOVERNANCE

The National Community Survey is a benchmarking survey conducted approximately every three years to gain insight into the quality of life of Temple residents and their perspectives on city services, policies, and management. Residents' perception of the City's overall direction trended upward from 2020 to 2023. Though residents' perception of the quality of city services trended downward from 2020 to 2023, these ratings are similar to other communities nationwide. In other words, the drop in ratings may be more reflective of a nationwide social trend rather than a trend specific to the City of Temple.



COMMUNITY CHARACTERISTICS

Residents' perception of the overall quality of life in Temple and their neighborhood as a place to live trended upward between 2020 and 2023. Temple's community characteristics ratings were similar to the national benchmark. While it is important to note the change in the percent of respondents rating excellent or good, it is more important to note how the rating compares to the national benchmark. If a rating is higher or lower than the national benchmark, it is more likely that the trend is specifically related to things taking place in the City of Temple and not the result of a larger social trend.





# 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 and maintaining the records relating to these appointments.

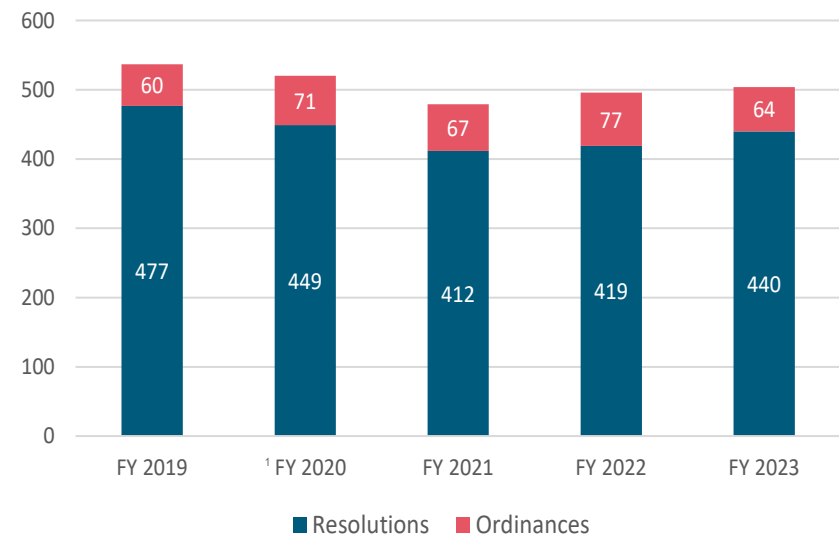
### FY 2023 - ACCOMPLISHMENTS

- Presented Boards and Commissions Annual Reports to Council
- Conducted two, city-wide records destruction events in accordance with state and local laws
- Implemented board and commission management software for the Planning & Zoning Commission, Tax Increment Financing Reinvestment Zone, and Temple Revitalization Corporation

### FY 2024 - FOCUS

- Complete 3rd floor records room assessment and document destruction
- Clear two off-site records storage locations
- Provide transparent, predictable, and efficient processes
  - Implement records management SOP city-wide
  - Transition applications for birth and death certificates online
- Complete implementation of board and commission management software

### RESOLUTIONS AND ORDINANCES APPROVED FY 2019 - FY 2023

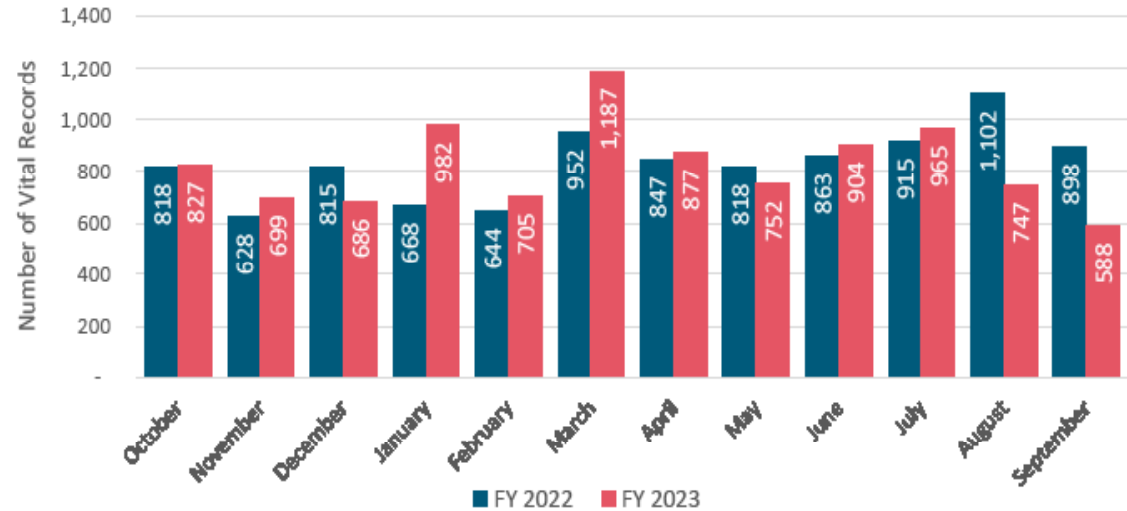


<sup>1</sup> - FY 2020 data corrected from FY 2020 & FY 2021 Performance Report.



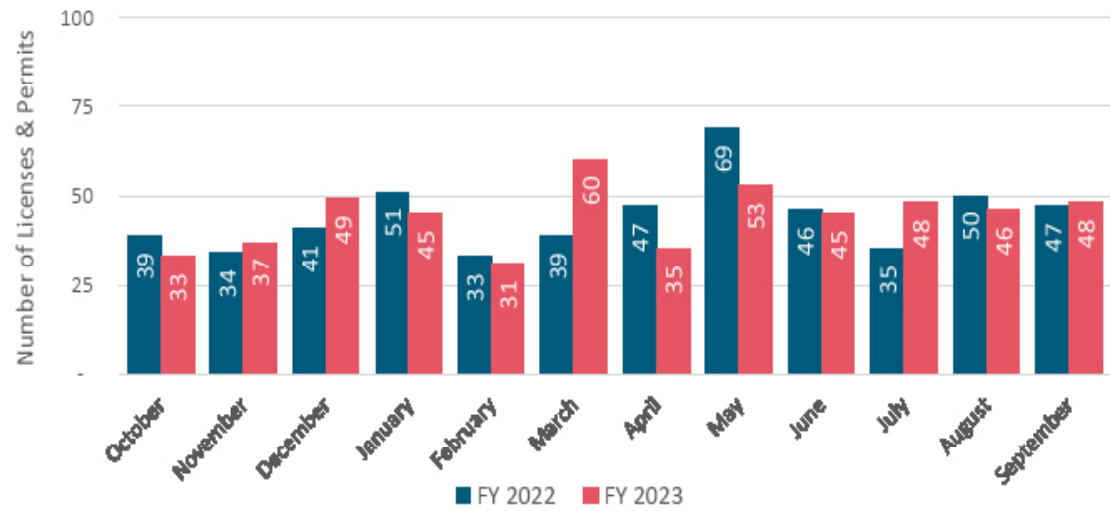
## VITAL RECORDS PROCESSED FY 2022 & FY 2023

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 2022 & FY 2023

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.





# Heather Bates

## DIRECTOR OF COMMUNICATIONS & MARKETING

The Communications and Marketing 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 City's websites, social media, television, radio, and print publication. Staff is also responsible for managing emergency communications.

### FY 2023 - ACCOMPLISHMENTS

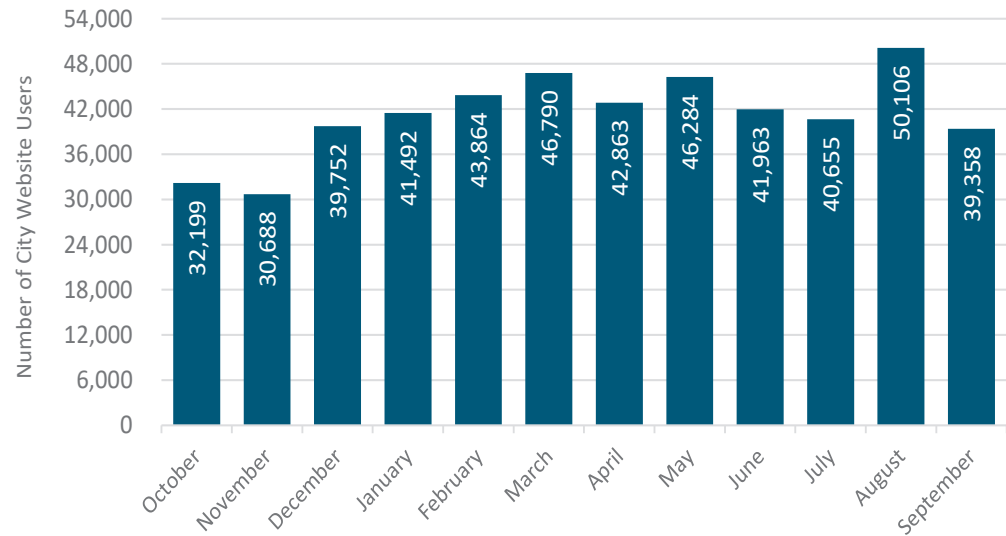
- Developed a new employee packet and an online, employee information portal
- Implemented a visual marketing software platform
- Developed and conducted the inaugural Community Summit event, serving over 500 residents
- Developed a destination events strategy
- Developed a destination sports strategy
- Developed award-winning branding for identified City facilities, programs, and events
  - Temple Executive Air Center (TEAC) & Draughon Miller Central Texas Regional Airport
  - Heart to Home Animal Adoption Center
  - Community Summit

### FY 2024 - FOCUS

- Develop an employee communications plan and strategy
- Develop a Hometown Hero Banner Program
- Develop a Code Red Communications Plan
- Develop a multicultural communications plan
- Develop a Community Engagement Calendar
- Develop and implement a Community Support Policy
- Develop brands for new, signature Temple events outlined in the Special Events Strategic Plan

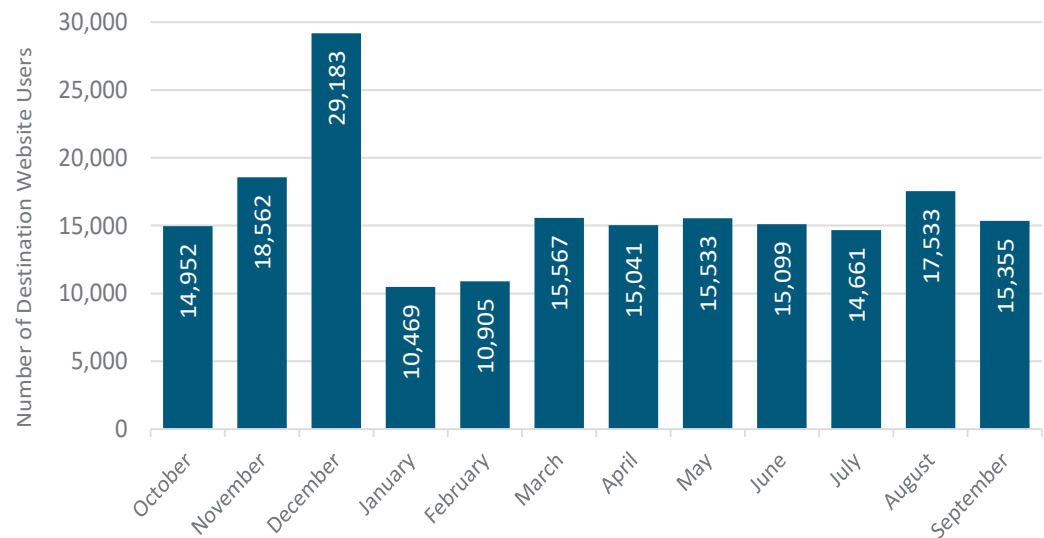
## CITY OF TEMPLE WEBSITE USERS FY 2023

The Communications & Marketing Department is responsible for maintaining several websites, with the largest being the official website of the City of Temple. The Communications & Marketing Department uses Google Analytics to measure website traffic. A website “users” is defined as an individual who visited the City website. Tracking the number of users helps the department determine the reach of the information and messaging on the City’s website.



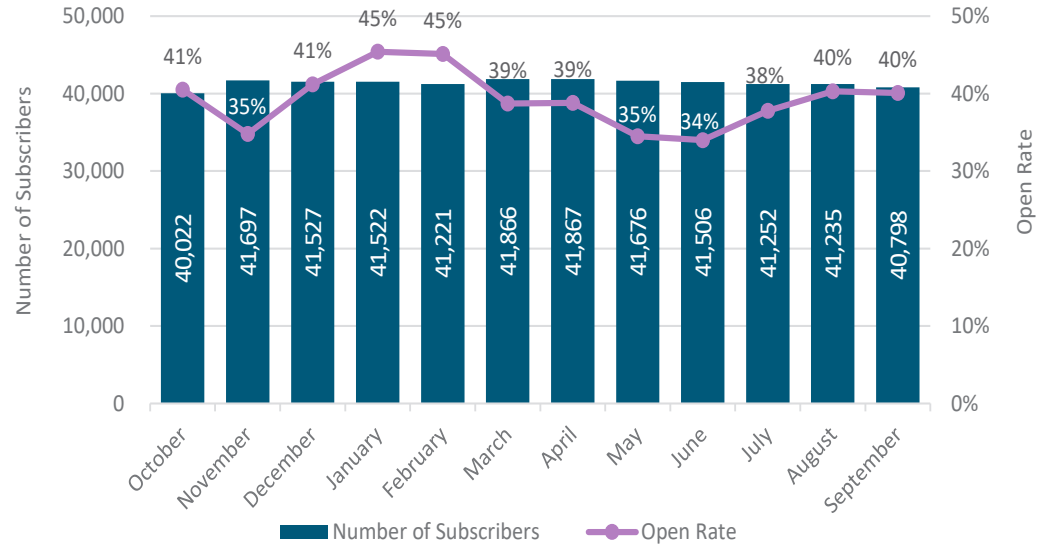
## DESTINATION WEBSITE USERS FY 2023

The destination website ([discovertemple.com](https://discovertemple.com)) showcases the amenities, experiences, and tourism/hospitality businesses that make Temple a desirable destination. The destination website also focuses on marketing Temple’s downtown as an area with attractions, events, art, shopping, and a growing and dynamic restaurant scene.



## CITY NEWSLETTER ENGAGEMENT FY 2023

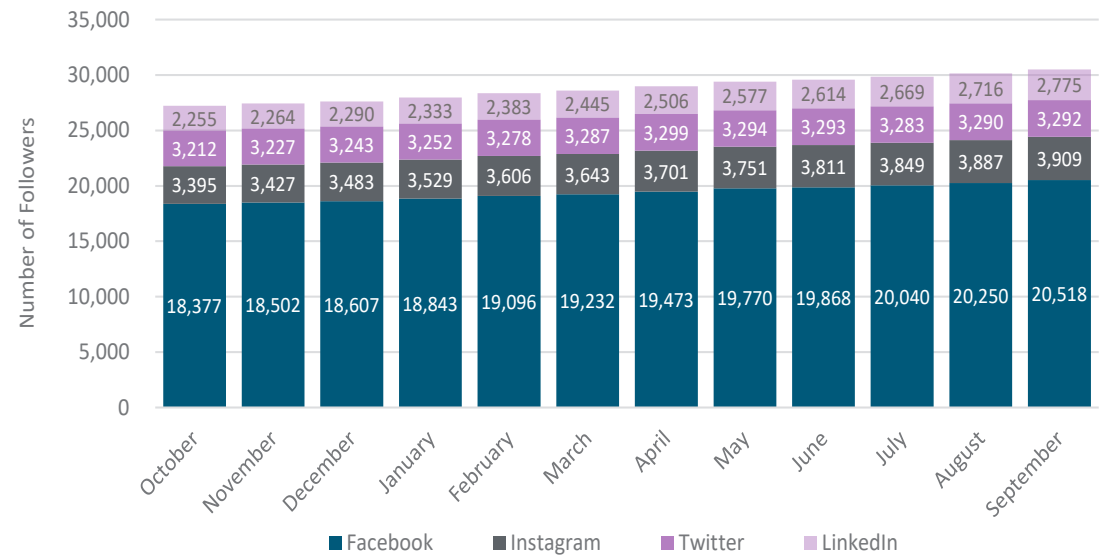
The City of Temple Newsletter is a monthly periodical containing news, updates, and curated content relevant to City government and the Temple community. It is also a way for citizens to learn about any upcoming events hosted by the City. The newsletter open rate - a measure of the number of subscribers who open the newsletter email - averaged 39% during FY 2023. This rate exceeds the industry average, which can range from 15-25%.



## SOCIAL MEDIA FOLLOWERS FY 2023

### 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 2023, 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 Communications & Marketing Department increased the City's social media followers by 13% in FY 2023. (Data displayed here does not include followers of other City social media pages such as Parks & Recreation, Police, Fire, or Library.)





# 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 assists the City Manager in development of the City's Annual Budget, as well as monitors budgetary compliance throughout the fiscal year.

### FY 2023 - ACCOMPLISHMENTS

- Continued to implement Business Plan and Capital Improvement Programs
- Implemented adjustments to the General Government Compensation pay plans
- Continued to invest in the resources necessary to ensure financial excellence
  - Created and facilitated 82 solicitations for goods and services
- Coordinated construction projects for City facilities
  - Solid Waste Complex, executive airport terminal with aircraft rescue and firefighting facility, Animal Shelter and Pet Adoption Center, and Parks and Recreation maintenance building
- Received the National Procurement Institute's Achievement of Excellence in Procurement Award

### FY 2024 - FOCUS

- Continue to fund Capital Improvement Programs and ensure they are aligned with adopted master plans
- Implement updates to the Civil Service Compensation Plan, as well as evaluate the General Government 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
- Evaluate and implement a debt management software
- Coordinate construction projects for City facilities
  - Nathaniel Mitchell Service Center, Public Safety Training Center Driving Skills Pad and Simunition Shoot House
- Complete assessment of all City buildings to develop a Facility Master Plan for each city facility

PORTFOLIO YIELD ABOVE BENCHMARK  
FY 2020 - FY 2024

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.

	FY20	FY21	FY22	FY23	*FY24
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	4	4	1	0	*2

BUDGET & REPORTING  
FY 2020 - FY 2024

^2023 projected  
\*2024 forecasted

FY20	FY21	FY22	FY23	*FY24
✓	✓	✓	✓	✓

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.

FY20	FY21	FY22	FY23	*FY24
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.

FY20	FY21	FY22	^FY23	*FY24
✓	✓	✓	✓	✓

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.

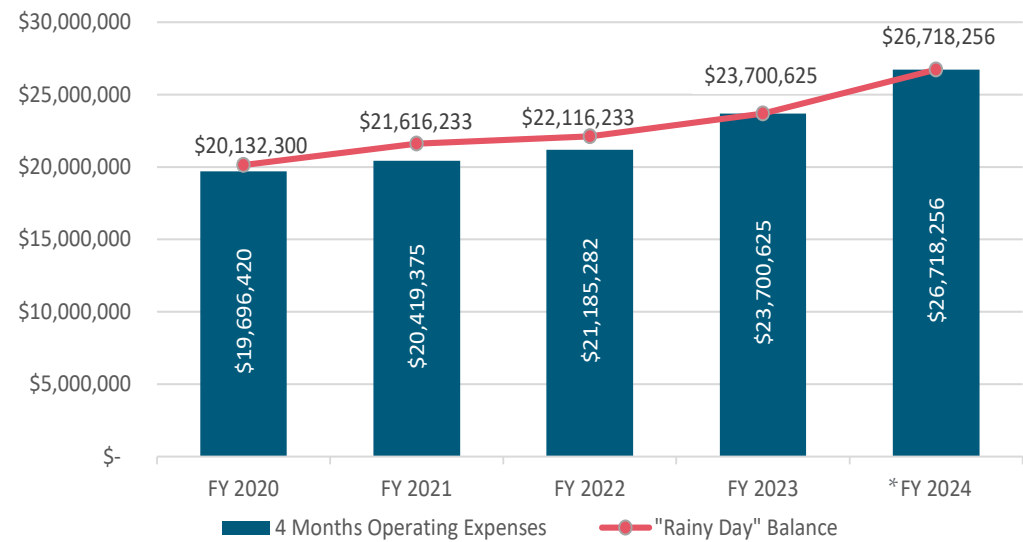
FY20	FY21	FY22	^FY23	*FY24
✓	✓	✓	✓	✓

"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 2020 - FY 2024

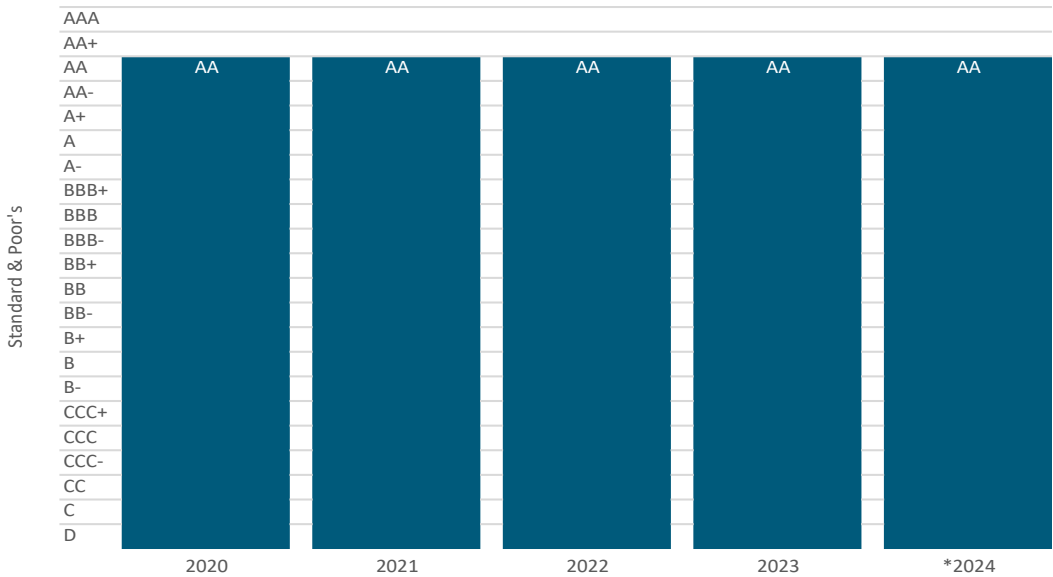
A rainy day fund is a reserved amount of money set aside, especially by a government, to be used during a time of revenue shortfalls or budget deficits in order for typical operations to continue.



\*Forecasted

GENERAL OBLIGATION BOND RATING  
FY 2020 - FY 2024

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.

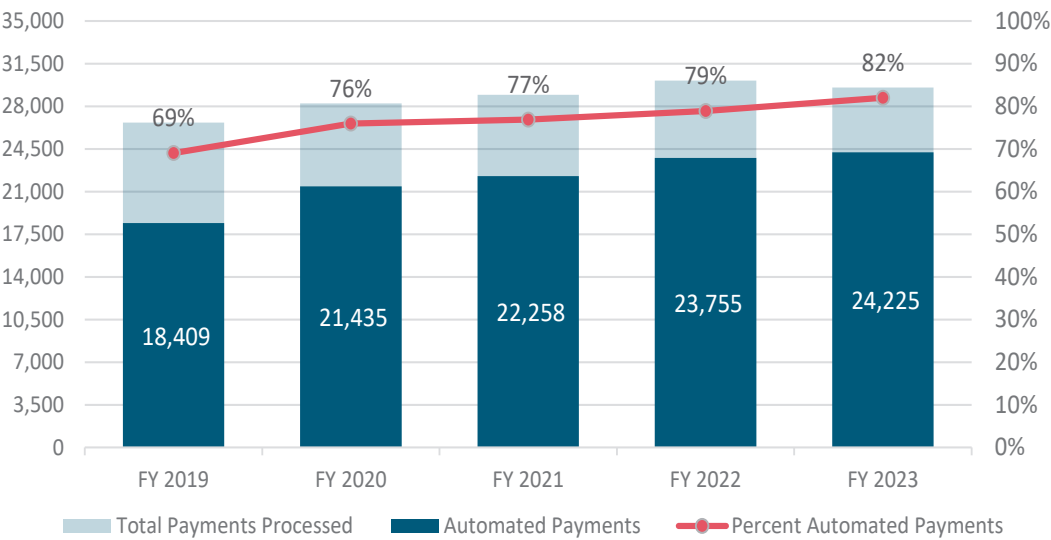


\*Forecasted



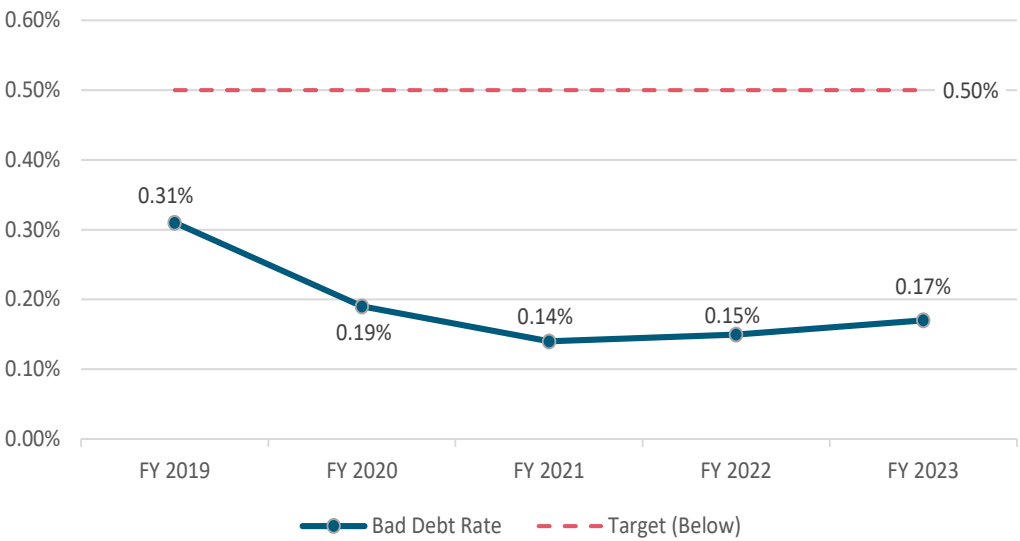
UTILITY BUSINESS OFFICE PAYMENTS PROCESSED FY 2019 - FY 2023

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.



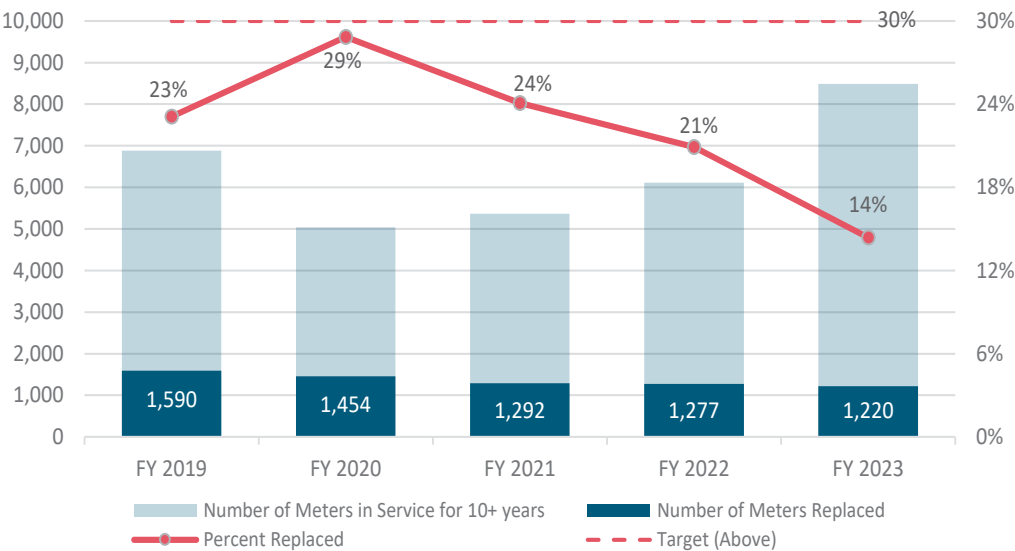
UTILITY BUSINESS OFFICE BAD DEBT RATE FY 2019 - FY 2023

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 2019 - FY 2023

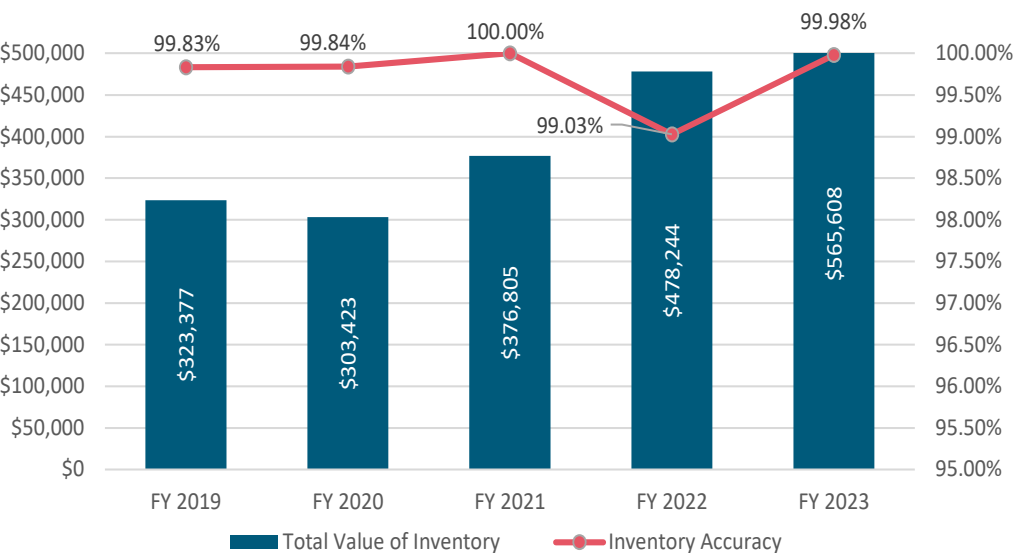
Over time, water meters slow down and become less accurate. The Metering Division conducts a change out program where aged meters (meters in service for more than 10 years) are replaced. The goal is to change out approximately 30% of aged meters each year.



WAREHOUSE INVENTORY ACCURACY  
FY 2019 - FY 2023

The Purchasing & Facility Services Department maintains a warehouse of routinely needed utility, safety, and janitorial supplies. The total value of the inventory in stock in the warehouse for FY23 was approximately \$565,000, 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 2023 - ACCOMPLISHMENTS

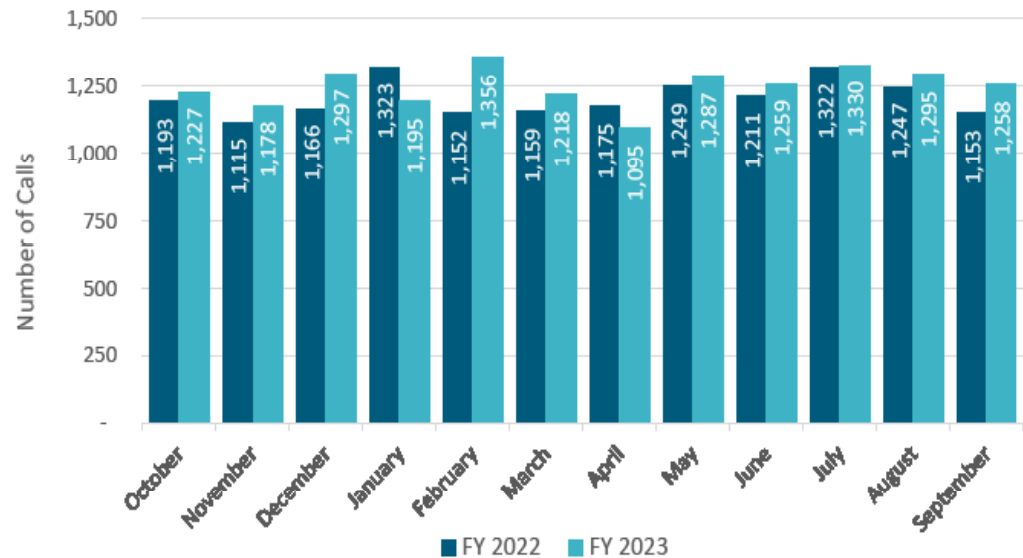
- Implemented a new fire department response and reporting software
- Provided additional response capabilities to maintain emergency services in response to growth and increasing service demands
  - Completed the specification and order of several replacement apparatus
- Expanded the Public Safety Training Center
  - Completed installation of new burn props

### FY 2024 - FOCUS

- Obtain Texas Best Practices Recognition for the Fire Department
- Install a new station alerting system to help reduce emergency response times
- Conduct National Incident Management System training for all City personnel for compliance with Federal guidelines
- Provide additional response capabilities to maintain emergency services in response to growth and increasing service demands
  - Place new ladder truck in service for Station #6
  - Hire new Administrative Assistant and Deputy Fire Marshal
- Expand the Public Safety Training Center
  - Complete construction of a driving skills pad, drafting tank, simunition building, and trailer storage

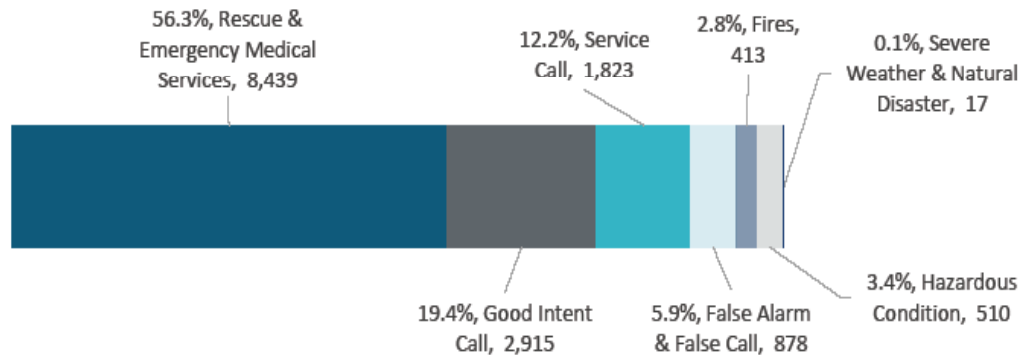
## TOTAL CALLS FOR SERVICE FY 2022 & FY 2023

Total calls for service is the number of requests for service received by the Fire Department for all emergency and nonemergency incidents. In FY 2023, Temple Fire & Rescue responded to 14,995 calls, which represents a 3.7% 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.



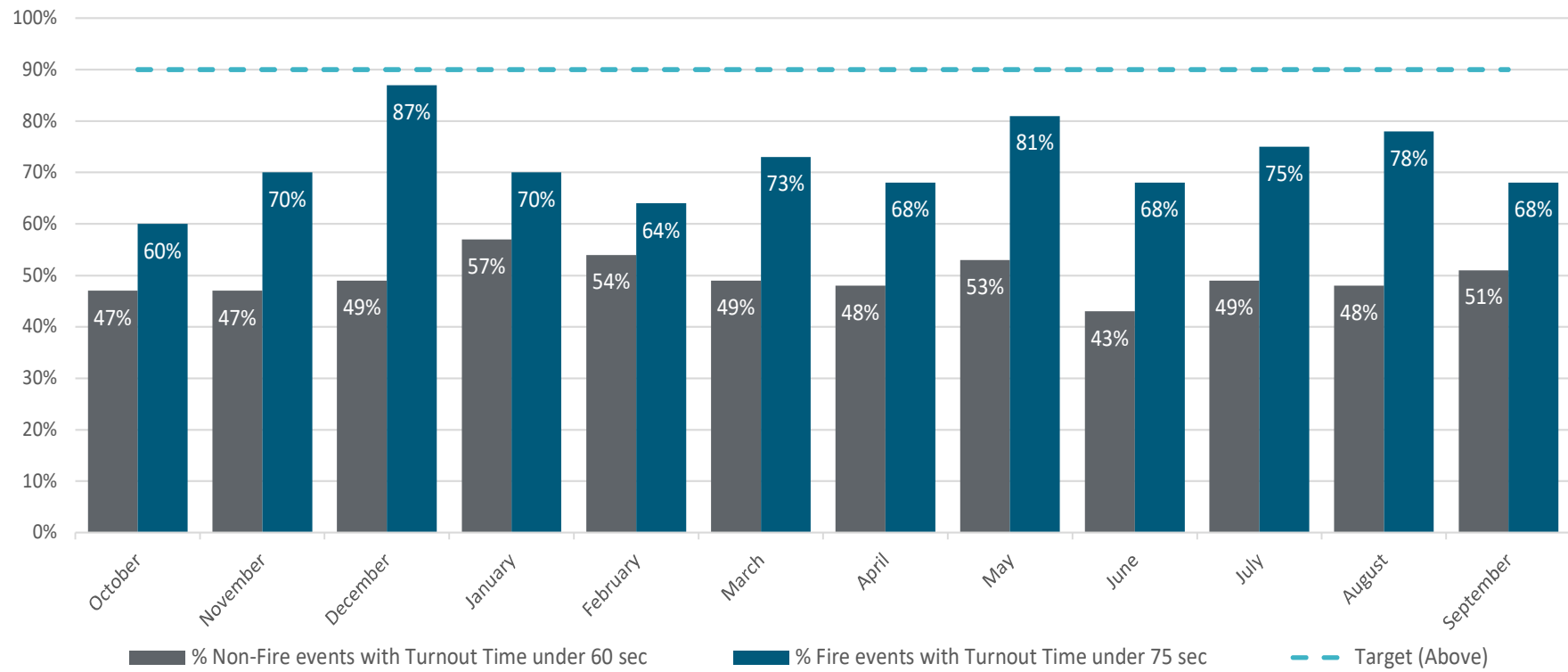
## TOTAL CALLS BY INCIDENT TYPE FY 2023

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 2023

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 2023 - ACCOMPLISHMENTS

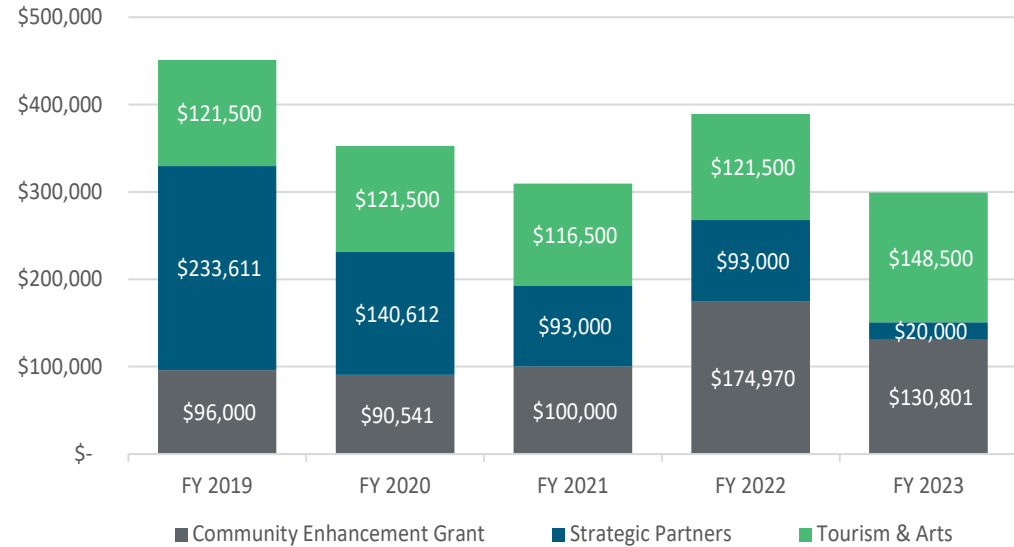
- Implemented a Social Navigator program to improve access to existing programs and resources for vulnerable populations
- Facilitated the development of a county-wide strategic action plan on mental health and homelessness
- Developed a master plan for two Neighborhood Planning Districts: Las Cruces and Temple Heights
- Developed programs and events to support strong neighborhoods
  - Coordinated 10 community cleanup/engagement events
  - Provided home maintenance education to 24 graduates of the Home Maintenance Academy
  - Provided assistance to more than 30 Good Neighbor Program clients
  - Provided services through the Housing Improvement Program and Rental Reinvestment Program

### FY 2024 - FOCUS

- Develop a plan for a community resource center
- Pursue a memorandum of understanding (MOU) with Bell County and other taxing entities related to the sale of tax foreclosed property
- Adopt a residential and commercial grant program to provide funding to encourage rehabilitation, restoration, and reconstruction in the City's Neighborhood Planning Districts
- Develop an Affordable Housing Policy using information gathered through a Market Value Analysis
- Begin coordinating the development of the Arbor of Hope East Campus and establish a non-profit organization to oversee operations

## OUTBOUND GRANT PROGRAMS FY 2019 - FY 2023

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. By providing funding to 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.







# 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 2023 - ACCOMPLISHMENTS

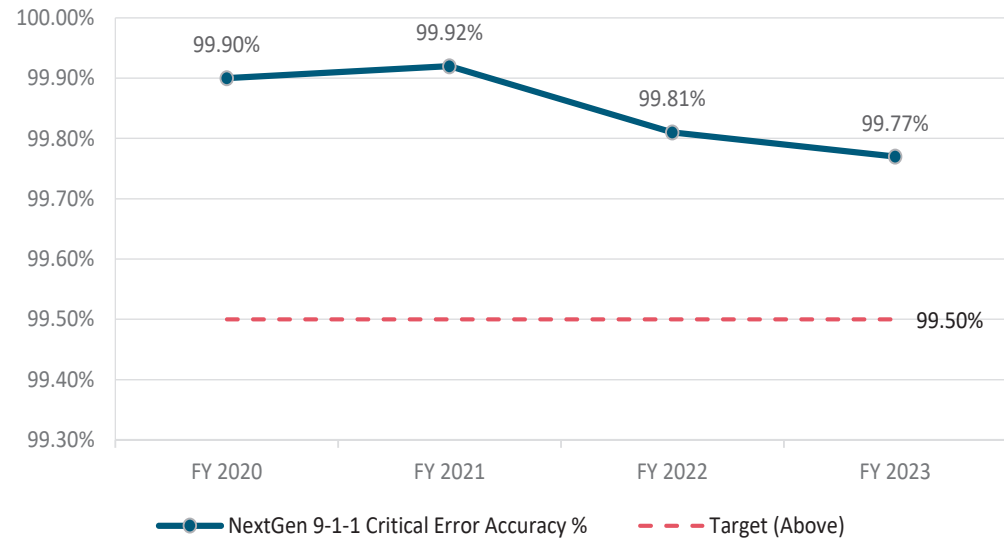
- Continued to invest in the resources necessary to ensure the strategic and effective use of technology in support of performance excellence
  - Added and replaced cameras throughout the city to enhance security for facilities and employees
  - Transitioned to new a Video Management System to consolidate door access and camera software
  - Completed IT Infrastructure at the new solid waste facility
  - Created IT Space Standards for construction projects
  - Upgraded backup storage infrastructure
- Continued to invest in the resources necessary to prioritize cyber security
  - Implemented patch management software and zero trust architecture to increase cybersecurity posture

### FY 2024 - FOCUS

- Complete implementation of a new Police Department digital records management system
- Implement a crime analysis software
- Continue to invest in the resources necessary to ensure the strategic and effective use of technology in support of performance excellence
  - Implement online and over-the-counter payment processing software and new utility billing software
  - Implement 311 call center software
- Continue to invest in the resources necessary to prioritize cyber security
  - Implement password safe and endpoint privilege management software
  - Implement MFA and policy software for internal traffic from privileged accounts
- Complete IT Infrastructure for 7 capital construction projects

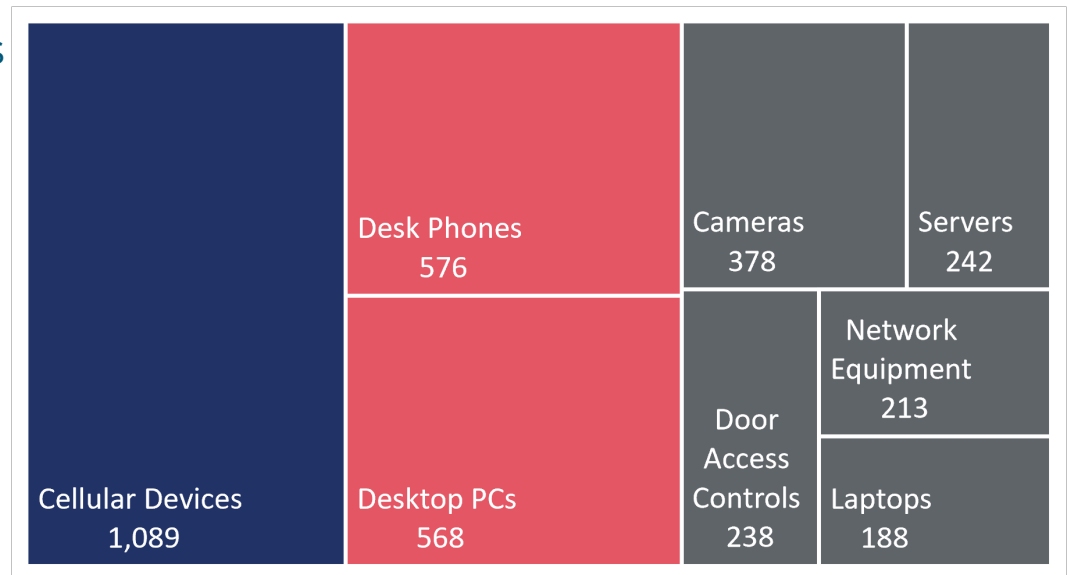
## NEXTGEN 9-1-1 CRITICAL ERROR ACCURACY FY 2022

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 Alvara

## DIRECTOR OF LIBRARIES & MUSEUMS

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, digital content, and music CDs. Available services include reference help, reader's advisory, programming for all ages, outreach, and public access to the Internet.

### FY 2023 - ACCOMPLISHMENTS

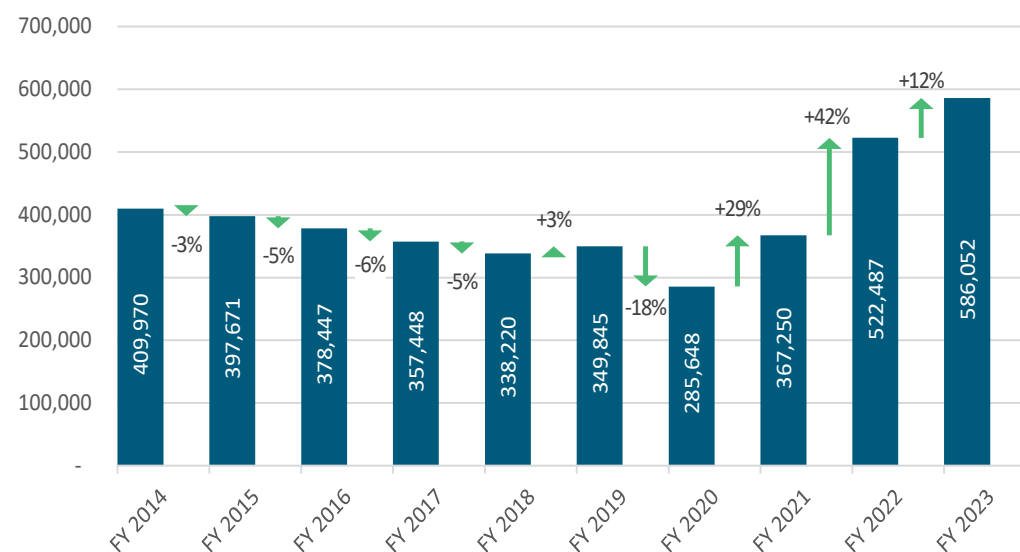
- Developed a Library Master Plan
- Updated the library classification system to standard call numbers
- Received the 2022 Texas Municipal Library Directors Association Excellence Award
- Designed programs, services, and collections based on the needs and interests of the community
  - Increased material circulation by 12.17% during the fiscal year, from 522,487 item circulated in FY22 to 586,052 in FY23
  - Increased visits to the library by 12.77%, from 168,668 visitors in FY22 to 190,200 visitors in FY23
  - Increased program attendance by 29.51%, from 22,704 attendees in FY22 to 29,405 attendees in FY23
- Expanded community partnerships to enhance library services
  - Developed internship program with Texas Workforce Commission and Central Counties Services

### FY 2024 - FOCUS

- Implement the Library Master Plan
  - Extend library service hours
  - Procure the City archives
  - Increase Spanish language collections
  - Expand the variety of programs to serve a diverse population
- 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
- Construct library branch locations
  - Purchase land for a South Temple library branch
  - Develop design for the South Temple library branch

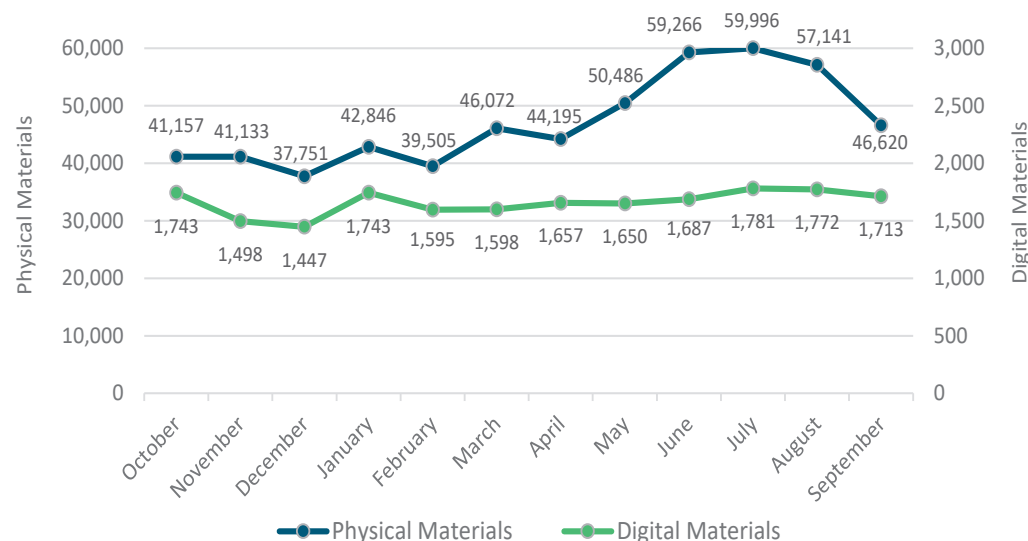
## LIBRARY CIRCULATION - PHYSICAL AND DIGITAL MATERIAL FY 2014 - FY 2023

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.



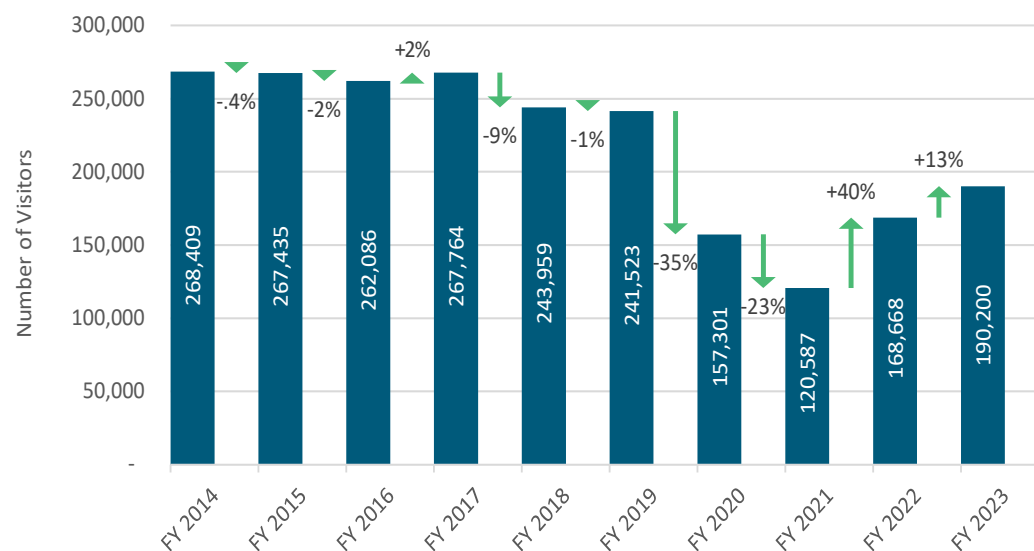
## MONTHLY LIBRARY CIRCULATION FY 2023

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 March 2021. Due to its high utilization rate, the Temple Public Library will continue curb-side delivery services for the foreseeable future.



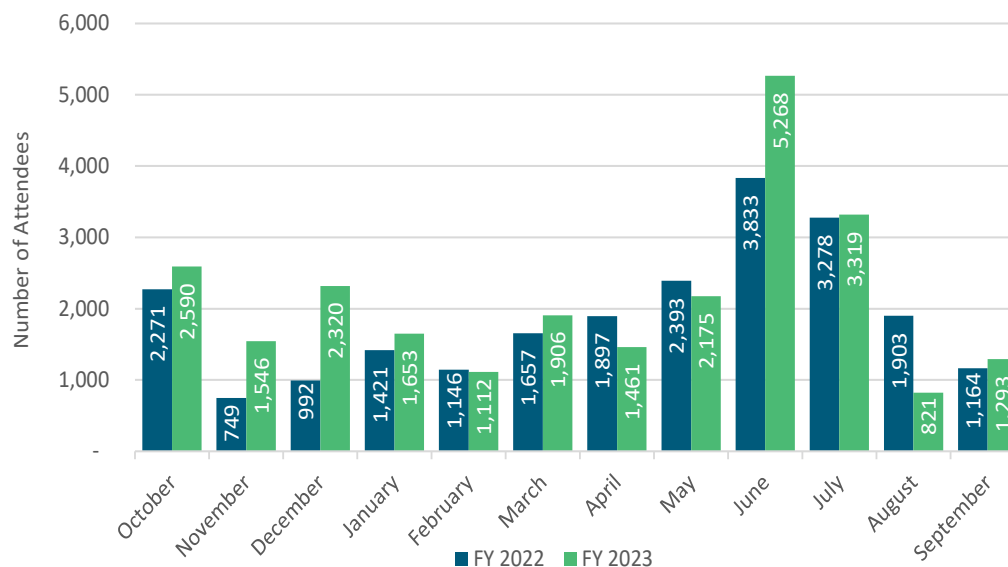
## NUMBER OF LIBRARY VISITORS FY 2014 - FY 2023

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 2020-21 due to the COVID-19 Pandemic. However, the number of library visitors has begun to rise in the last two years, where the number of visitors has increased 57% since FY 2021. The Library Master plan, completed in FY 2023, provided City administrators with an in-depth evaluation of the library's service, programs, and physical spaces. Through feedback received from surveys and focus groups, the master plan outlines strategies, goals, and actions to increase library usage.



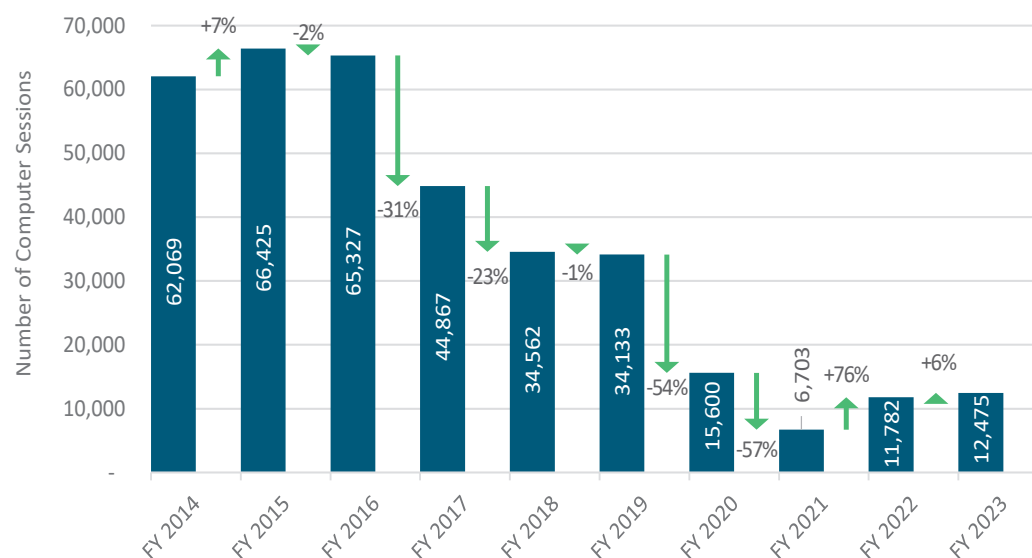
## LIBRARY PROGRAM PARTICIPATION FY 2022 & FY 2023

The Temple Public Library offers a wide array of programs for both youth and adults. The Library offers in-person programming for all ages, both in the Library and in several locations serviced by the Library's Outreach division. The Library works with partners 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 was an area of focus for the recently adopted Library Master Plan, wherein the consultants provided recommendations on general and specific programing concentrations and goals.



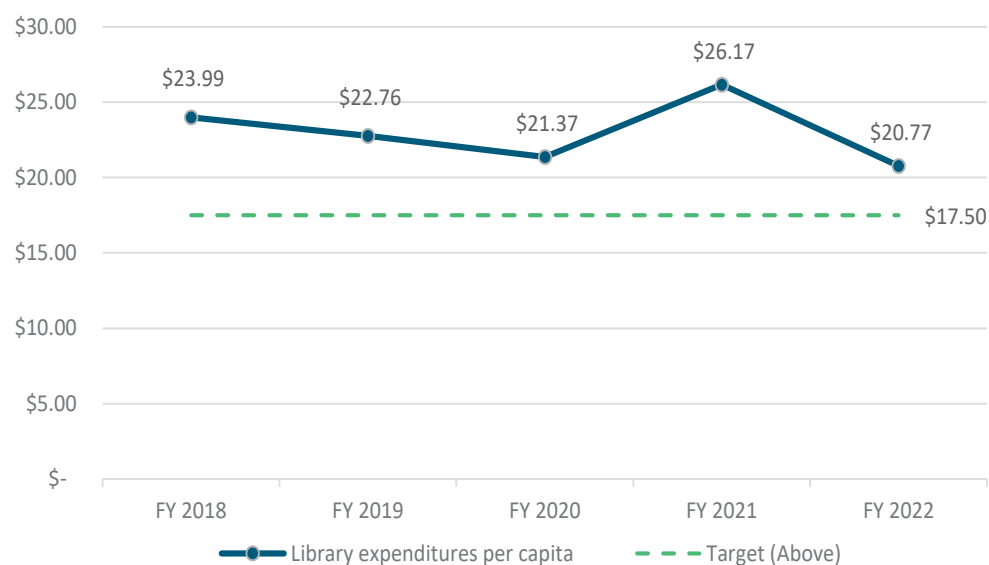
## PUBLIC COMPUTER UTILIZATION FY 2014 - FY 2023

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.



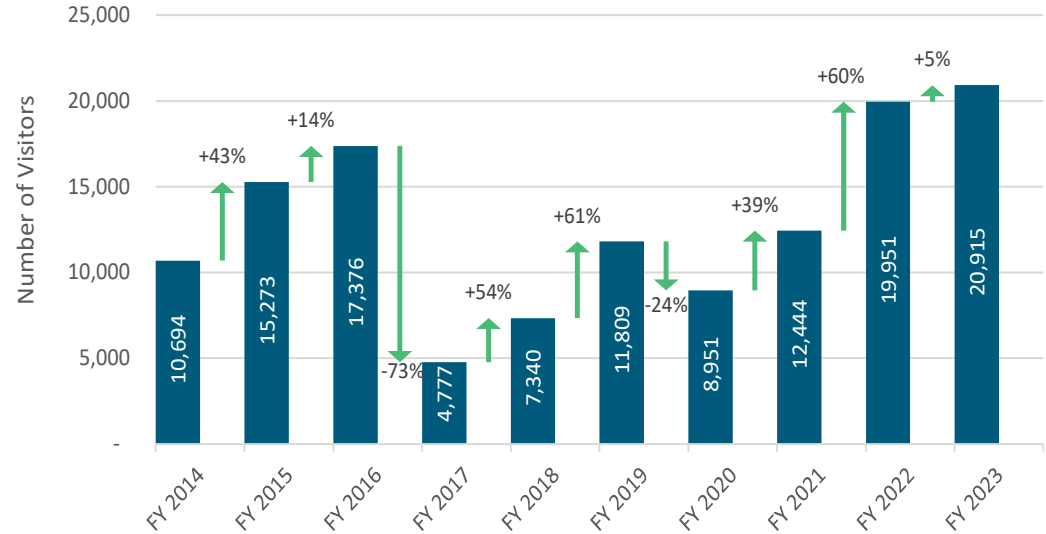
## LIBRARY EXPENDITURES PER CAPITA FY 2018 - FY 2022

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.



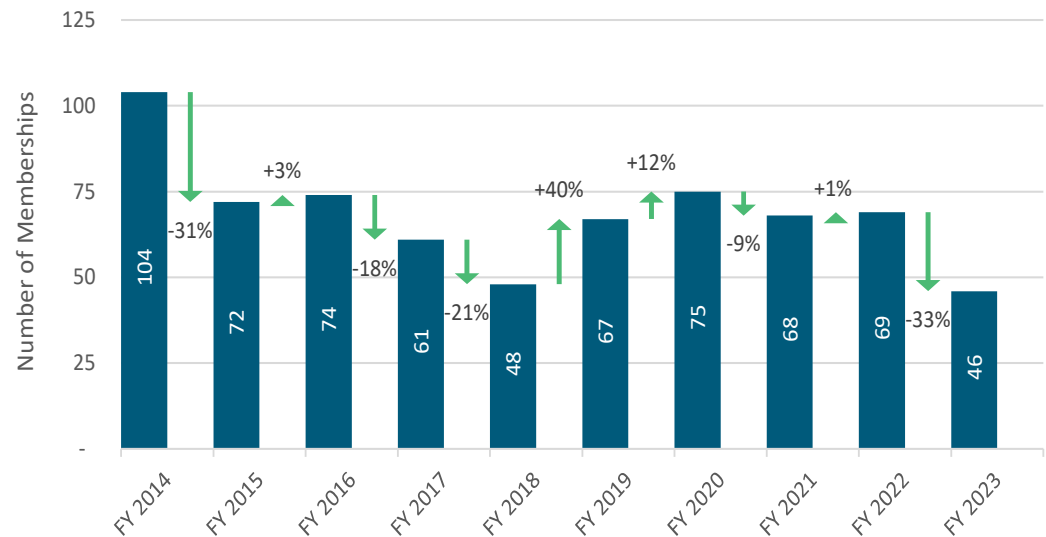
## TEMPLE RAILROAD & HERITAGE MUSEUM VISITORS FY 2014 - FY 2023

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 2023 saw the total yearly number of museum visitors exceed FY 2022 by 5% for an 11 year high.



## TEMPLE RAILROAD & HERITAGE MUSEUM MEMBERSHIPS FY 2014 - FY 2023

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.







# 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 the Christmas Parade, the annual Airshow, 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 2023 - ACCOMPLISHMENTS

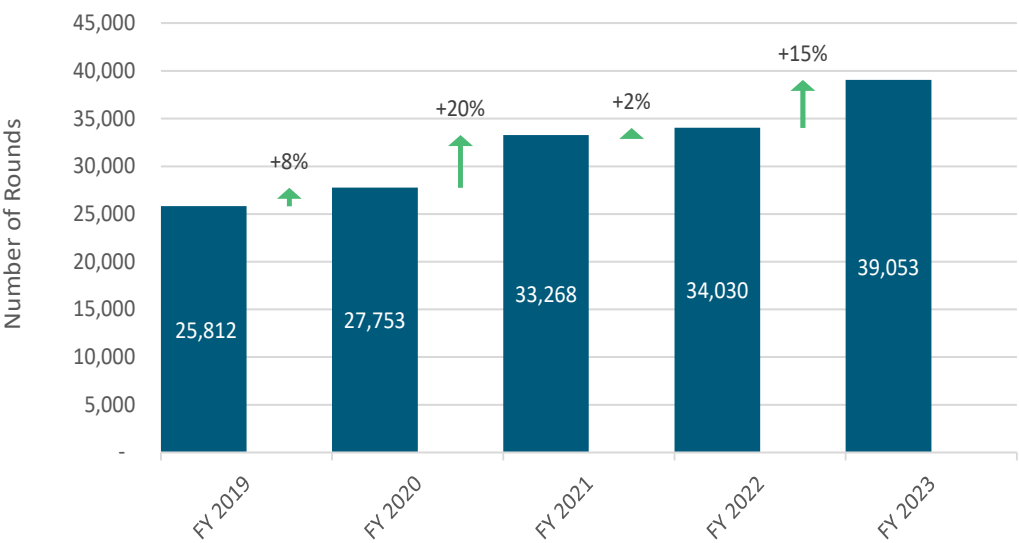
- Planned for, designed, constructed, and invested in the continued maintenance of and improvement to the City's park, recreation, greenspace, and trail system
  - Converted Friars Creek Trail lights to LED
  - Replaced play units at Spanish Southwest and Kiwanis Park
  - Constructed new footbridge at Woodbridge Park
  - Installed new signage at Hillcrest Cemetery
  - Constructed new South Driving Range Tee at Sammons Golf
  - Constructed new holding pond near Sammons Golf 15 green
- Provide a wide variety of high-quality recreation services and opportunities
  - Hosted Corporate Challenge event with 25 companies
  - Launched after-school program with Academy ISD
- Constructed a new Parks and Recreation maintenance building

### FY 2024 - 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
  - Perform audit of aquatic facilities
  - Develop Golf Course master plan and complete Clubhouse redesign
- Develop a master plan for Hillcrest Cemetery
- Leverage athletic facilities to attract sports tourism opportunities
  - Create athletic field usage and tournament policies

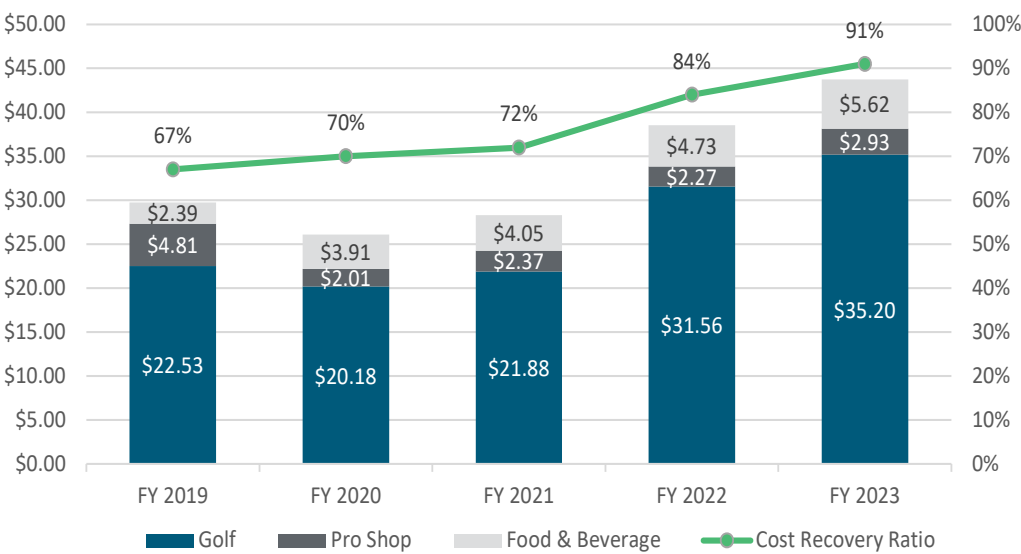
TOTAL ROUNDS OF GOLF PLAYED  
FY 2019 - FY 2023

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.



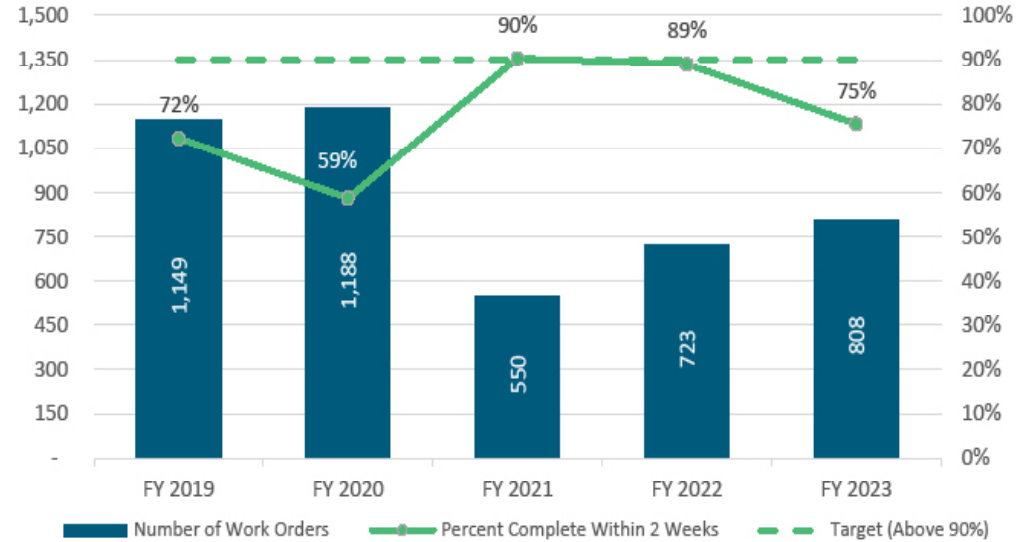
AVERAGE REVENUE PER GOLF ROUND  
FY 2019 - FY 2023

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.



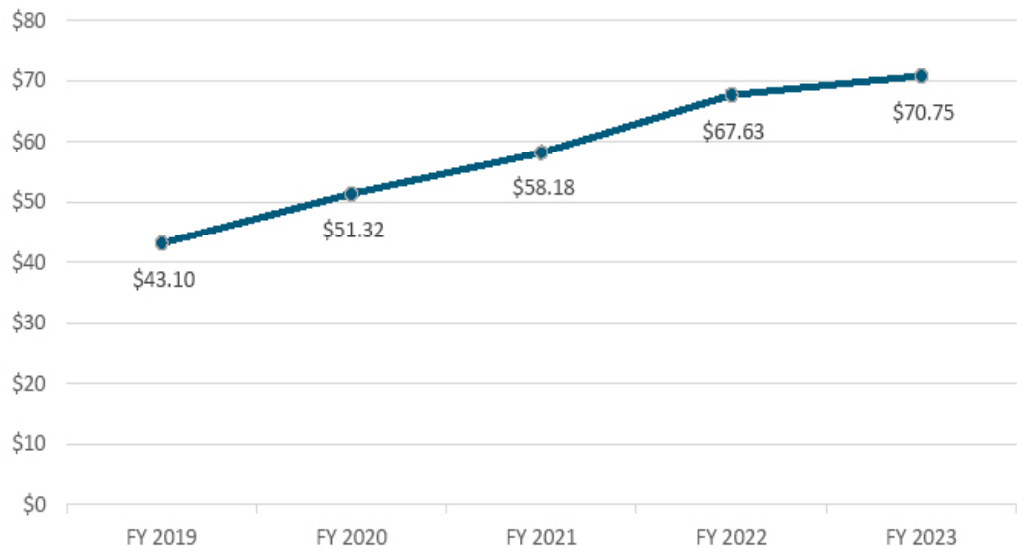
## PARKS MAINTENANCE TIMELINESS FY 2019 - FY 2023

The Parks Division aims to complete at least 90% of non-emergency work orders within two weeks. Since FY 2021, the Parks Division has experienced an unprecedented, high personnel vacancy rate - reaching a high of 46% in FY2023. For this reason, timeliness becomes a challenge as the number of work orders increase.



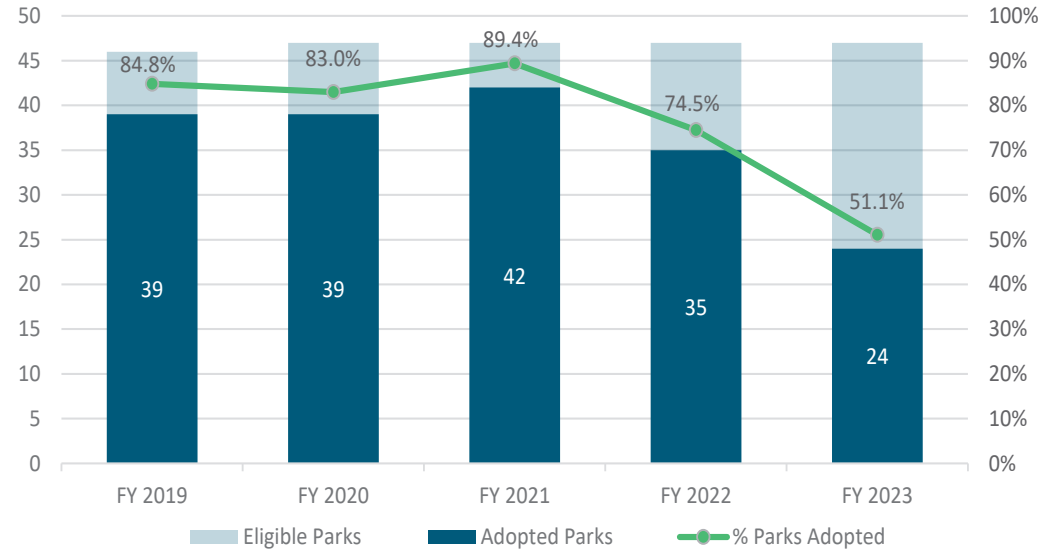
## PARKS MAINTENANCE SPENDING PER CAPITA FY 2019 - FY 2023

High quality parks and recreational opportunities are vital to a healthy and thriving community. By tracking maintenance spending per capita, the Parks Division can ensure maintenance keeps pace with population growth and the needs of aging park infrastructure.



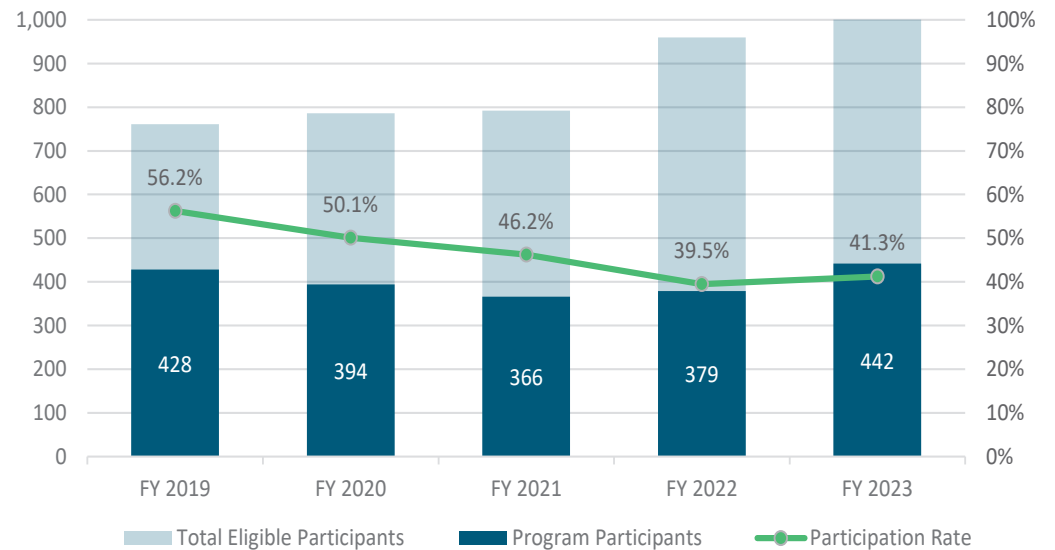
## ADOPT-A-PARK PROGRAM PARTICIPATION FY 2019 - FY 2023

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.



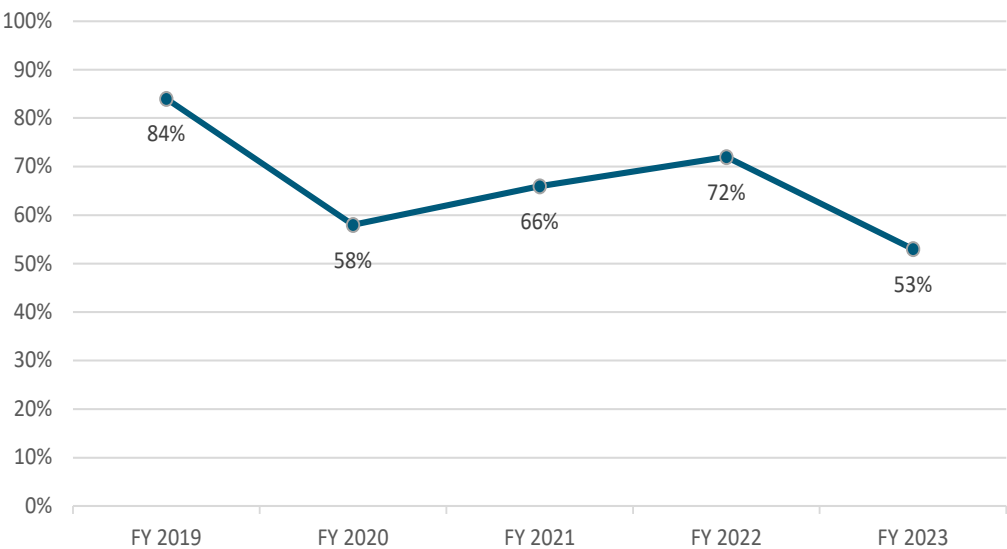
## WELLNESS PROGRAM PARTICIPATION FY 2019 - FY 2023

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.



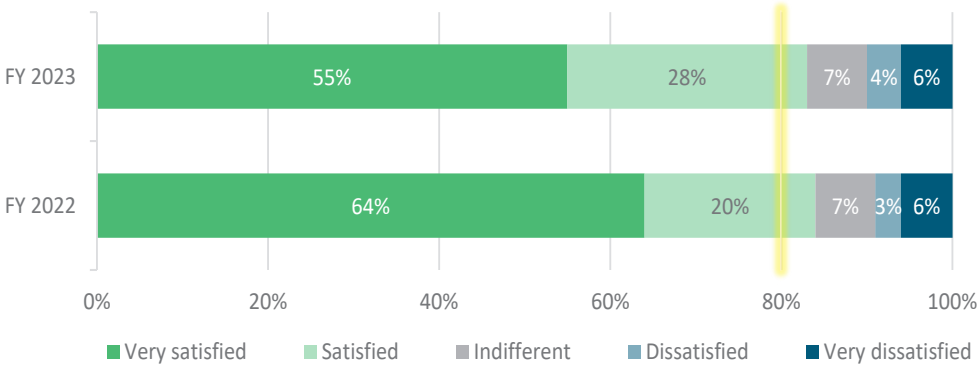
SUMMIT RECREATION CENTER COST RECOVERY RATE  
FY 2019 - FY 2023

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 dropped in FY 2023 to a five year low of 53%.



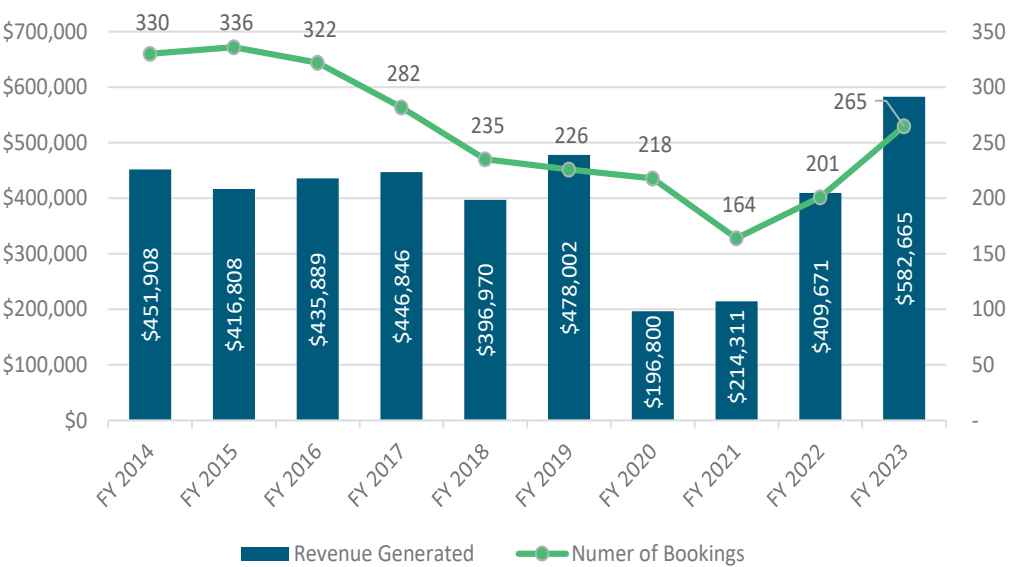
OVERALL SATISFACTION WITH RECREATION PROGRAMING & SPECIAL EVENTS  
FY 2022 & FY 2023

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 2023 participants overall satisfaction exceeded the 80% goal, with 83% of respondents rating their overall satisfaction level as either "Very Satisfied" or "Satisfied."



MAYBORN CONVENTION CENTER  
BOOKINGS AND REVENUE  
FY 2014 - FY 2023

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.





# Tara Raymore

## DIRECTOR OF PEOPLE OPERATIONS

People Operations provides support services to the City's most valuable resource - our employees. The services provided by People Operations include recruiting qualified individuals to develop our diverse workforce, providing continued training and career development to grow our employees, establishing sound personnel policies, ensuring compliance with employment laws, conducting compensation studies and administering the compensation plan including employee benefits. In addition, People Operations administers the Civil Service program for sworn Police and Fire employees.

### FY 2023 - ACCOMPLISHMENTS

- Developed clear and effective Civil Service Local Rules
- Developed a talent recruitment strategy and employer branding program
- Conducted the Civil Service compensation study
- Created interactive compensation guidelines which include pay minimum, maximum, and current market rate for each position
- Conducted a proposal request process for employee benefits
- Created employee offboarding and enhanced onboarding modules in the City's People Operations information system
- Conducted 14 Civil Service entrance and promotional exams, as well as Police & Fire promotional exams
- Began developing a management training program
- Developed a comprehensive employee safety policy manual

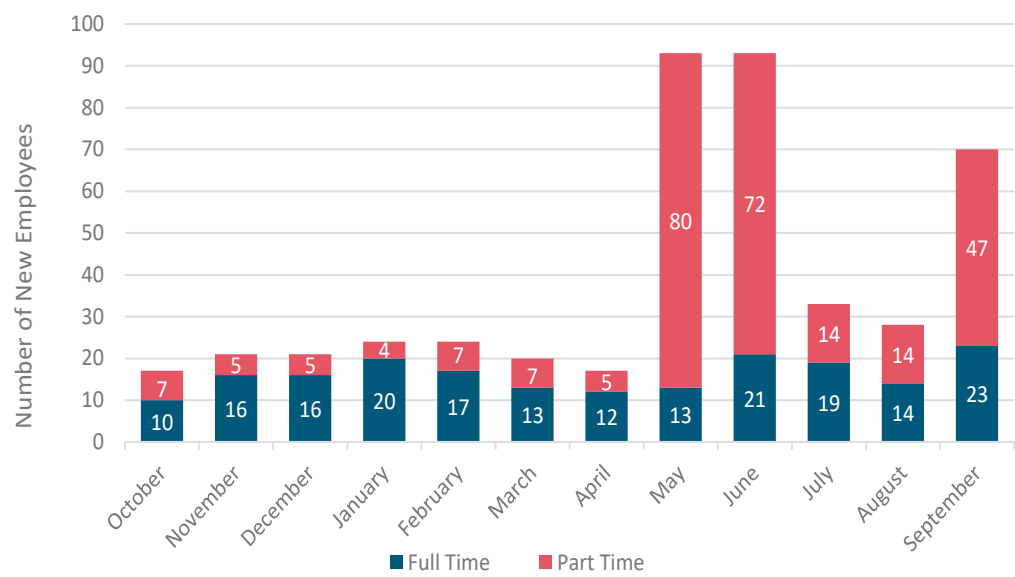
### FY 2024 - FOCUS

- Convert paper-based personnel files to digital format
- Ensure personnel policies are up-to-date
- Implement an employee rewards and recognition program
- Enrich the employee experience through an active employee engagement program
- Conduct the General Government compensation study to ensure competitive compensation
- Create an employee development program
- Implement a management training program
- Develop an employee safety program
- Implement a city-wide volunteer, mentorship, and internship program



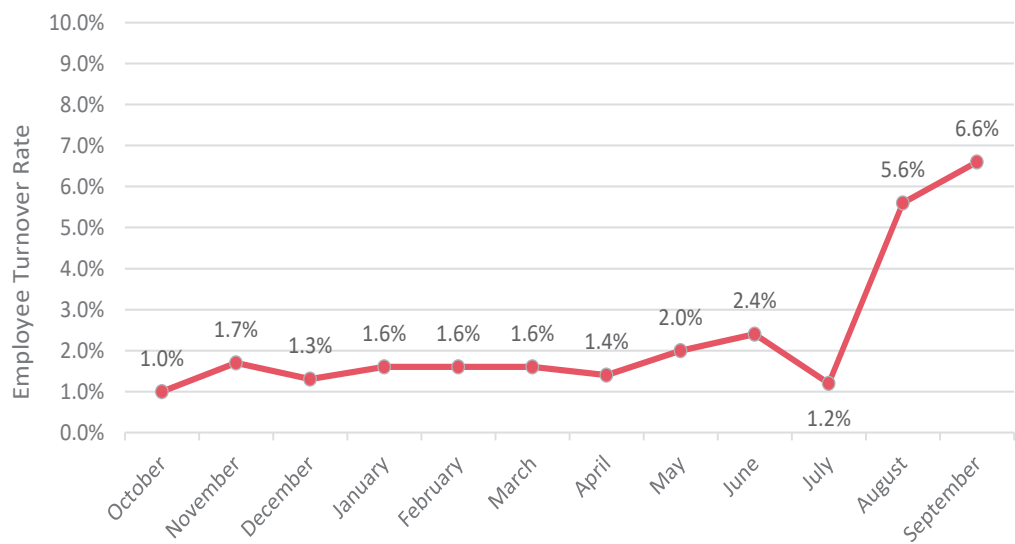
NUMBER OF NEW HIRES  
FY 2023

New hires are employees recently onboarded by the City. Tracking monthly new hires is important for assessing recruitment success, workforce expansion, and talent acquisition strategies. Monitoring these numbers helps People Operations evaluate the efficiency of hiring processes, identify trends, and make data-driven decisions to optimize onboarding, training, and overall workforce planning. The City typically sees a large increase during the summer when there is a higher demand for seasonal workers.



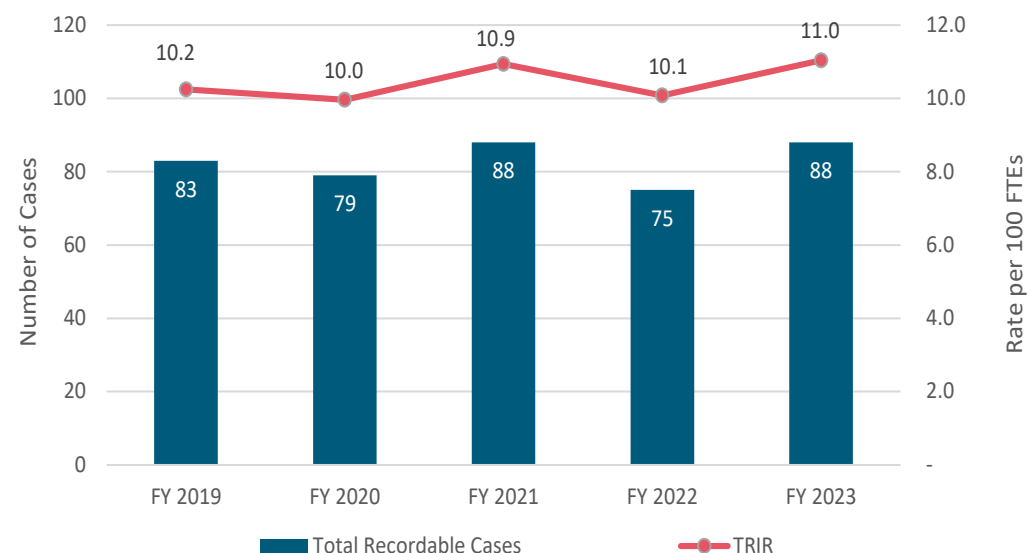
EMPLOYEE TURNOVER RATE  
FY 2023

Turnover rate, a key metric for People Operations, measures the frequency at which employees leave City employment. It is calculated as the percentage of employees who depart within a specific period. A high turnover rate may indicate potential issues with workplace culture, management, or employee satisfaction; however, changes in part-time seasonal employment can also affect the turnover rate, causing it to increase.



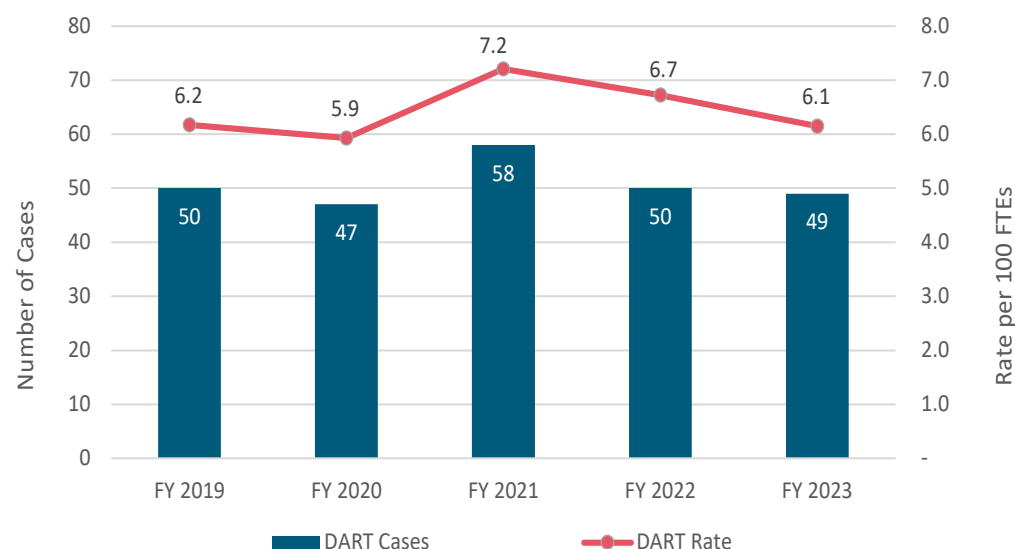
## TOTAL RECORDABLE INJURY RATE (TRIR) FY 2019- FY 2023

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. In FY 2023, the City's safety program was transferred from the Performance Excellence Department to the People Operations Department. In the coming years, the People Operations Department will implement an Accident Prevention Plan and a departmental safety ambassador program to further the City's commitment to making safety a priority.



## 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.





# 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.

### FY 2023 - ACCOMPLISHMENTS

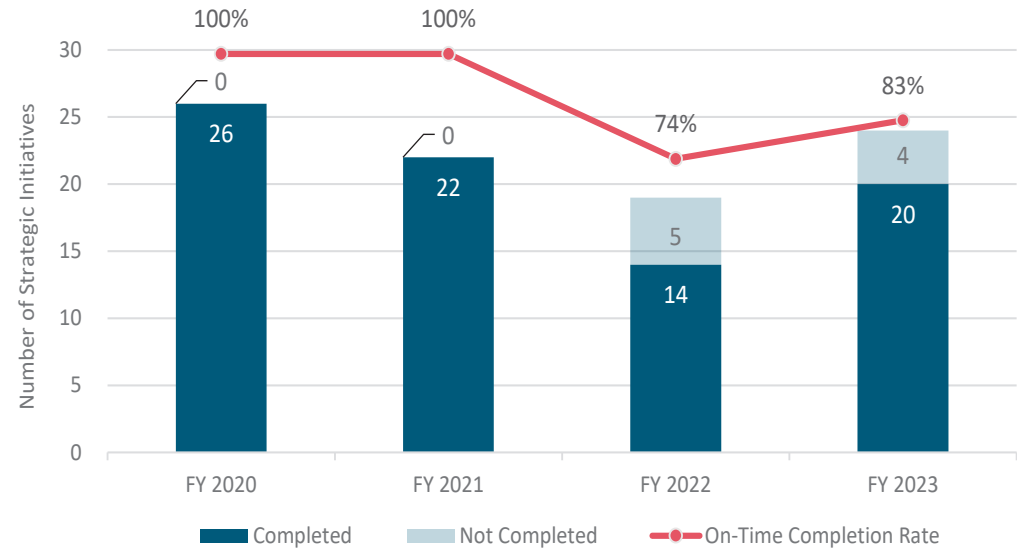
- Implemented a performance review process that develops, engages, and rewards excellent employee performance
- Continued to invest in training, licensing, and certification opportunities to support performance excellence
  - Completed ICMA's Data-Driven Decision-Making Certification Program
- Asked citizens for feedback by conducting citizen survey
  - Conducted the National Community Survey
- Developed a City Council Orientation Program
- Facilitated the FY 2024 updates to the City's Strategic Plan

### FY 2024 - FOCUS

- Develop a comprehensive survey program
- Develop a performance and innovation program
- Implement a performance management system to track and report strategic plan progress and key performance measures
- Establish a continuing education and professional development program for City Council
- Develop an Intergovernmental Affairs Program
- Facilitate a comprehensive update to the City's Strategic Plan
- Pursue award and recognition programs

## STRATEGIC INITIATIVE ON-TIME COMPLETION RATE FY 2020 - FY 2023

The Performance Excellence Department is responsible for tracking and reporting on the progress of every strategic initiative in the City's Strategic Plan. Every strategic initiative has an expected completion date based on the initiative's implementation plan. There are many reasons a strategic initiative may not be completed by the estimated completion date, including contracting delays, unexpected staff shortages, or emergency events (COVID-19 Pandemic, Winter Storm Uri). Strategic Initiatives that are not complete by the estimated date are typically completed by the middle of the following fiscal year.





# 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 2023 - ACCOMPLISHMENTS

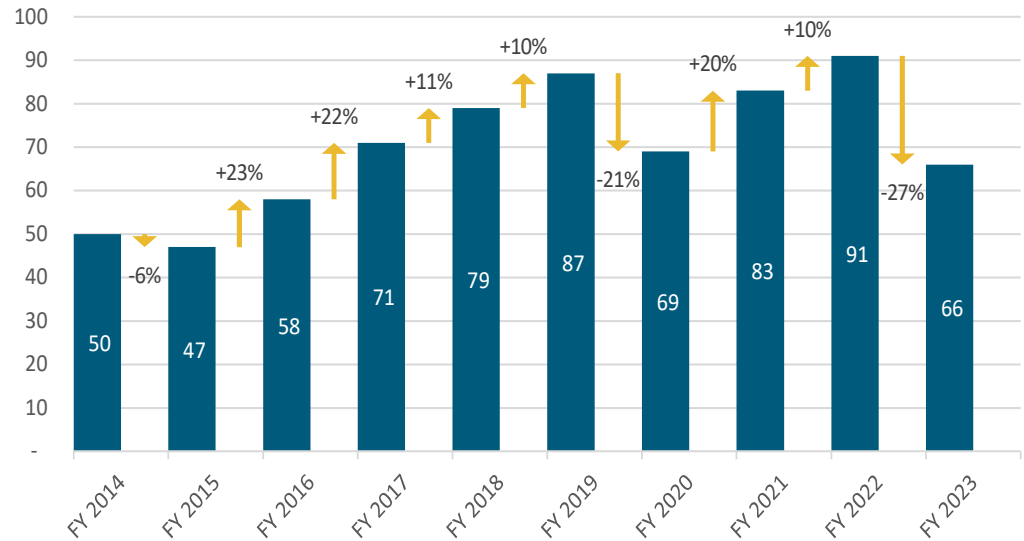
- Provided transparent, predictable, and efficient processes to make it easier for citizens and businesses to interact and do business with the City
  - Formalized the pre-development meeting process to ensure inclusion of all City Departments involved in the land development process
  - Initiated process improvement project to expedite the process for administrative plats and zoning cases
- Evaluated the potential to redevelop the Historic MKT Depot
- Encouraged distinctive, attractive, and functional building and streetscape design while preserving valuable historic resources
  - Completed the relocation of the Bird Creek Battle Texas Centennial Marker in collaboration with a public/private partnership for battlefield preservation
  - Updated the City's Local Landmark and Heritage Marker Program

### FY 2024 - 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

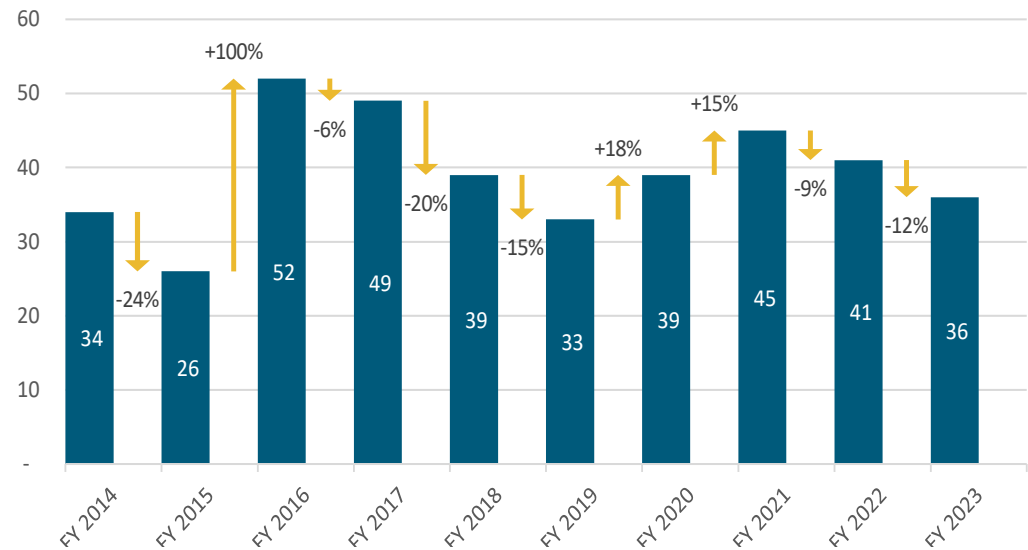
## NUMBER OF PLATS PROCESSED FY 2014- FY 2023

In FY 2023, there was a decrease in the number of subdivision plats (66 plats) compared to the previous year (91 plats). This year represents the lowest number of plats processed in the last seven years.



## NUMBER OF REZONING APPLICATIONS FY 2014 - FY 2023

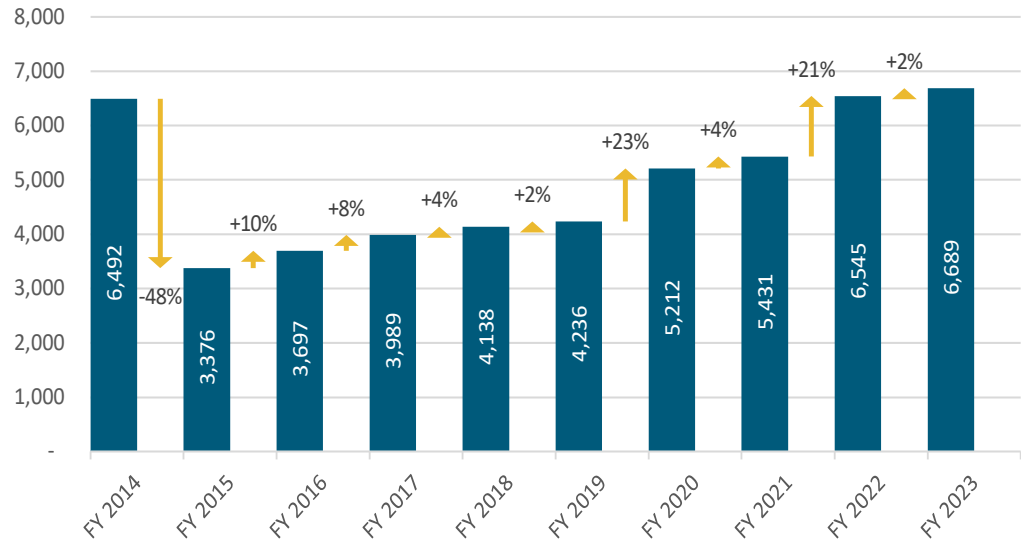
FY 2023 represented a slightly lower than average annual case load for rezoning applications (35 compared with a 10-year average of 39).



## NUMBER OF PERMIT APPLICATIONS FY 2014 - FY 2023

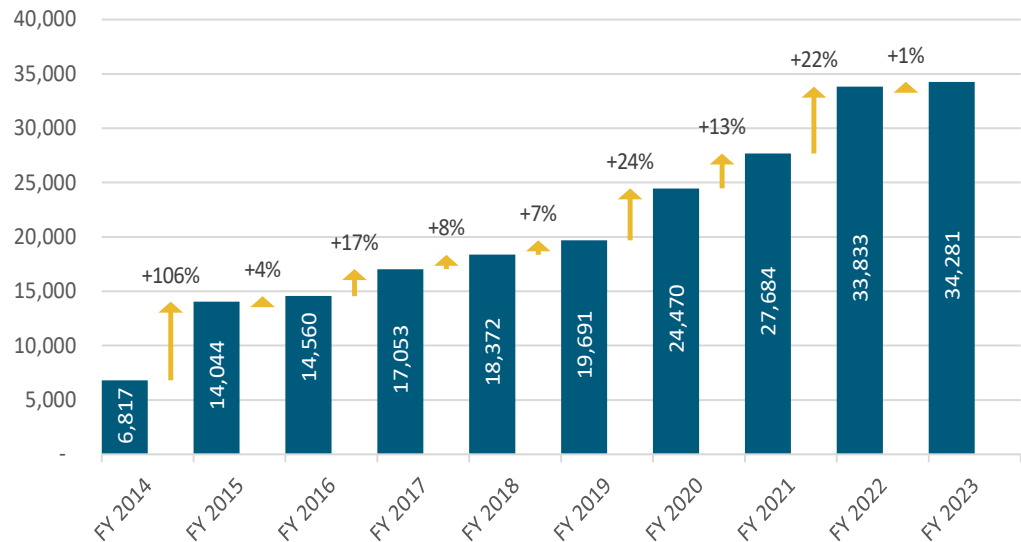
The Planning & Development Department processes various permit applications, from new construction or the installation of a new privacy fence to a food truck vendor permit. FY 2023 marked another record year for the number of permit applications processed by the City. If the five-year historical trend 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 2014 - FY 2023

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 2023. With the growth in permit applications expected to increase in future years, the number of inspections is also expected to increase. By projecting the number of permits and inspections expected in the future, 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 2023 - ACCOMPLISHMENTS

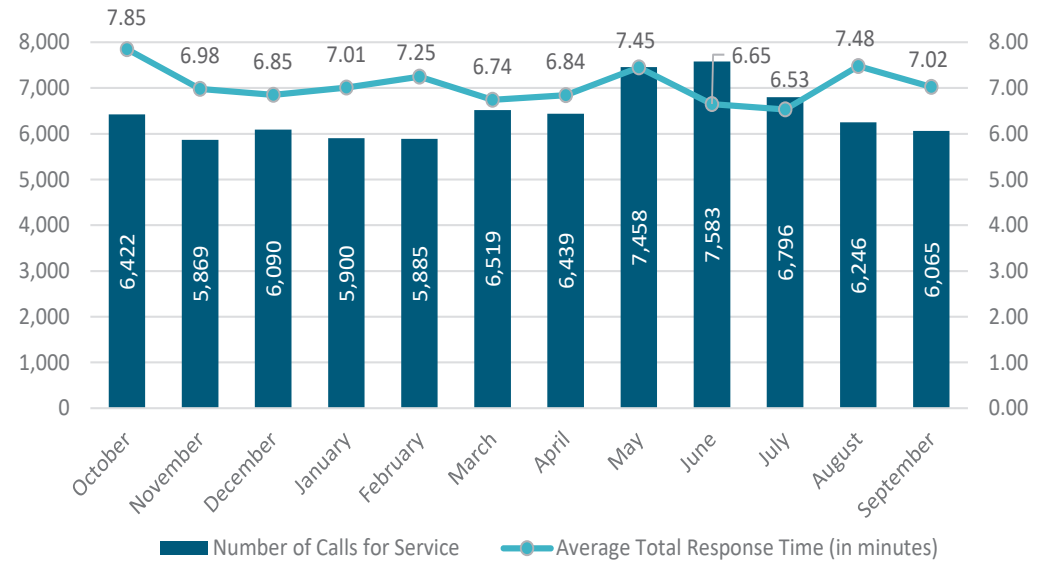
- Executed a new 10-year contract with AXON which included the deployment of new body-worn cameras
- Received specifications for new handguns and analyzed the department's transition from .40 caliber weapons to 9mm
- Provided support for the expansion of the Public Safety Training Center and shooting range
  - Began site development planning
  - Developed Simunition House building plans and a driving skills pad layout
- Provided support for the expansion and update of the Animal Shelter and Pet Adoption Center
- Began planning for an expansion to the downtown police campus
  - Conducted needs assessment for current police headquarters
- Added two Crime Scene Investigators to the department

### FY 2024 - FOCUS

- Provide additional response capabilities to maintain emergency services
  - Conduct training and deployment of Taser 7
  - Add auto-tagging and My90 engagement features
  - Deploy new fleet vehicle cameras with license plate reader technology
- Continue to invest in training, licensing, and certification opportunities to support performance excellence
  - Implement Virtual Reality devices to train officers on new equipment, critical incident management, and de-escalation
- Expand the Public Safety Training Center and shooting range
  - Complete site development and architectural plans
  - Begin construction of the Simunition House and Driving Skills Pad

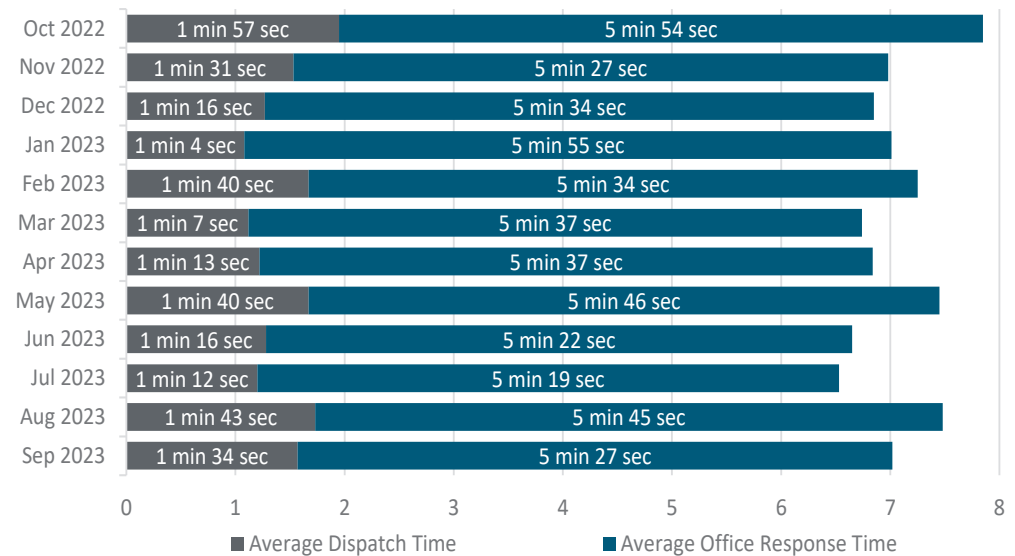
## TOTAL CALLS FOR SERVICE FY 2023

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 2023

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 2023

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-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Total
Murder	2	0	0	1	0	1	0	0	0	1	0	1	6
Rape	4	6	3	7	5	10	7	5	8	3	11	9	78
Robbery	4	1	3	9	3	2	2	3	2	7	3	4	43
Aggravated Assault	7	16	18	17	13	18	20	18	26	14	15	12	194
Part 1 - Property Crimes	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Total
Burglary of a Residence	8	12	8	7	7	5	6	12	4	11	8	4	92
Burglary of a Building	7	13	11	19	8	7	11	8	7	15	7	21	134
Larceny	91	94	91	75	81	87	88	111	94	119	94	140	1,165
Auto Theft	16	9	10	9	12	15	19	16	15	25	25	37	208



# 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 2023 - ACCOMPLISHMENTS

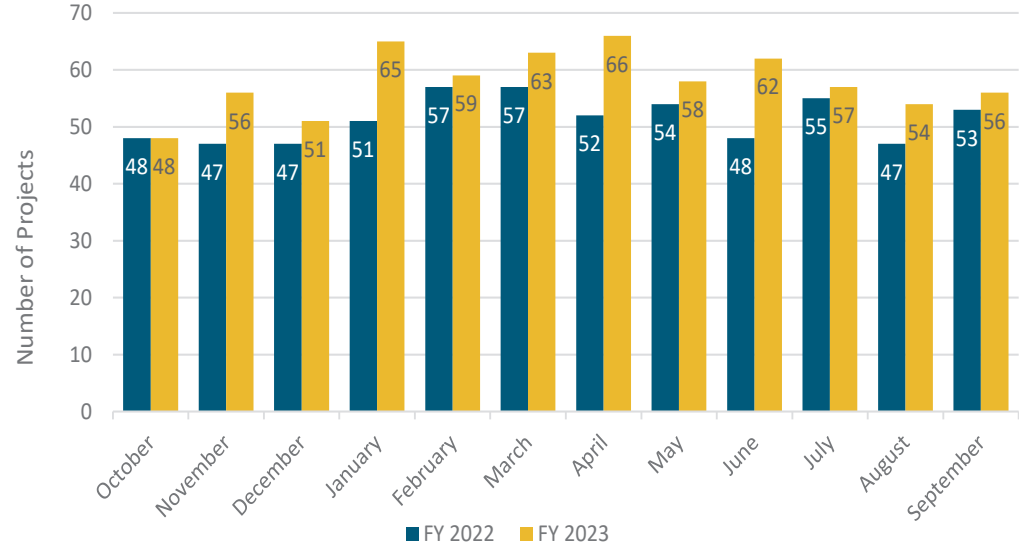
- Continued to develop a program to improve employee accountability for fleet condition and operations
  - Adopted a Vehicle & Equipment Use and Accountability Policy
- Partnered with Temple ISD to begin fleet division apprenticeships with local high school students
- Constructed a parking garage system in Downtown Temple
- Initiated an annual slurry seal and overlay program
- Established a concrete maintenance program
- Expanded the capacity of the water treatment membrane plant and constructed the City's largest elevated storage tank
- Implemented a Capacity, Management, Operations, and Maintenance Program
- Took over after-hours utility dispatching to ensure timely response to water and wastewater utility emergencies
- Constructed a new Solid Waste Complex

### FY 2024 - FOCUS

- Achieve APWA accreditation for the Public Works Department
- Ensure a high-quality and sufficient water supply to sustain existing development and support future growth
  - Begin production from a new groundwater well
  - Provide water customers with an expanded and improved Ave G pump station
- Negotiate a contract for third-party reclamation of the natural gas emanating from the landfill
- Implement a new Solid Waste routing software
- Implement a paint remixing program
- Construct an expansion to the Service Center facility and move the Public Works Administration, Engineering, Transportation, and Utilities into updated facility

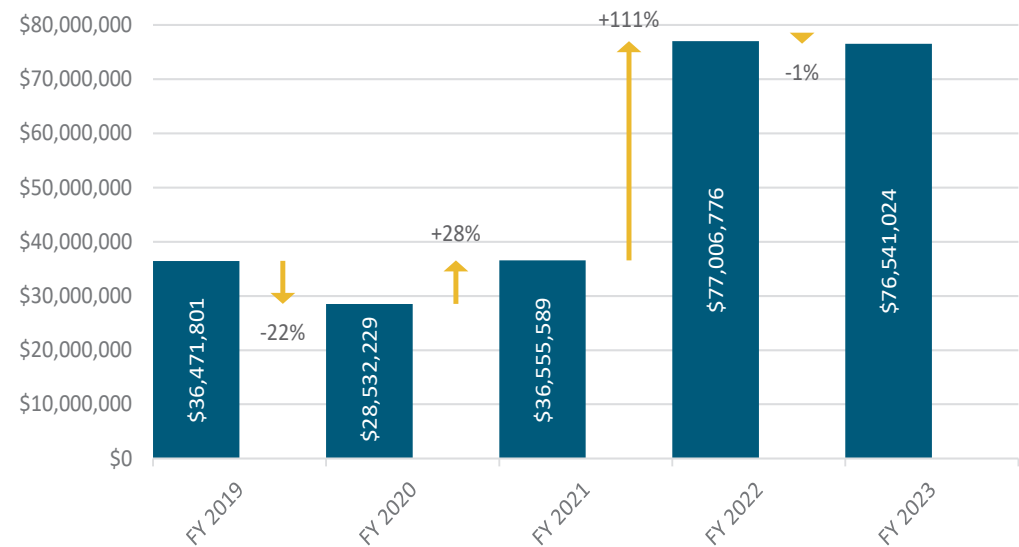
## NUMBER OF ACTIVE CAPITAL IMPROVEMENT PROJECTS FY 2022 & FY 2023

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.



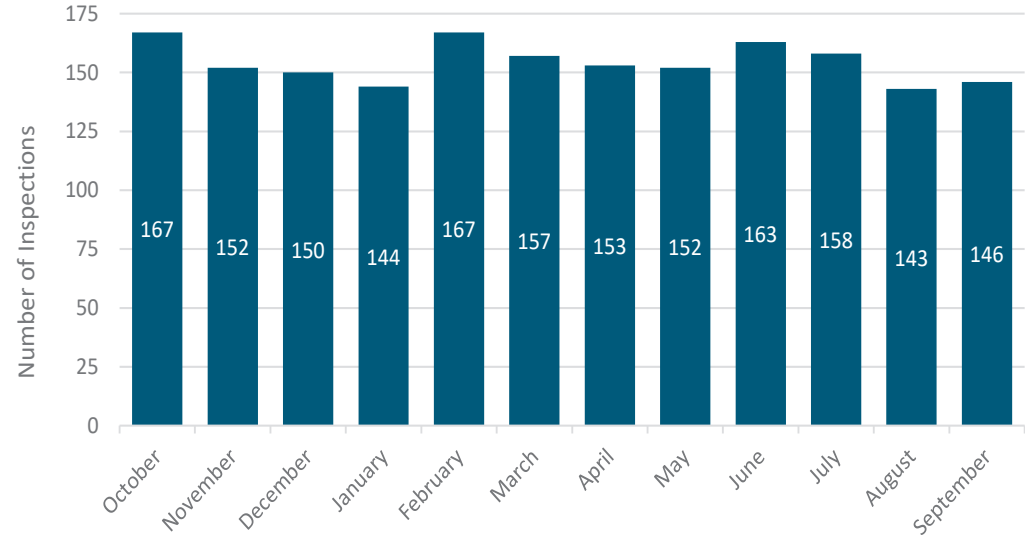
## CAPITAL IMPROVEMENT PROJECT PAYMENTS PROCESSED FY 2019 - FY 2023

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.



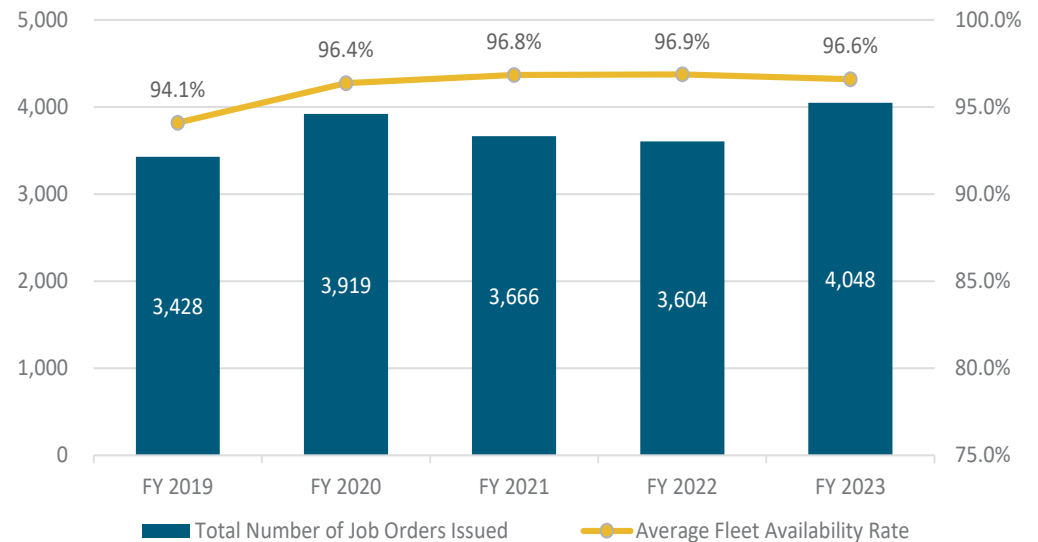
## STORMWATER CONSTRUCTION INSPECTIONS - FY 2023

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.



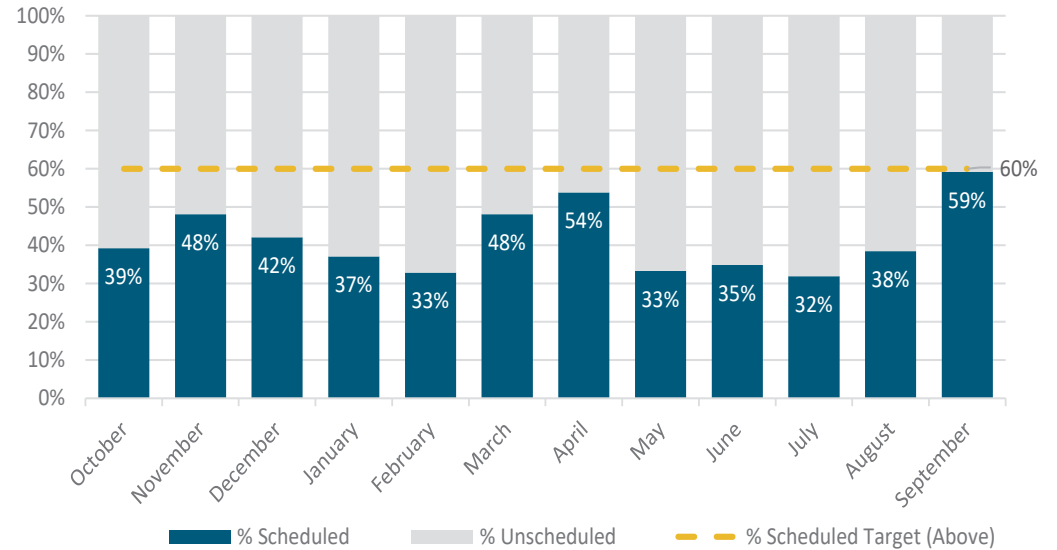
## FLEET WORK ORDERS & AVERAGE AVAILABILITY RATE FY 2019 - FY 2023

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.



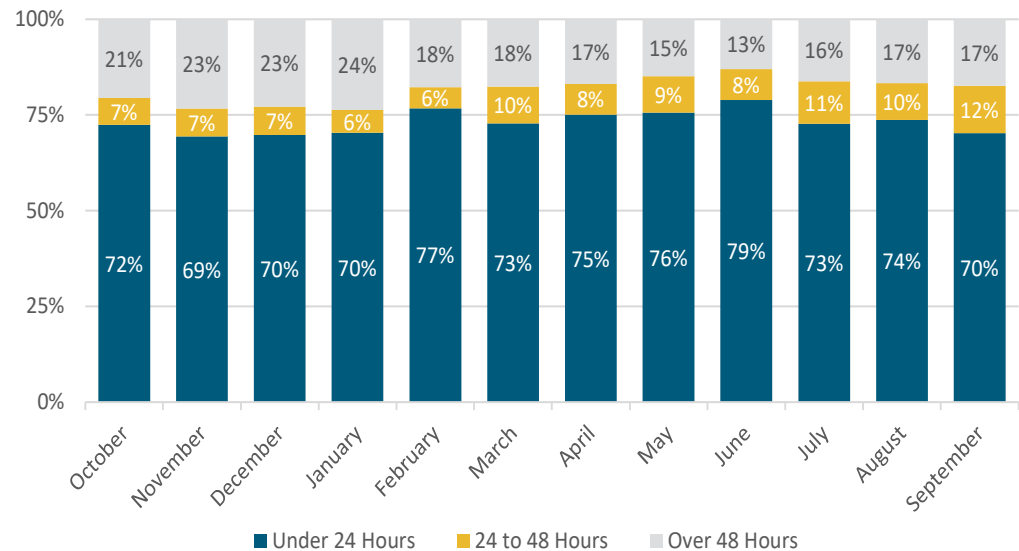
## RATIO OF SCHEDULED:UNSCHEDULED FLEET MAINTENANCE - FY 2023

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. The scheduled target ratio is 60%. 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 2023

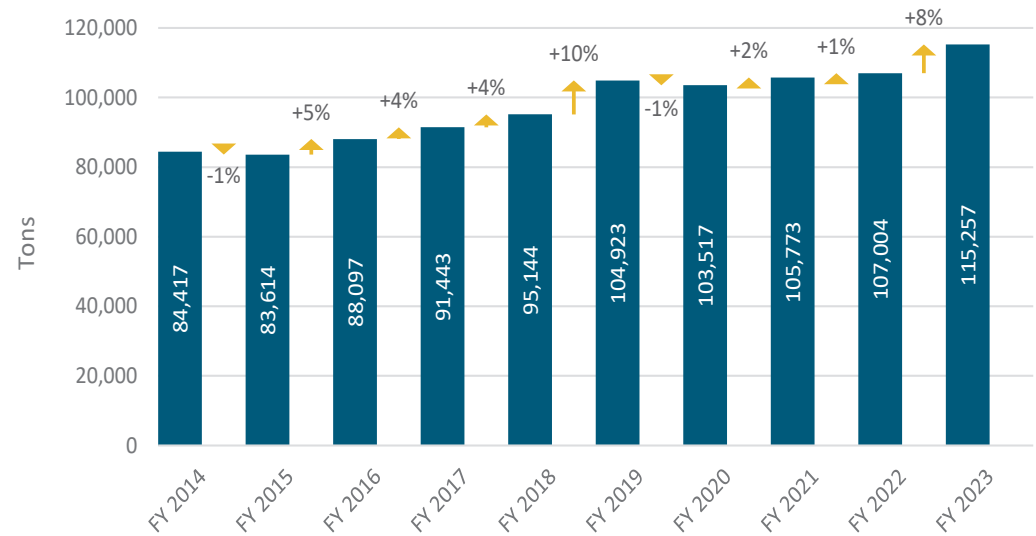
Fleet turnaround time is the number of hours between the time work is started on an asset delivered to the Fleet Division for maintenance to the time the work order is closed. In FY 2023 an average of 73% of work orders were completed within 24 hours.





## TONS OF SOLID WASTE MATERIALS COLLECTED FY 2014 - FY 2023

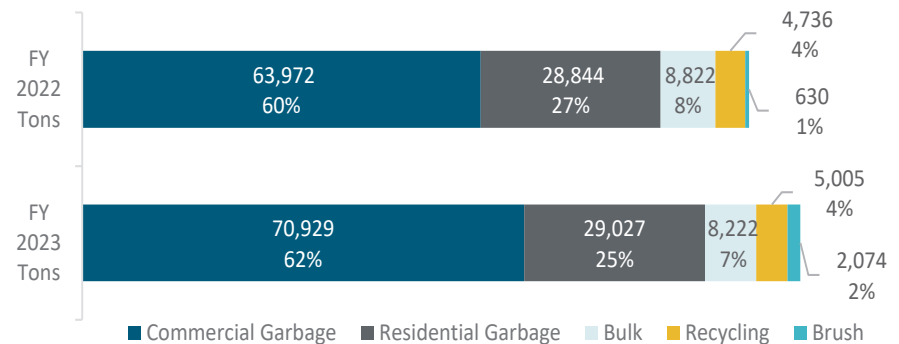
Annual tonnage data illustrates current trends in the demand for solid waste collection and disposal. This information is used to forecast equipment and personnel needs, as well as to prepare and manage annual budgets. Over the last ten years, annual solid waste collections increased by an average of 3.3% per year, for a total increase of 36.5% from 2014 to 2023.



## SOLID WASTE COLLECTED BY TYPE FY 2022 & FY 2023

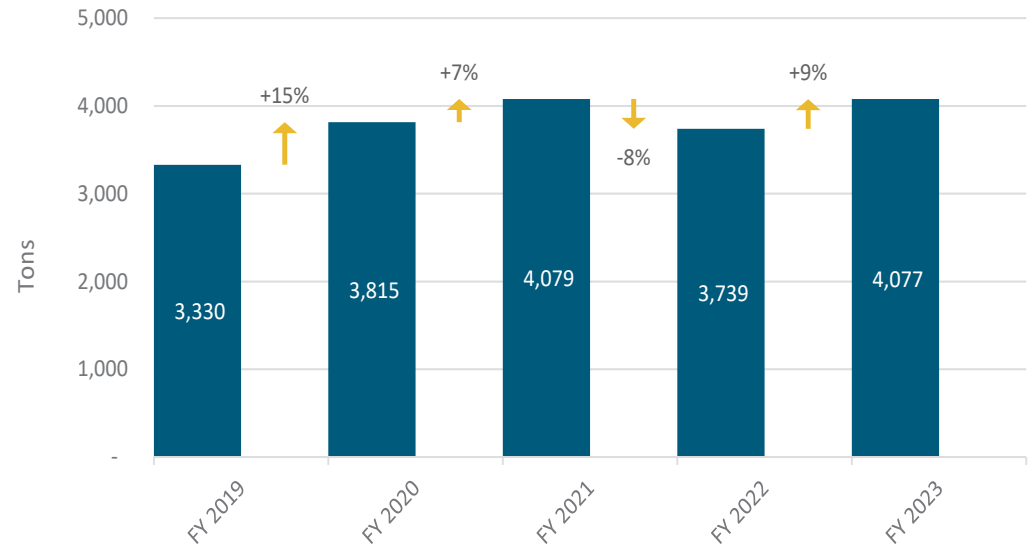
The total tonnage of solid waste collected by type is analyzed to determine the relative demand for various types of solid waste services. Accurate accounting of different waste streams allows the solid waste management team to develop efficient work schedules, collection routes, asset replacement schedules, and determine future staffing needs. In FY 2023, the largest source of solid waste was commercial customers' garbage (70,929 tons) and the smallest sources were Recycling (5,005 tons) and Brush (2,074 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.



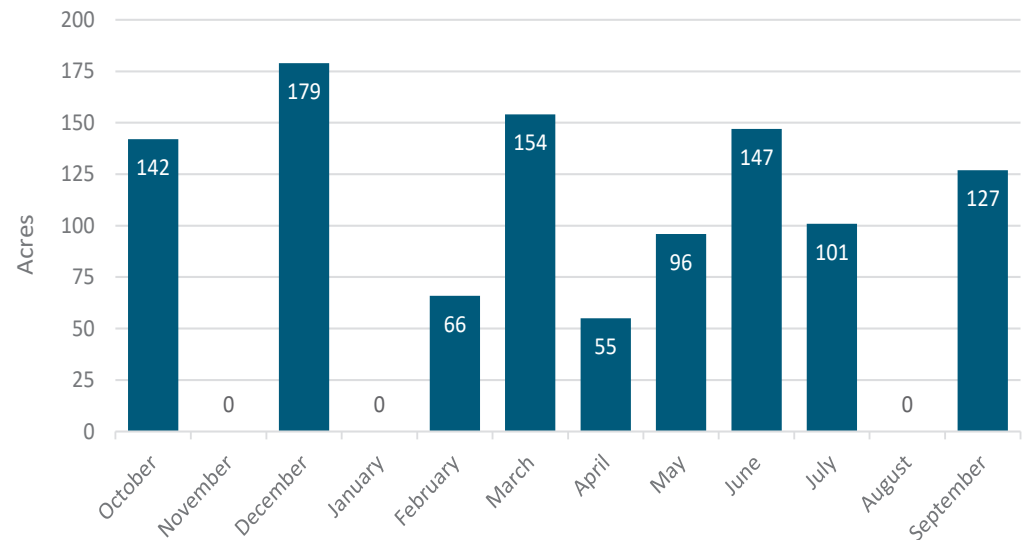
### TONS OF RECYCLABLES DIVERTED FROM LANDFILL (CURBSIDE ONLY) FY 2019 - FY 2023

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 2023, curbside recycling accounted for 3.5% of all solid waste materials collected. In addition to curbside recycling, the City collects recyclable materials from commercial customers and at City recycling drop-off centers for a total diversion rate of 6.1%



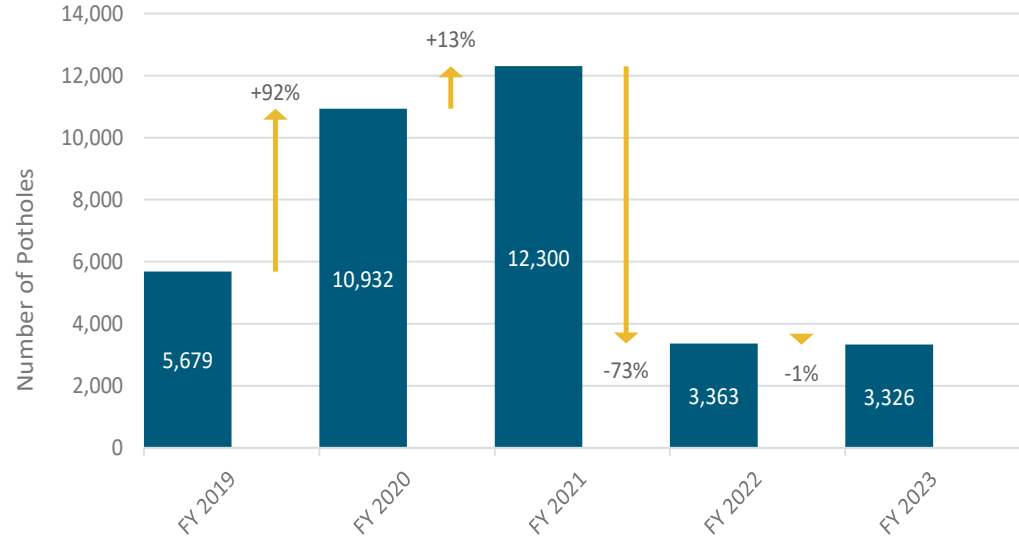
### ACRES OF DRAINAGE STRUCTURES MOWED - FY 2023

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



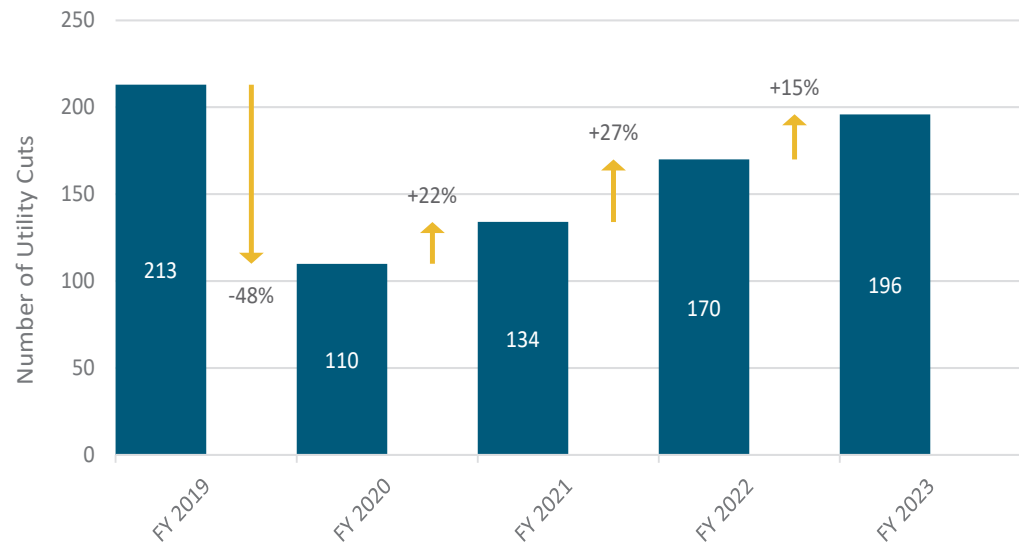
## NUMBER OF POTHOLES PATCHED FY 2019 - FY 2023

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.



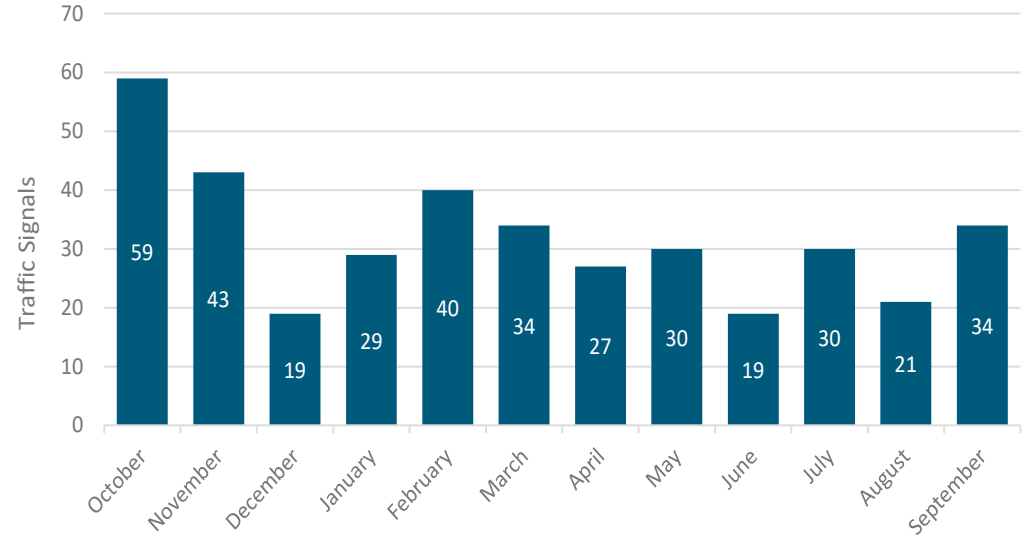
## NUMBER OF UTILITY CUTS PATCHED FY 2019 - FY 2023

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.



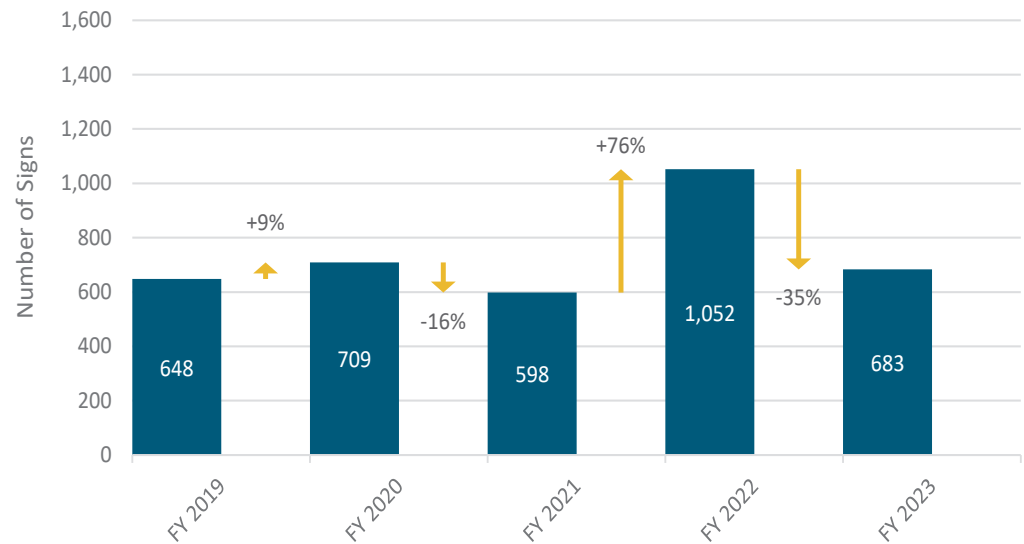
## NUMBER OF TRAFFIC SIGNALS REPAIRED FY 2023

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.



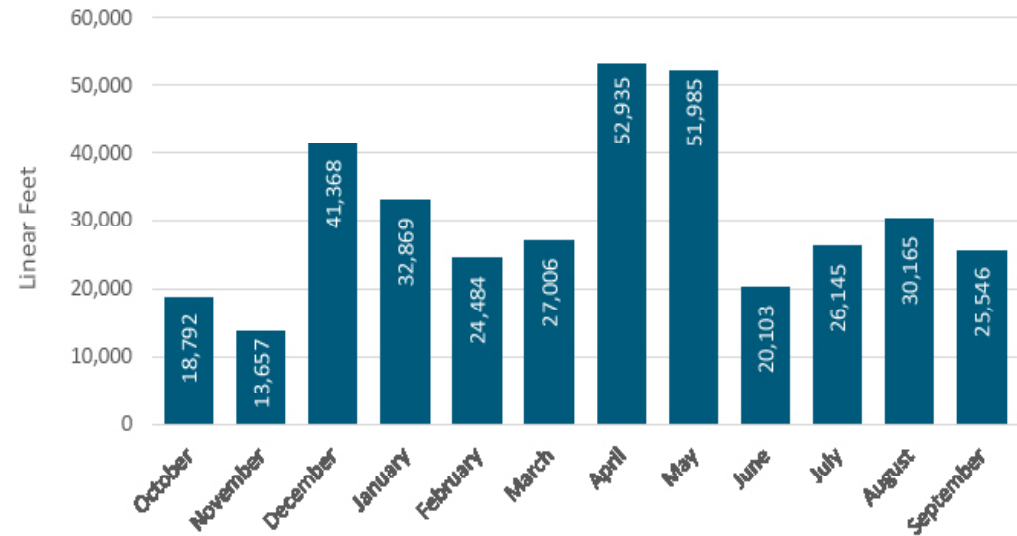
## NUMBER OF SIGNS REPAIRED FY 2019 - FY 2023

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.



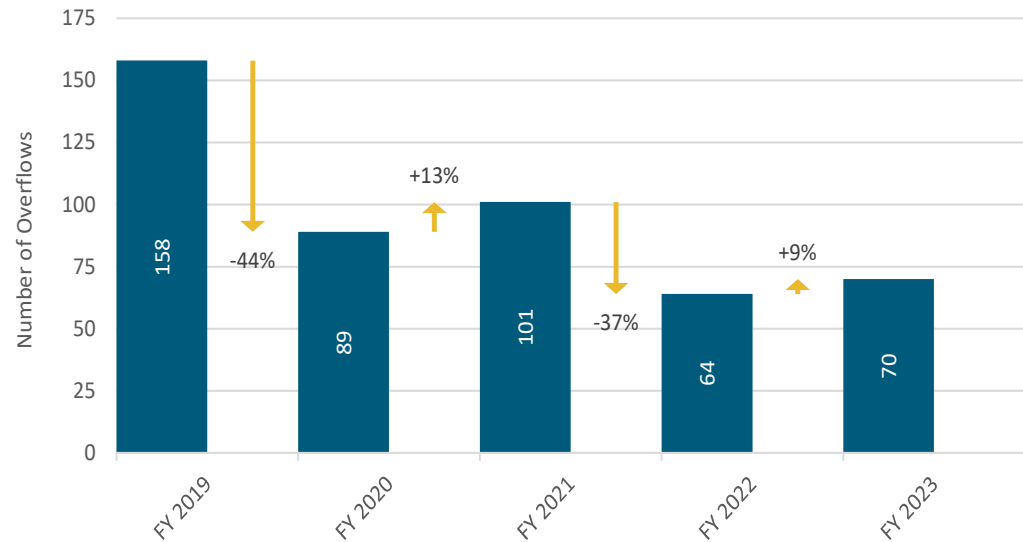
## WASTEWATER LINES CLEANED (FEET) FY 2023

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 2019 - FY 2023

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



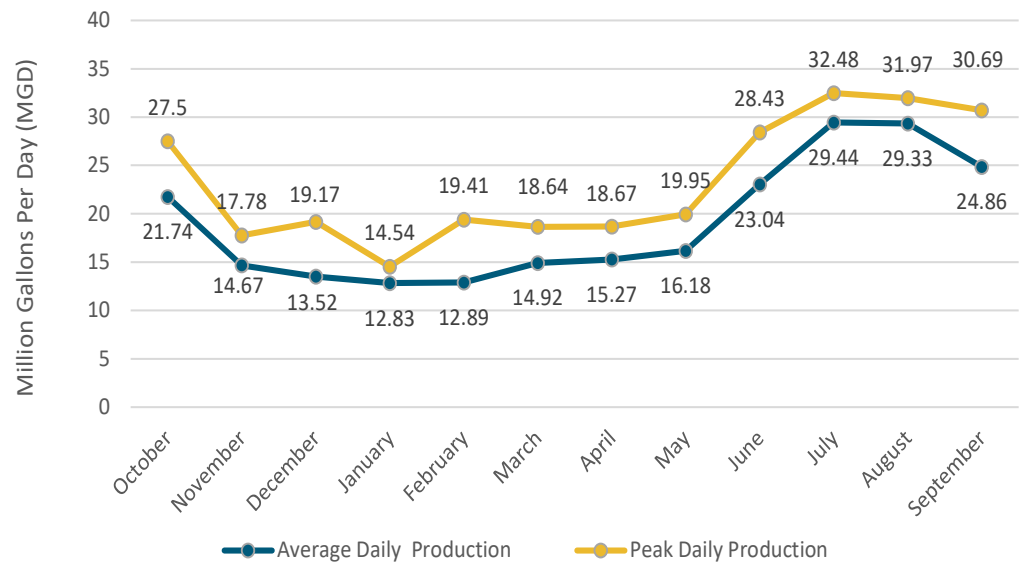
## TOTAL WATER TREATMENT & DISTRIBUTION FY 2018 - FY 2022

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.



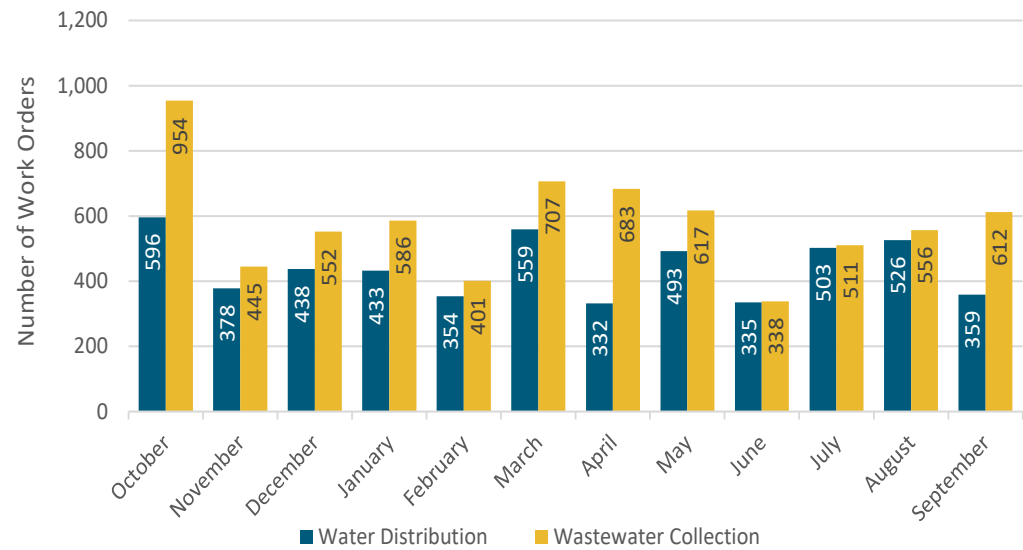
## MONTHLY WATER TREATMENT FY 2023

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 2023

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 2023 - ACCOMPLISHMENTS

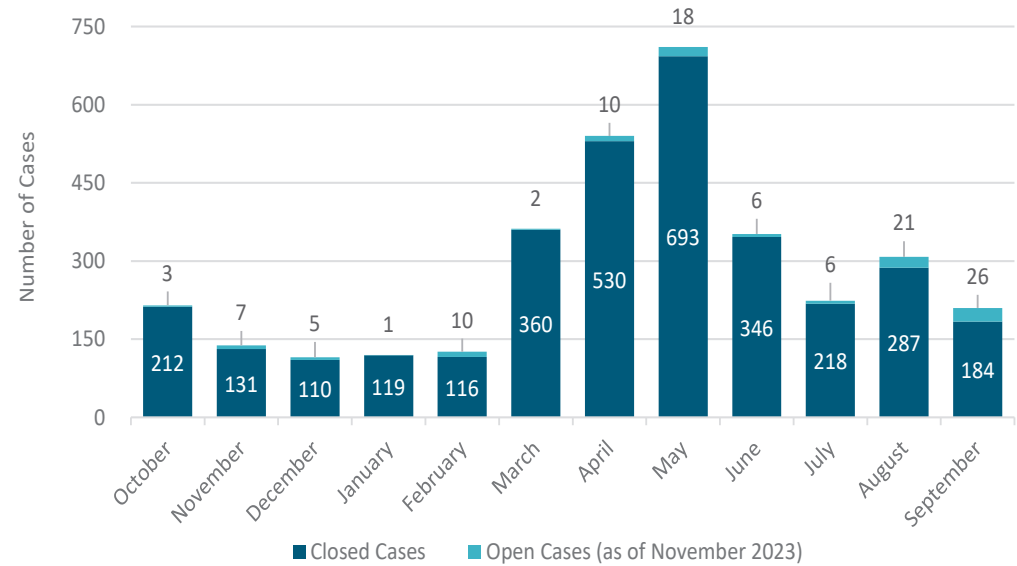
- Supported the construction of a parking garage system in Downtown Temple
  - Served as a liaison between the City and the project Construction Manager
- Began implementing the Downtown Parking Action Plan
  - Purchased technology and equipment for Parking Garages
  - Integrated downtown parking duties into the Transform Temple Department
- Planned for, designed, constructed, and maintained high quality public infrastructure and services in Downtown Temple
  - Hired a Master Falconer to develop a plan to alleviate the bird pests downtown
  - Established a crew to expand downtown cleanup to include services during the evening Tuesday to Saturday

#### FY 2024 - FOCUS

- Implement the Downtown Parking Action Plan
  - Expand staffing to fulfill duties associated with the monitoring and maintenance of new parking garages
  - Begin downtown parking enforcement
  - Prepare for new parking staff positions
- Implement innovative programs and techniques to achieve compliance with City codes and regulations
  - Continue to absorb duties related to Capital Improvement Program project, including demolitions and property maintenance prior to construction: City Center, Outer Loop, Old Waco Rd, E Ave C & D, Lake Point Drive, Central to 24th, 1-35 Gateway, and N Pea Ridge

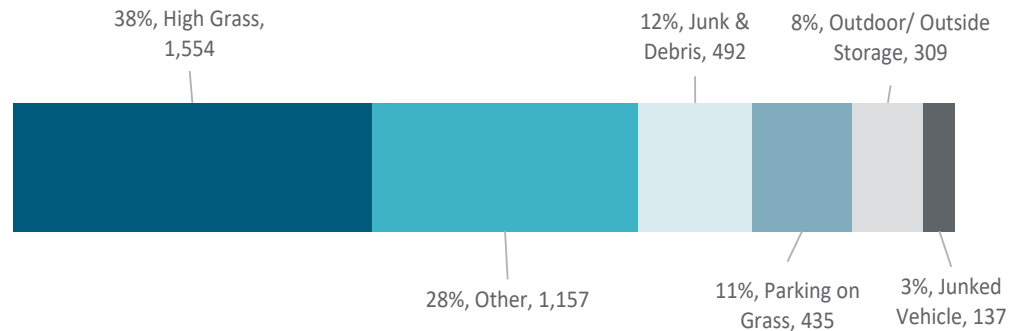
## CODE COMPLIANCE CASES OPENED FY 2023

In order to ensure healthy, vital neighborhoods, Transform Temple attempts to prevent or eliminate health safety and 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 2023, approximately 3% of the cases opened in FY 2023 were still open.



## CODE VIOLATIONS BY TYPE FY 2023

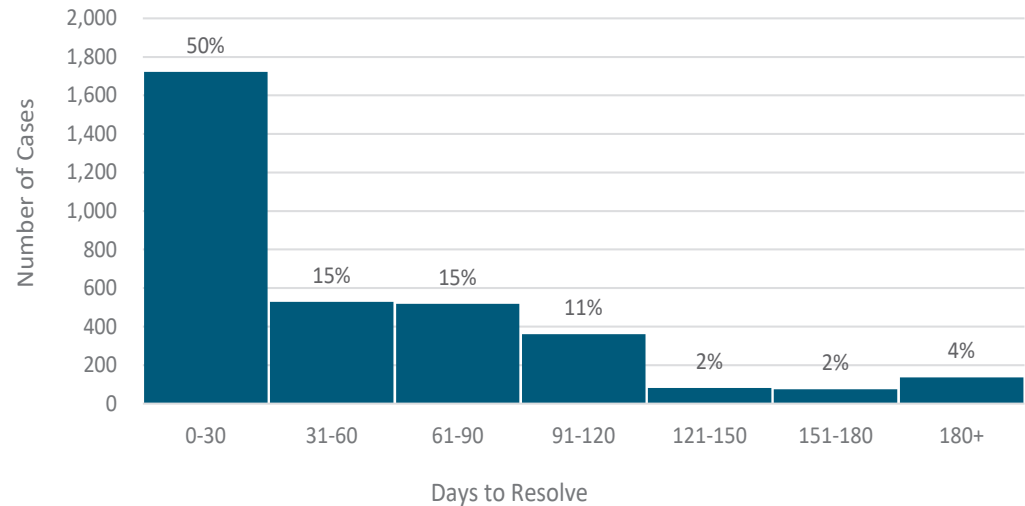
The three most common code violations are Parking on the Grass, Junk & Debris, and High Grass—with High Grass cases spiking in the spring and fall. The spike in code compliance cases during April and May 2023 can be attributed to the rise in High Grass cases. High Grass cases are the easiest to identify and the easiest to remedy since Transform Temple has its own mowing crew.



## TIMELINESS OF CASE RESOLUTION FY 2023

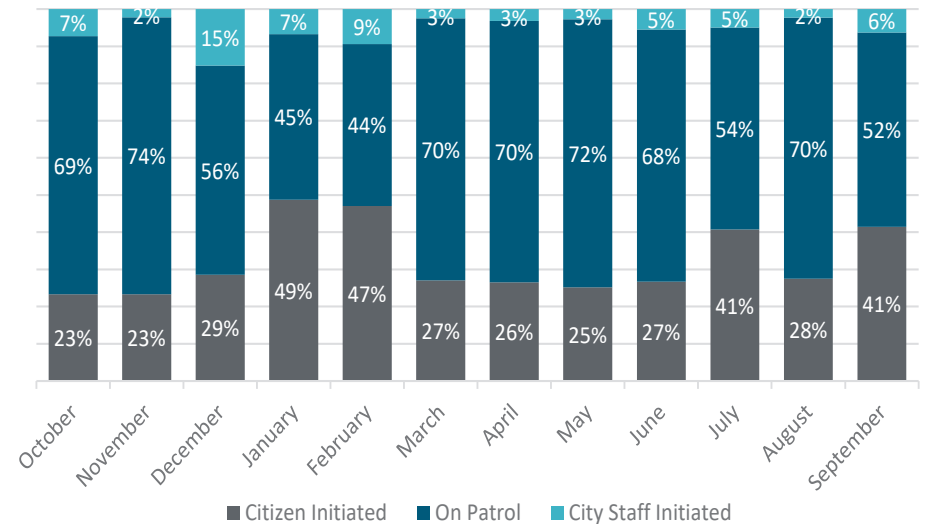
Transform Temple is dedicated to the timely resolution of code compliance cases. Approximately 25% of all cases opened in FY 2022 were resolved in two weeks or less, and half of all cases were resolved in under a month.

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 2023

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.

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

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

The Financial Plan includes the addition of two additional People Operations Generalist (FY 25, a new addition and FY 27), a Benefits Administrator (FY 24), and a Training Coordinator (FY 26, decelerated from FY 25) 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).

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 25, FY 27, FY 29) to ensure competitive compensation. The plan also continues to fund our group health insurance plan, employee retirement plan, and employee longevity program.

### 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.

#### INFORMATION TECHNOLOGY

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, FY29);
- a new document management system (FY 25);
- a traffic intersection video surveillance and advanced license plate recognition system. (FY 25, FY 26, FY 27); and
- a new financial management system (FY 26, a new addition).

The Financial Plan also recommends the addition of a Network Support Technician (FY 25), a Technical Trainer (FY 25), a





Geographic Information Systems Analyst (FY 25, a new addition), a Geographic Information Systems Intern (FY 25, a new addition), a Network Analyst (FY 26, a new addition), and an IT Security Administrator (FY 27, a new addition) to provide the staff resources necessary to implement and maintain these systems.

The Financial Plan also recommends a Technology and Smart City Master Plan (FY 24) to outline a comprehensive strategy and framework for leveraging advanced technologies and data-driven solutions as we continue our focus on continuous improvement within our organization and in service to our community.

#### **FACILITY SERVICES**

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 allocates funding for our Facilities Capital Improvement Program with over \$25,100,000 in facility related projects identified in the proposed capital improvement program.

The Financial Plan recommends establishing a routine Facility Maintenance Program. The program is recommended to be established beginning in fiscal year 2024 with an initial allocation of \$250,000. The Financial Plan then includes adding in an additional \$250,000 per year beginning in fiscal year 2025 and continuing until fiscal 2029, until we reach the optimum funding level of \$1,500,000 per year.

The Financial Plan also recommends the addition of a Project Manager (FY 25, a new addition), a Project Coordinator (FY 26, a new addition), Building Improvement Technician in Facility Services (FY 25, decelerated from FY 24), an additional Custodial Crew (FY 26, a new addition), and a Building Maintenance Technician (FY 29, a new addition) to provide the staff resources necessary to implement and maintain these projects and facilities.

#### **FLEET SERVICES**

The Financial Plan allocates approximately \$18.3 million in capital equipment purchases and replacements throughout the multi-year plan and recommends the addition of an Automotive Technician II (FY 25, decelerated from FY 24). Funding is also included for the addition of an Inventory Specialist (FY 26, decelerated from FY 25) for Fleet Services.

The Financial Plan also recommends Heavy Duty Truck Technicians embedded in Transportation Services (FY 25, a new addition), Solid Waste (FY 24), and Utility Services (FY 29, a new addition) and a Fleet Services Coordinator in Fire (FY 26) to help serve as a liaison between the operating departments and Fleet Services and to provide preventative maintenance services to our departments with large fleets.

The Financial Plan also recommends funding a Fleet Summer Apprenticeship program (FY 24, a new addition) to allow local high school students participating in automotive career and technical school programs to continue their training during the Summer months.



## 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 two Accountants (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 Communications and Marketing Department is proposed in the Proposed Financial Plan to invest in the resources necessary to ensure strong communication.

The Financial Plan includes a Marketing Specialists (FY 27, decelerated from FY 26), a Community Engagement Specialist (FY 27, decelerated from FY 26), a Webmaster (FY 28, decelerated from FY 26), and an Assistant Director position (FY 29, a new addition). These proposed staff additions will provide the resources necessary to implement a city-wide Communication, Marketing, and Engagement Plan. Funding for an overall increase to our marketing and communications resource budget is recommended in the Financial Plan. Funding to establish a comprehensive community survey program (FY 24) is also proposed.



Beautiful Spaces and Unique Experiences

Quality of life, the characteristics of our community that make 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.

PARKS AND RECREATION

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 continued funding for our Places and Spaces Capital Improvement Program with a total of over \$33,000,000 in parks-related projects identified in the proposed capital improvement program.

The Financial Plan recommends establishing a routine Parks and Recreation Maintenance Program. The program is recommended to be established beginning in fiscal year 2024 with an initial allocation of \$250,000. The Financial Plan then includes adding in an additional \$250,000 per year beginning in fiscal year 2025 and continuing until fiscal year 2029, until we reach the optimum funding level of \$1,500,000 per year.

The Financial Plan includes funding for a Landscape Spray Technician (FY 25, decelerated from FY 24) and five additional Maintenance Workers (FY 25; FY 26; FY 27) to maintain our park system. An additional Recreation Specialist position (FY 25) is also recommended to help support after school programming, and an Assistant Golf Professional position (FY 25) is recommended to help provide additional management support for Sammons Golf Course.

A new park ranger program is also proposed, including the addition of a Lead Park Ranger (FY 27, decelerated from FY 26) and three Park Ranger positions (1 in FY 27, decelerated from FY 26; 2 in FY 28, decelerated from FY 27).

A Hillcrest Cemetery Master Plan (FY 24) and a Sammons Golf Course Master Plan (FY 24, new addition) are also proposed in order to guide future investments in these crucial community assets.

The Financial Plan also recommends funding for a reorganization for the Parks and Recreation Administration and the Recreation Division (FY 24) aiming to enhance operational efficiency and job clarity. As part of this initiative, several positions were reclassified to align more closely with their respective job responsibilities, ensuring optimal utilization of skills and expertise. Additionally, key management and support positions are recommended to strengthen oversight and provide essential guidance, enabling the division to deliver an even higher level of service and satisfaction to our community.

ARTS, CULTURE, AND TOURISM

The Financial Plan also recommends the development of an Arts and Culture Master Plan (FY 24, a new addition) in order to provide a comprehensive and strategic framework that will guide the development, promotion, and preservation of arts and cultural initiatives within our community. The Plan is intended to serve as a roadmap to enhance cultural vitality, foster creativity, and ensure access to diverse artistic experiences, ultimately enriching the quality of life for residents and visitors alike.

In order to continue leveraging partnerships with other community organizations in providing culture and art programming, the Financial Plan recommends a \$200,000 allocation for grant funding for Heritage and Arts Partnership organizations. Partnerships created under this grant program will focus on programs or services that



promote the arts, history and Temple's rich heritage. Partner agencies in this category must meet all requirements of State law regarding the proper use of Hotel Occupancy Tax funds.

The plan also recommends a Sports Marketing Specialist (FY 25, decelerated from FY 24) to help increase sporting events and related tourism.

The Financial Plan recommends funding to implement the recommendations in the recently completed Special Events Strategic Plan, including the establishment and expansion of City-sponsored special events, updates to our Special Event Application process, and implementation of a Special Event Support program.

An Events Venue Master Plan is currently underway and will guide future recommendations for investments in the Mayborn Center.

## LIBRARY

As part of the recently completed Library Master Plan's implementation, the Financial Plan recommends additional staffing positions including an Assistant Director (FY 24, a new addition), Facility Manager (FY 24, a new addition), a Youth Services Librarian (FY 27, decelerated from FY 25), and a second Assistant Director (FY 29, a new addition) to bolster the library's capabilities and support expanded programming at the Central Branch.

In line with the Library Master Plan's vision for improvement, a schematic design process is recommended within the Financial Plan for enhancing the Central Branch. This design phase aims to revitalize the facility, making it more engaging and user-friendly for our community. The enhancements will create a welcoming environment and accommodate the evolving needs of library patrons.



Further, the Library Master Plan recognizes the importance of community accessibility and outreach, leading to the identification and acquisition of suitable sites (FY 24) for the future establishment of three branch libraries. This strategic move ensures that library services and resources are brought closer to various neighborhoods, making them more accessible to a wider range of residents.

The Financial Plan recommends advancing one of the three future branch sites to the next stage, recommending funding for design (FY 24), construction (FY 25) and the allocation of staffing and operating funds (FY 26).

## Neighborhoods Where People Love to Live

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

### LOVE WHERE YOU LIVE

The Financial Plan recommends the continuation and expansion of our Love Where You Live neighborhood planning program which 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 Love Where You Live program was focused initially on the eighteen older neighborhoods that form the core of the East and North portions of our community. The Financial Plan recommends the expansion of the Love Where you Live program through the addition of six neighborhood planning districts, for a total of 24 neighborhoods and the addition of nine corridor planning districts, for a total of 10 strategic corridors.

The Financial Plan includes funding to systematically develop neighborhood-specific strategic plans for each of the nine remaining neighborhood planning districts and a corridor-specific plan for each of the ten strategic corridor districts beginning in fiscal year 2024 and continuing until all plans have been completed.

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 26, decelerated from FY 25) focused on housing and a Grant Coordinator (FY 25, decelerated from FY 24) to help us maximize grant funding opportunities.

The Financial Plan includes continued funding for our Places and Spaces Capital Improvement Program with a total of over \$28,000,000 in neighborhood-related projects identified in the proposed capital improvement program.

## GRANTS AND COMMUNITY PARTNERSHIPS

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 a \$25,000 allocation for grant funding available for Education and Recreation Partnership organizations. This funding is focused primarily on educational and recreational programs for underserved youth. These programs could include after school care, athletics, nutrition, arts, and music. The Financial Plan also recommends a \$125,000 for grant funding available for Community Enhancement Partnerships. Partnerships created under this category will relate to administration of programs and activities that achieve specific outcomes that are in alignment with the City of Temple's Strategic Plan and/or Community Development Consolidated Plan.

Funding for a Residential and Commercial Grant Program within the Neighborhood Planning Districts is also proposed.

The plan recommends continued support 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, 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 Combination Building Inspector (FY 24, a new addition) and a Planning Manager (FY 26) in the Planning and Development Department.

The addition of a Business Navigator (FY 28, decelerated from FY 26) is also proposed to provide increased support to small, mid-sized, and start-up businesses throughout the development process.

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

### MOBILITY, TRANSPORTATION, AND DRAINAGE

The Financial Plan includes continued funding for our Mobility Capital Improvement Program with just under \$130,000,000 in mobility related projects identified in the proposed capital improvement program.

The Financial Plan also includes funding for expanding transit services as recommended in the Mobility Master Plan.

The Financial Plan recommends continued funding for the routine Pavement Maintenance Program. The program was established beginning in fiscal year 2022 with an initial allocation of \$250,000. The Financial Plan then includes adding in an additional \$250,000 per year and continuing until fiscal year 2028, 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 Pavement Marking and Right-of-Way Crew (FY 25, a new addition), an Alley and Right-of-Way Crew (FY 26, decelerated from FY 25), a Street Patching Crew (FY 25, accelerated from FY 26), a Forestry (tree trimming) Crew (FY 25, accelerated from FY 26), a Sign Crew (FY 27), and a Street Reconstruction Crew (FY 28). The Financial Plan





also recommends the implementation of an annual Pavement Marking Maintenance Program (FY 25, decelerated from FY 24), the addition of a Traffic Signal Maintenance Technician (FY 25), and a Street Foreman (FY 28).

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.

**WATER AND WASTEWATER**

The Financial Plan includes an additional \$234,000,000 in capital funds to implement water and wastewater improvement projects, including an expansion of the Temple-Belton and Doshier Farms wastewater treatment plants and an extensive and systematic approach to reducing sanitary sewer overflows.

Four additional water maintenance crews (FY 25, FY 27, FY 28, FY 29) 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 (1 in FY 26, 2 in 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.

Four additional Water Operator positions (2 in FY 24, 2 in FY 27) are recommended to support the new Membrane Water

Treatment Plant expansion and provide additional maintenance capacity.

The Financial Plan also recommends the addition of two Utility Foreman positions (FY 28), three Meter Technicians (FY 24, a new addition; FY 26; FY 28, a new addition) and two Environmental Program Technicians (FY 24, FY 28).

**SOLID WASTE AND RECYCLING**

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 2025 (a new addition), 2026, 2028 (a new addition), and 2029 (a new addition). Additional commercial frontload routes are recommended in fiscal years 2025 and 2028. An additional brush and bulk route is recommended in fiscal year 2025 (decelerated from FY 24). Additional commercial roll-off routes are recommended in fiscal years 2025, 2027, and 2029 (a new addition).

The Financial Plan also recommends the addition of a Recycling Assistant and recycling trailers to implement a multi-family recycling program (FY 25, decelerated from FY 25), two additional Maintenance Worker positions (FY 25, decelerated from FY 24; FY 26), an additional Customer Service Representative (FY 27), three swing Solid Waste Driver positions (2 in FY 24, 1 in FY 28), a Solid Waste-embedded Code Compliance Officer (FY 29, a new addition), and the addition of a Litter Crew (FY 27, decelerated from FY 26).

The Financial Plan also recommends funding for new Paint ReMix (FY 25, a new addition) and food waste composting (FY 26, a new addition) programs.





## ENGINEERING

Two additional Project Engineer positions (FY 24, accelerated from FY 26 and FY 28, a new addition) are proposed in Engineering in order to provide project management support for our extensive capital improvement programs.

## A Safe and Healthy Community

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

An allocation of \$65,400,000 for a Public Safety Capital Improvement Program is included in the Financial Plan and is proposed as a certificate of obligation bond program. It is recommended that this bond include an expansion of the Public Safety Training Center, an expansion and update of the Police Headquarters campus, improvements to fire stations, construction of an additional fire station, and investments in equipment.

## POLICE AND ANIMAL SERVICES

The Financial Plan recommends adding a total of 32 sworn police officer positions and five 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 and moving from an eight-hour shift to a ten-hour shift. A total of ten additional police officers and four additional sergeants is needed to complete this initiative. The addition of five Police Officer positions and two Sergeant positions each year is recommended in fiscal year 2027 and fiscal year 2028 (decelerated from FY 24 and FY 25).

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 2029 (decelerated from FY 28) 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 28, decelerated from FY 26 and FY 29, decelerated from FY 27) 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 six Police Officer positions (4 in FY 28, decelerated from FY 26 and 2 in FY 29, new additions) and one Sergeant position (FY 28, decelerated from FY 26).

The Financial Plan also recommends funding allocations for the addition of two Police Officer positions (FY 27, decelerated from FY 24 and FY 29, decelerated from FY 27) to implement an enhanced training program, a Crime Scene Supervisor (FY 29, a new addition), a Forensic Electronic Investigator, three Animal Services Field Officer positions (FY 24; FY 27, decelerated from FY 26; and FY 28), as well as three additional Animal Shelter Technicians (FY 24; FY 25, accelerated from FY 26; and FY 27) to maintain service levels as our community grows.

## FIRE AND RESCUE

The Financial Plan recommends adding a total of 53 sworn firefighter positions and 7 civilian positions to add the resources necessary for our Fire Department to provide emergency response as our community grows.

The Financial Plan recommends two additional fire squad vehicles to be purchased (FY 24, FY 25) and fully staffed (FY 25, decelerated from FY 24 and FY 26) to provide enhanced response capacity in the growth areas of our community.

Three additional Battalion Chief (FY 25, accelerated from FY 26) positions and three additional Driver Safety Officer (FY 25, accelerated from 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 three additional Deputy Fire Marshal positions (FY 24, accelerated from FY 25; FY 27, decelerated from FY 26; and FY 29, a new addition), a Battalion Chief of Administration (FY 28, a new addition), six additional Firefighter positions to provide coverage for personnel on leave or in training (3 in FY 26 and 3 in FY 27, a new request), two Firefighter positions (FY 28 and FY 29, new additions) to implement an enhanced training program, and nine additional Firefighter positions to provide additional staffing on each ladder truck (3 each in FY 27; FY 28; and FY 29, new additions) for the Fire Department.

The recently completed Fire Master Plan, recommends a new station in west Temple be constructed within the next 5-10 years. Funding for design (FY 25) and construction (FY 26) for the new station is included in the plan. The Financial Plan also includes a placeholder in fiscal year 2028 for staffing for new Station #9.

## CODE COMPLIANCE

Funding for additional code compliance resources are included in the Financial Plan including three Code Compliance Officer positions (FY 26, decelerated from FY 25; FY 27, decelerated from FY 26; and FY 29, decelerated from FY 28). These proposed additions will provide the staff resources necessary to expand our proactive, solution-oriented code compliance approach.

## MENTAL HEALTH AND HOMELESSNESS

The City of Temple, in partnership with the City of Killeen and Bell County, recently completed a county-wide strategic plan to address Mental Health and Homelessness resources within our communities. Central to the implementation of the strategy is the establishment of a transformative centralized campus where individuals experiencing homelessness can seek shelter, along with comprehensive mental health treatment and recovery services. The Mental Health and Homelessness Strategy recommends the development of a campus in west Bell County serving Killeen and east Bell County serving Temple. The Financial Plan recommends funding for design (FY 24) and construction (FY 25) of the initial phase of the campus.







## COMBINED STATEMENT – SOURCES OF FUNDS

	FY 2023 ADOPTED Budget	FY 2024 ADOPTED Budget	% Increase/ (Decrease)
<b>Revenues/Other Sources</b>			
General Fund	\$ 103,304,453	\$ 117,746,728	13.98%
Water & Wastewater Fund	54,205,238	58,785,144	8.45%
Debt Service Fund	25,228,239	30,570,880	21.18%
Drainage Fund	3,062,053	3,186,945	4.08%
Hotel/Motel Tax Fund	2,803,155	3,407,090	21.54%
Federal/State Grant Fund	682,794	778,505	14.02%
Reinvestment Zone No. 1 Fund	63,003,439 <sup>(2)</sup>	37,322,968 <sup>(4)</sup>	-40.76%
Temple Revitalization Corporation	35,000	343,800	882.29%
<b>Total Revenues/Other Sources</b>	<b>\$ 252,324,371</b>	<b>\$ 252,142,060</b>	<b>-0.07%</b>
<b>Expenditures/Transfers</b>			
General Fund	\$ 107,621,647 <sup>(1)</sup>	\$ 122,755,878 <sup>(3)</sup>	14.06%
Water & Wastewater Fund	54,205,238	58,785,144	8.45%
Debt Service Fund	25,228,239	30,570,880	21.18%
Drainage Fund	3,137,433	3,186,945	1.58%
Hotel/Motel Tax Fund	2,978,155	3,407,090	14.40%
Federal/State Grant Fund	682,794	778,505	14.02%
Reinvestment Zone No. 1 Fund	61,733,490 <sup>(2)</sup>	42,009,939 <sup>(4)</sup>	-31.95%
Temple Revitalization Corporation	35,000	343,800	882.29%
<b>Total Expenditures/Transfers</b>	<b>\$ 255,621,996</b>	<b>\$ 261,838,181</b>	<b>2.43%</b>

(1) 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.

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

(3) Includes the use of \$5,009,150 in Undesignated Fund Balance - Capital Projects to fund the following:

*Capital - \$3,670,350	*Summit Recreation Master Plan/Strategic Plan - \$75,000
*Strategic Investment Zone (SIZ) - \$100,000	*Aquatic System Assessment - \$70,000
*Temple Revitalization Corporation - \$343,800	*Demolition of Old Solid Waste Facility - \$50,000
*Service Center Master Plan - \$250,000	*Neighborhood Planning District - Woodlawn Overlay - \$50,000
*Hillcrest Cemetery Master Plan - \$135,000	*Neighborhood Planning District - Oaks @ Westwood Overlay - \$50,000
*Arts District Master Plan - \$100,000	*Historic Preservation Plan - \$35,000
*Technology & Smart City Master Plan - \$80,000	

(4) As amended in the Financing Plan approved by the Reinvestment Board on 06/28/23 and Council on 07/20/23.

## COMBINED STATEMENT – SOURCES OF FUNDS

	FY 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget	FY 2029 FORECASTED Budget
<b>Revenues/Other Sources</b>					
General Fund	\$ 125,107,630	\$ 131,451,369	\$ 137,857,150	\$ 143,315,996	\$ 148,655,416
Water & Wastewater Fund	63,328,673	67,050,574	71,315,526	74,621,438	75,746,717
Debt Service Fund	35,883,311	40,228,677	44,426,826	48,862,509	49,557,076
Drainage Fund	3,205,284	3,215,940	3,240,042	3,271,035	3,297,048
Hotel/Motel Tax Fund	3,517,527	3,627,655	3,752,341	3,886,964	4,022,923
Federal/State Grant Fund	801,860	825,916	850,693	876,214	902,501
Reinvestment Zone No. 1 Fund	35,129,358	39,066,582	48,864,166	49,413,193	56,334,796
Temple Revitalization Corporation	194,300	94,300	94,800	94,800	94,800
<b>Total Revenues/Other Sources</b>	<b>\$ 267,167,943</b>	<b>\$ 285,561,013</b>	<b>\$ 310,401,544</b>	<b>\$ 324,342,149</b>	<b>\$ 338,611,277</b>
<b>Expenditures/Transfers</b>					
General Fund	\$ 129,660,080	\$ 135,289,569	\$ 140,500,650	\$ 146,894,796	\$ 152,043,716
Water & Wastewater Fund	63,328,673	67,050,574	71,315,526	74,621,438	75,746,717
Debt Service Fund	35,883,311	40,228,677	44,426,826	48,862,509	49,557,076
Drainage Fund	3,205,284	3,273,840	3,258,342	3,349,035	3,592,048
Hotel/Motel Tax Fund	3,517,527	3,627,655	3,752,341	3,886,964	4,022,923
Federal/State Grant Fund	801,860	825,916	850,693	876,214	902,501
Reinvestment Zone No. 1 Fund	34,135,036	38,116,780	49,792,016	48,922,922	57,499,910
Temple Revitalization Corporation	194,300	94,300	94,800	94,800	94,800
<b>Total Expenditures/Transfers</b>	<b>\$ 270,726,071</b>	<b>\$ 288,507,311</b>	<b>\$ 313,991,194</b>	<b>\$ 327,508,678</b>	<b>\$ 343,459,691</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 six-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 2023 AMENDED Budget @ 06/30/23	FY 2024 ADOPTED Budget	+(-)
	09/30/21	09/30/22			
<b>Revenues:</b>					
Taxes	\$ 45,980,308	\$ 51,997,603	\$ 55,714,805	\$ 63,977,702	\$ 8,262,897
Franchise fees	7,149,264	7,664,979	8,115,275	9,249,257	1,133,982
Licenses and permits	1,282,122	1,633,380	1,374,684	1,147,100	(227,584)
Intergovernmental	1,407,166	393,659	248,945	42,000	(206,945)
Charges for services	28,588,869	33,018,538	36,676,833	37,688,562	1,011,729
Fines	1,479,146	1,247,159	1,520,142	1,395,514	(124,628)
Interest and other	2,136,455	1,942,286	1,922,478	3,911,963	1,989,485
<b>Total revenues</b>	<b>88,023,330</b>	<b>97,897,604</b>	<b>105,573,162</b>	<b>117,412,098</b>	<b>11,838,936</b>
<b>Expenditures:</b>					
Current:					
General government	17,165,991	19,279,576	24,840,075	26,852,810	2,012,735
Public safety	34,499,102	38,161,432	43,342,487	47,690,065	4,347,578
Highways and streets	3,157,133	3,199,226	5,014,995	6,033,091	1,018,096
Sanitation	8,602,091	9,756,576	11,011,507	11,397,202	385,695
Parks and recreation	10,970,397	12,536,760	17,015,306	19,707,563	2,692,257
Airport	2,107,871	3,473,542	4,174,306	4,073,711	(100,595)
Contingency <sup>(1)</sup>	-	-	-	13,742	13,742
Capital	2,846,477	1,988,712	7,295,075	4,429,150	(2,865,925)
Debt service:					
Principal retirement	341,007	307,820	258,221	45,997	(212,224)
Interest and fiscal charges	25,723	15,902	10,151	2,368	(7,783)
<b>Total expenditures</b>	<b>79,715,792</b>	<b>88,719,546</b>	<b>112,962,123</b>	<b>120,245,699</b>	<b>7,283,576</b>
Excess (deficiency) of revenues over expenditures	8,307,538	9,178,058	(7,388,961)	(2,833,601)	4,555,360
<b>Other financing sources (uses):</b>					
Transfers in:					
Drainage fund	299,261	312,349	321,516	334,630	13,114
Transfers out:					
Debt service	(1,289,847)	(2,001,237)	(1,935,673)	(2,166,379)	(230,706)
Capital projects - designated	(881,513)	(1,945,162)	(4,993,949)	-	4,993,949
Grant fund	(46,022)	(44,650)	(121,086)	-	121,086
Temple revitalization corporation	-	(35,000)	(433,400)	(343,800)	89,600
Excess revenue over expenditure - prior year	-	-	-	-	-
Leases (as lessee)	-	182,654	-	-	-
<b>Total other financing sources (uses)</b>	<b>(1,918,121)</b>	<b>(3,531,046)</b>	<b>(7,162,592)</b>	<b>(2,175,549)</b>	<b>4,987,043</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	6,389,417	5,647,012	(14,551,553)	(5,009,150)	9,542,403
Fund balance, beginning of period	33,512,005	39,901,422	45,548,434	30,996,881	-
<b>Fund balance, end of period</b>	<b>\$ 39,901,422</b>	<b>\$ 45,548,434</b>	<b>\$ 30,996,881</b>	<b>\$ 25,987,731</b>	<b>\$ 9,542,403</b>
<b>Total General Fund Expenditures - By Category</b>					
Personnel services	\$ 54,547,713	\$ 59,099,999	\$ 71,227,848	\$ 78,152,076	\$ 6,924,228
Operations	21,954,872	27,307,113	34,170,828	37,602,366	3,431,538
Capital outlay	2,846,477	1,988,712	7,295,075	4,429,150	(2,865,925)
Contingency <sup>(1)</sup>	-	-	-	13,742	13,742
Debt Service	366,730	323,722	268,372	48,365	(220,007)
<b>Fund Total</b>	<b>\$ 79,715,792</b>	<b>\$ 88,719,546</b>	<b>\$ 112,962,123</b>	<b>\$ 120,245,699</b>	<b>\$ 7,283,576</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 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget	FY 2029 FORECASTED Budget
<b>Revenues:</b>					
Taxes	\$ 69,204,119	\$ 74,419,964	\$ 78,858,579	\$ 82,919,079	\$ 87,047,408
Franchise fees	9,602,634	9,917,453	10,261,999	10,561,219	10,754,086
Licenses and permits	1,170,042	1,193,443	1,217,312	1,241,659	1,266,490
Intergovernmental	42,000	42,000	42,000	42,000	42,000
Charges for services	39,609,515	40,626,771	42,134,897	43,345,512	44,347,929
Fines	1,422,167	1,449,353	1,727,083	1,755,365	1,784,219
Interest and other	3,720,598	3,464,711	3,275,076	3,107,703	3,067,094
<b>Total revenues</b>	<b>124,771,075</b>	<b>131,113,695</b>	<b>137,516,946</b>	<b>142,972,537</b>	<b>148,309,226</b>
<b>Expenditures:</b>					
Current:					
General government	27,996,146	29,399,024	29,048,733	29,621,292	30,336,170
Public safety	49,517,197	52,139,145	54,376,109	59,587,999	62,678,718
Highways and streets	7,188,121	7,662,339	8,345,707	9,266,849	9,358,789
Sanitation	12,268,375	12,636,960	13,209,953	13,624,883	14,157,364
Parks and recreation	20,718,734	21,224,833	21,944,115	22,152,669	22,621,678
Airport	4,239,168	4,311,354	4,420,029	4,495,260	4,603,896
Contingency <sup>(1)</sup>	-	200,415	164,870	52,821	251,383
Capital	4,767,950	4,368,900	5,349,700	4,379,000	4,243,500
Debt service:					
Principal retirement	47,441	47,441	47,441	47,441	47,441
Interest and fiscal charges	924	924	924	559	559
<b>Total expenditures</b>	<b>126,744,056</b>	<b>131,991,335</b>	<b>136,907,581</b>	<b>143,228,773</b>	<b>148,299,498</b>
Excess (deficiency) of revenues over expenditures	(1,972,981)	(877,640)	609,365	(256,236)	9,728
<b>Other financing sources (uses):</b>					
Transfers in:					
Drainage fund	336,555	337,674	340,204	343,459	346,190
Transfers out:					
Debt service	(2,721,724)	(3,203,934)	(3,498,269)	(3,571,223)	(3,649,418)
Capital projects - designated	-	-	-	-	-
Grant fund	-	-	-	-	-
Temple revitalization corporation	(194,300)	(94,300)	(94,800)	(94,800)	(94,800)
Excess revenue over expenditure - prior year	4,552,450	3,838,200	2,643,500	3,578,800	3,388,300
Leases (as lessee)	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>1,972,981</b>	<b>877,640</b>	<b>(609,365)</b>	<b>256,236</b>	<b>(9,728)</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	-	-	-	-
Fund balance, beginning of period	25,987,731	25,987,731	25,987,731	25,987,731	25,987,731
<b>Fund balance, end of period</b>	<b>\$ 25,987,731</b>	<b>\$ 25,987,731</b>	<b>\$ 25,987,731</b>	<b>\$ 25,987,731</b>	<b>\$ 25,987,731</b>
<b>Total General Fund Expenditures - By Category</b>					
Personnel services	\$ 83,529,288	\$ 87,393,721	\$ 91,855,926	\$ 96,621,002	\$ 102,126,229
Operations	38,398,453	39,979,934	39,488,720	42,127,950	41,630,386
Capital outlay	4,767,950	4,368,900	5,349,700	4,379,000	4,243,500
Contingency <sup>(1)</sup>	-	200,415	164,870	52,821	251,383
Debt Service	48,365	48,365	48,365	48,000	48,000
<b>Fund Total</b>	<b>\$ 126,744,056</b>	<b>\$ 131,991,335</b>	<b>\$ 136,907,581</b>	<b>\$ 143,228,773</b>	<b>\$ 148,299,498</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 17.37% increase in FY 2024. FY 2025 through FY 2029 reflect an annual increase as follows:
  - FY 2025 - 8.00%
  - FY 2026 - 7.00%
  - FY 2027 - 5.00%
  - FY 2028 - 4.50%
  - FY 2029 - 4.25%
- Franchise fees (not including water/wastewater franchise) – 2.00% annual increase for FY 2025 through FY 2029 for all franchise fees
- Water/wastewater franchise fee – 5.00% franchise fee paid by Water/Wastewater Fund based on budgeted water/wastewater gross revenues for FY 2025 through FY 2029
- Water/wastewater contractual fee – 10.50% fee paid by Water/Wastewater Fund based on budgeted water/wastewater gross revenues for FY 2025 through FY 2029
- Licenses and permits – 2.00% annual increase for FY 2025 through FY 2029
- Fines – 2.00% annual increase for FY 2025 through FY 2029 for all fines
- Golf course revenue – 1.00% increase in FY 2025 through FY 2029
- Airport sales and rental varied based on revenue type:
  - Fuel sales and discount on fuel increased 2.00% annually in FY 2025 through FY 2029
  - Rental revenue related to hangar complex (hangars 20 and 26) stayed constant from FY 2025 through FY 2029
  - All other charges for Airport increased 2.00% annually in FY 2025 through FY 2029

- Solid waste charges for services includes growth assumptions, as well as rate increases:

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Residential</b>					
Customer Growth	2.67%	2.50%	2.35%	2.30%	2.24%
Rate Adjustments	\$ 1.00	\$ 1.00	\$ -	\$ -	\$ 1.00
<b>Commercial</b>					
Customer Growth	0.75%	0.75%	0.75%	0.75%	0.75%
Rate Adjustments	0.00%	3.00%	0.00%	0.00%	3.00%

- All other charges for services reflect an annual increase of 2.00% in FY 2025 through FY 2029

### Expenditures

- Personnel costs also include new positions planned for in FY 2025 through FY 2029, as well as proposed civil service pay increases and general government pay increases
- Personnel costs are estimated to increase 0.75% beginning in FY 2026 and continuing through FY 2029
- Operational costs are estimated to increase 0.75% in FY 2025 through FY 2029
- 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 2025 through FY 2029
  - 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 2026 through FY 2029 to account for unplanned for items

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Parks	Parks and Recreation Capital Improvements	350,000	500,000	750,000	1,000,000	1,000,000	1,000,000
Facility Services	Facility Services Capital Improvements	250,000	200,000	200,000	900,000	200,000	200,000
ITS	Door Access for Server Closets	240,000	-	-	-	-	-
Solid Waste	Metal Containers - Capitalized Roll-Off: (18) 40yd Roll-Off: (8) 30yd	150,900	-	-	-	-	-
Hillcrest Cemetery	Repairs to Roads & Drainage Pipe	100,000	-	-	-	-	-
Police	Replace 1995 Chevrolet C-30 Asset # 9939	95,000	-	-	-	-	-
Solid Waste	Replace 2009 Ford F-350 Asset # 12962	85,000	-	-	-	-	-
Police	Replace 2015 Chevrolet Tahoe (K-9 Unit) Asset # 14042	84,500	-	-	-	-	-
Police	Replace 2013 Chevrolet Caprice Asset # 13712	81,200	-	-	-	-	-
Police	Replace 2013 Chevrolet Caprice Asset # 13720	81,200	-	-	-	-	-
Police	Replace 2012 Chevrolet Tahoe Asset # 13506	81,200	-	-	-	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14049	81,200	-	-	-	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14052	81,200	-	-	-	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14048	81,200	-	-	-	-	-
Sammons Golf	Ventrac Mower with Attachments ***Addition to Fleet***	80,100	-	-	-	-	-
Traffic Signals	Adding Battery Backup Power to Intersections (x12)	80,000	-	-	-	-	-
Streets	Replace 2013 Ford F-250 - Addition of 4WD Asset # 13381	74,700	-	-	-	-	-
Fire	Vehicle for Deputy Fire Marshal ***Addition to Fleet***	74,500	-	-	-	-	-
Parks	Replace 2010 Ford F-350 Super Duty Super Crew Utility Asset # 13134	73,600	-	-	-	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Airport	Replace 2008 Ford F-250 Regular Cab Utility Body Asset # 12585	73,000	-	-	-	-	-
Fire	Replace Staff Vehicle - Addition of 4WD Asset # 13122	73,000	-	-	-	-	-
Municipal Court	Recording System	70,000	-	-	-	-	-
Code Compliance	Replace 2008 John Deere 5325 Tractor Asset # 12812	69,700	-	-	-	-	-
Parks	Replace 2013 Ford F-250 Super Duty Asset # 13703	69,300	-	-	-	-	-
Airport	Fuel Truck Refurbishment (2 of 3)	65,000	-	-	-	-	-
Parks	Pond Dredging (Woodbridge Park)	59,000	-	-	-	-	-
Lions Junction Water Park	Pickup Truck for Aquatics ***Addition to Fleet***	55,200	-	-	-	-	-
Parks	Truck for Green Acres Crew ***Addition to Fleet***	54,600	-	-	-	-	-
Police	Replace 2012 Chevrolet Tahoe Asset # 13501	53,600	-	-	-	-	-
Police	Replace 2012 Chevrolet Tahoe Asset # 13503	53,600	-	-	-	-	-
Parks	Ventrac Mower with Attachments ***Addition to Fleet***	50,250	-	-	-	-	-
City Manager	NPD - Enhance 9th Street Intersection at Central & Adams Avenue	50,000	-	-	-	-	-
Parks	Replace 2013 Ford Super Duty Crew Cab Asset # 13698	49,200	-	-	-	-	-
Permits & Inspections	Vehicle for Combination Building Inspector/Plans Examiner ***Addition to Fleet***	49,200	-	-	-	-	-
Sammons Golf	Reel Grinder	49,000	-	-	-	-	-
Solid Waste	Upgrade 2014 Ford Focus to Truck Asset # 13880	48,400	-	-	-	-	-
Solid Waste	Replace 2005 Komatsu Lift Truck Asset # 12283	45,000	-	-	-	-	-
Parks	Musco Lighting for Ball Fields (3)	44,000	-	-	-	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Fleet Services	Replace 2007 Ford Explorer - Addition of AWD Asset # 12558	43,900	-	-	-	-	-
Fire	Cardiac Monitor Replacement	42,000	42,000	42,000	42,000	42,000	42,000
Police	Replace 2008 Ford Crown Victoria Asset # 12792	40,800	-	-	-	-	-
Police	Replace 2012 Chevrolet Malibu Asset # 13498	40,800	-	-	-	-	-
Police	Replace 2012 Chevrolet Malibu Asset # 13499	40,800	-	-	-	-	-
Police	Replace 2013 Ford Fusion Asset # 13762	40,800	-	-	-	-	-
Police	Replace 2021 Harley-Davidson Motorcycle (2) Asset # 15408 and Asset # 15409	40,200	-	-	-	-	-
Fire	Airpack Additions and Replacements	40,000	40,000	40,000	40,000	40,000	40,000
Airport	Replace ARFF Self-Contained Breathing Apparatus Packs (4)	40,000	-	-	-	-	-
City Manager	Pet-estrian Bridge Sculptures	40,000	-	-	-	-	-
Fire	Replacement Rescue Tools for Truck #6	40,000	-	-	-	-	-
Traffic Signals	Upgrade Intersections to Iteris Hybrid Detection - Video/Radar (2)	40,000	-	-	-	-	-
Animal Services	Replace 1995 Drexell Forklift Asset # 14152	38,000	-	-	-	-	-
Streets	Replace 1999 Textron EZ Go Golf Cart Asset # 11454	36,500	-	-	-	-	-
Fire	Special Operations Equipment - Deployable Raker Set	35,100	-	-	-	-	-
Fire	Self-Contained Breathing Apparatus Sanitizer/Washer	35,000	-	-	-	-	-
Fleet Services	Forklift for Fleet Services ***Addition to Fleet***	34,000	-	-	-	-	-
Fire	Additional Outdoor Warning Siren (Northwest Section of City)	30,000	-	-	-	-	-
Police	Crisis Negotiations Throw Phone System	30,000	-	-	-	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Airport	Electric Ground Support Equipment - Six Passenger Golf Cart ***Addition to Fleet***	25,000	-	-	-	-	-
Recreation - Special Events	Outdoor/Special Event Permitting Software	25,000	-	-	-	-	-
Recreation - Special Events	Downtown Christmas Decorations	25,000	-	-	-	-	-
Fire	Expansion of Drone Program - Fire	20,000	-	-	-	-	-
Police	Expansion of Drone Program - Police	20,000	-	-	-	-	-
Police	Upgrade Workout Equipment - Police Department	20,000	-	-	-	-	-
Fire	Bullseye Digital Fire Extinguisher Training Aid	18,000	-	-	-	-	-
Hillcrest Cemetery	Garage Doors - Cemetery Memorial Service Pavilion	17,500	-	-	-	-	-
Parks	Replace 1999 Textron EZ Go Golf Cart Asset # 11455	17,300	-	-	-	-	-
Transform Temple	Replace 2015 TORO MDX Utility Vehicle Asset # 14072	17,300	-	-	-	-	-
Fire	Thermal Imager Replacements	17,000	17,000	17,000	17,000	17,000	17,000
Airport	Replace ARFF Base Station & Hand-Held Radios	17,000	-	-	-	-	-
Parks	Replace 2017 Scag Turf Tiger II Mower Asset # 14592	16,900	-	-	-	-	-
Parks	Replace 2017 Scag Turf Tiger II Mower Asset # 14593	16,900	-	-	-	-	-
Parks	Replace 1997 Home Made Flatbed Trailer Asset # 638	14,300	-	-	-	-	-
Solid Waste	Trailer for Hauling Residential Containers ***Addition to Fleet***	14,000	-	-	-	-	-
Transform Temple	Replace 2017 Texas Bragg Trailer Asset # 14439	14,000	-	-	-	-	-
Fleet Services	Mobile Hydraulic Crimping Packout Kit	12,000	-	-	-	-	-
Parks	Automated Irrigation Controllers - Reinvestment Zone	10,000	10,000	10,000	-	-	-



## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Police	SWAT Portable Network Surveillance Cameras	10,000	-	-	-	-	-
Solid Waste	Cardboard Style Roll-Off Container (Gober)	10,000	-	-	-	-	-
Solid Waste	Cardboard Style Roll-Off Container (Westside Recycling Center)	10,000	-	-	-	-	-
Fire	Trailer to Transport Utility Vehicles ***Addition to Fleet***	8,500	-	-	-	-	-
Traffic Signals	BUS Interface Unit Tester	7,000	-	-	-	-	-
Fire	Treadmill Replacement	6,000	6,000	6,000	6,000	6,000	6,000
Solid Waste	Metal Tipping Hopper Containers	6,000	-	-	-	-	-
Fire	Refurbish 2004 Rescue Vehicle Asset # 11953	-	350,000	-	-	-	-
Recreation - Special Events	Christmas Community Light Displays	-	250,000	-	-	-	-
Traffic Signals	Adding Battery Backup Power to Intersections (x36)	-	240,000	-	-	-	-
Solid Waste	Recycling Trailers for Multifamily and Westside (8)	-	144,000	-	-	-	-
Library	Radio Frequency Identification & Self Check	-	130,000	-	-	-	-
Parks	Pond Dredging (Miller Park)	-	97,000	-	-	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14045	-	83,600	-	-	-	-
Police	Replace 2012 Chevrolet Tahoe Asset # 13505	-	83,600	-	-	-	-
Police	Replace 2014 Ford Police Interceptor Utility Asset # 13852	-	83,600	-	-	-	-
Police	Replace 2014 Chevrolet Tahoe Asset # 13858	-	83,600	-	-	-	-
Police	Replace 2014 Ford Police Interceptor Utility Asset # 13851	-	83,600	-	-	-	-
Police	Replace 2014 Ford Police Interceptor Utility Asset # 13855	-	83,600	-	-	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Police	Replace 2013 Chevrolet Caprice Asset # 13719	-	83,600	-	-	-	-
City Manager	Truck for Mobile Food Market ***Addition to Fleet***	-	80,000	-	-	-	-
City Manager	Trailer for Mobile Food Market ***Addition to Fleet***	-	80,000	-	-	-	-
Fire	Vehicle for New Battalion Chief ***Addition to Fleet***	-	78,300	-	-	-	-
Parks	Truck for Landscape Spray Technician ***Addition to Fleet***	-	77,400	-	-	-	-
Fire	Replace Retained Excursion ***Addition to Fleet***	-	77,000	-	-	-	-
Streets	Utility Body for ROW Crew - Pavement Marking ***Addition to Fleet***	-	75,800	-	-	-	-
Parks	Truck for Park Maintenance Horticulture Position ***Addition to Fleet***	-	75,100	-	-	-	-
Fire	Exterior Stairway Addition to the Training Tower	-	75,000	-	-	-	-
Library	New Integrated Library System	-	75,000	-	-	-	-
Parks	Replace 2008 John Deere Tractor Asset # 12813	-	71,850	-	-	-	-
Parks	Replace 2012 Ford F-350 Asset # 13523	-	71,300	-	-	-	-
Police	MPS Application - Warning Application	-	70,000	-	-	-	-
Sammons Golf	Bobcat with Front End Loader ***Addition to Fleet***	-	69,400	-	-	-	-
Airport	Replace 2006 Jacobsen Mower Asset # 12541	-	65,000	-	-	-	-
Streets	New Chipper for Forestry Crew ***Addition to Fleet***	-	65,000	-	-	-	-
Sammons Golf	Surveillance Cameras	-	60,000	-	-	-	-
Solid Waste	Vehicle for Additional Recycling Assistant ***Addition to Fleet***	-	59,800	-	-	-	-
Facility Services	Replace 2006 Chevrolet Silverado Asset # 12273	-	55,200	-	-	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Facility Services	Vehicle for Building Improvement Technician Team ***Addition to Fleet***	-	54,500	-	-	-	-
Animal Services	Replace 2013 Ford F-150 Regular Cab Asset # 13701	-	54,100	-	-	-	-
Solid Waste	Replace 2016 Ford F-150 Regular Cab Asset # 14304	-	50,700	-	-	-	-
City Manager	Neighborhood Lighting & Sidewalk Program - 5 NPDs	-	50,000	-	-	-	-
Fire	Radio Frequency Tuner	-	50,000	-	-	-	-
Police	Replace 2012 Ford Fusion Asset # 13496	-	42,000	-	-	-	-
Police	Replace 2012 Chevrolet Malibu Asset # 13497	-	42,000	-	-	-	-
Police	Replace 2012 Chevrolet Malibu Asset # 13500	-	42,000	-	-	-	-
Police	Replace 2014 Ford Fusion Asset # 13847	-	42,000	-	-	-	-
Parks	ABI Force Field Groomer and Laser Leveler	-	38,000	-	-	-	-
Streets	Thermoplastic Applicator for ROW Crew - Pavement Marking Crew ***Addition to Fleet***	-	35,000	-	-	-	-
Hillcrest Cemetery	Utility Vehicle for Maintenance Workers ***Addition to Fleet***	-	34,800	-	-	-	-
Fire	Replace Staff Vehicle - Upgrade to Transit Van Asset # 13533	-	32,000	-	-	-	-
Fire	Additional Outdoor Warning Siren (Northeast Portion of City)	-	30,000	-	-	-	-
Streets	Paint Machine for ROW Crew - Pavement Marking Crew ***Addition to Fleet***	-	30,000	-	-	-	-
Code Compliance	Replace 2017 John Deere MX10 10' Shredder Asset # 14503	-	29,200	-	-	-	-
Hillcrest Cemetery	Repairs to Roads & Drainage Pipe	-	25,000	-	-	-	-
Streets	Roller for Additional Patch Crew ***Addition to Fleet***	-	25,000	-	-	-	-
Parks	Zero Turn Sprayer for Landscape Spray Technician ***Addition to Fleet***	-	20,000	-	-	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Airport	Replace 2005 Gator with Electric Utility Vehicle Asset # 12100	-	17,600	-	-	-	-
Sammons Golf	Replace 2014 Utility Vehicle Asset # 14013	-	17,600	-	-	-	-
Sammons Golf	Replace 2014 Utility Vehicle Asset # 14014	-	17,600	-	-	-	-
Sammons Golf	Replace 2016 Large Utility Vehicle Asset # 14426	-	17,600	-	-	-	-
Parks	Replace 2019 Hustler Super Z Mower 72" Deck Asset # 15031	-	17,300	-	-	-	-
Performance Excellence	Cubicles	-	15,000	-	-	-	-
Streets	Light Duty Trailer for ROW Crew - Pavement Marking Crew ***Addition to Fleet***	-	14,600	-	-	-	-
Airport	Battery Powered Extrication Tool	-	12,000	-	-	-	-
Fire	Special Operations Equipment - Capital Items	-	10,000	-	-	-	-
Streets	Herbicide Distributor for ROW Crew - Pavement Marking Crew ***Addition to Fleet***	-	10,000	-	-	-	-
Airport	Install Additional Jet Fuel Tank (12,000 Gallon)	-	-	225,000	-	-	-
Police	Center Console Boat for Temple Lake Park - Police & Fire ***Addition to Fleet***	-	-	120,000	-	-	-
Sammons Golf	Replace 2015 Spray Rig Asset # 14214	-	-	90,000	-	-	-
Animal Services	Truck with Chassis Mount for Request Field Officer ***Addition to Fleet***	-	-	89,700	-	-	-
Police	Replace 2014 Ford Police Interceptor Utility Asset # 13857	-	-	86,200	-	-	-
Police	Replace 2014 Ford Police Interceptor Utility Asset # 13856	-	-	86,200	-	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14054	-	-	86,200	-	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14050	-	-	86,200	-	-	-
Police	Replace 2014 Chevrolet Tahoe Asset # 14043	-	-	86,200	-	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Police	Replace 2014 Ford Police Interceptor Utility Asset # 13850	-	-	86,200	-	-	-
Police	Replace 2014 Ford Police Interceptor Utility Asset # 13803	-	-	86,200	-	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14055	-	-	86,200	-	-	-
Police	Replace 2016 Ford Police Interceptor Utility Asset # 14299	-	-	86,200	-	-	-
Police	Replace 2016 Ford Police Interceptor Utility Asset # 14300	-	-	86,200	-	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14046	-	-	86,200	-	-	-
Traffic Signals	Upgrade Traffic Signal Heads & Hardware - Downtown	-	-	85,000	-	-	-
Solid Waste	Replace 2015 Ford F-550 Fork Truck Asset # 13541	-	-	85,000	-	-	-
Sammons Golf	Replace Irrigation Controllers	-	-	80,000	-	-	-
Streets	Utility Body for ROW Crew - Alley Maintenance ***Addition to Fleet***	-	-	78,100	-	-	-
Parks	Truck for Parks Maintenance Worker ***Addition to Fleet***	-	-	77,400	-	-	-
Facility Services	Replace 2013 Ford F-250 Regular Cab Utility Vehicle Asset # 13704	-	-	73,500	-	-	-
Parks	Replace 2015 Ford F-350 Regular Cab Utility Vehicle Asset # 13879	-	-	73,500	-	-	-
Streets	Replace 2010 Brush Bandit 1090 Chipper Asset # 13273	-	-	69,000	-	-	-
Airport	Fuel Truck Refurbishment (3 of 3)	-	-	65,000	-	-	-
Streets	Woodchipper for ROW Crew - Alley Maintenance ***Addition to Fleet***	-	-	65,000	-	-	-
Streets	Replace 2012 Ford F-150 Super Cab - Addition of 4WD Asset # 13511	-	-	60,400	-	-	-
Parks	Replace 2013 Ford Super Duty F-250 Asset # 13697	-	-	59,700	-	-	-
Police	Replace 2015 Chevrolet Silverado 1500 Asset # 14058	-	-	56,800	-	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Facility Services	Replace 2012 Ford F-150 Regular Cab Asset # 13532	-	-	52,200	-	-	-
Fleet Services	Replace 2011 Ford F-150 Asset # 13292	-	-	52,200	-	-	-
Code Compliance	Vehicle for Code Compliance Officer I ***Addition to Fleet**	-	-	52,200	-	-	-
Parks	Replace 2010 Ford Ranger Asset # 13130	-	-	52,200	-	-	-
City Manager	Neighborhood Lighting & Sidewalk Program - 5 NPDs	-	-	50,000	-	-	-
Information Technology	Council Chambers Software for New City Hall	-	-	50,000	-	-	-
Engineering	Replace Ford Explorer Asset # 12824	-	-	46,600	-	-	-
Police	Replace 2013 Ford Fusion Asset # 13763	-	-	43,300	-	-	-
Police	Replace 2012 Ford Fusion Asset # 13494	-	-	43,300	-	-	-
Police	Replace 2013 Ford Fusion Asset # 13761	-	-	43,300	-	-	-
Police	Replace 2012 Ford Fusion Asset # 13491	-	-	43,300	-	-	-
Police	Replace 2014 Ford Fusion Asset # 13848	-	-	43,300	-	-	-
Communications & Marketing	City, Parks & Library Website Redesign	-	-	40,000	-	-	-
Library	Devices for Checkout	-	-	40,000	-	-	-
Facility Services	Replace 2013 Ford Focus Asset # 13534	-	-	33,100	-	-	-
Parks	Replace 2011 Ford Fusion Asset # 13280	-	-	31,400	-	-	-
Fire	Additional Outdoor Warning Siren (Southern Area)	-	-	30,000	-	-	-
Recreation - Athletics	Transit Buddy 15 Passenger Shuttle - Crossroads Ambassador ***Addition to Fleet***	-	-	30,000	-	-	-
Sammons Indoor Pool	Increase Indoor/Outdoor Security Cameras	-	-	25,000	-	-	-



## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Parks	Replace 2019 Hustler Super Z 72" Mower Asset # 15098	-	-	17,600	-	-	-
Streets	Zero Turn Mower for ROW Crew - Alley Maintenance ***Addition to Fleet***	-	-	17,600	-	-	-
Recreation - Special Events	Kubota Sidekick Utility Vehicle ***Addition to Fleet***	-	-	15,000	-	-	-
Streets	Industrial Walk Behind Mower for ROW Crew - Alley Maintenance ***Addition to Fleet***	-	-	15,000	-	-	-
Streets	Medium Duty Utility Trailer for ROW Crew - Alley Maintenance ***Addition to Fleet***	-	-	14,000	-	-	-
Parks	Replace 2019 Orec RM 98E Brush Rover Asset # 15032	-	-	12,000	-	-	-
City Secretary	Large Plat Scanner for Records Coordinator	-	-	10,000	-	-	-
Police	Vehicles for (5) Police Officers ***Addition to Fleet***	-	-	-	406,000	-	-
Police	Vehicles for (2) Sergeant Positions ***Addition to Fleet***	-	-	-	162,400	-	-
Traffic Signals	Upgrade Traffic Signal Malfunction Management Units	-	-	-	112,000	-	-
Animal Services	Truck with Chassis Mount for Field Officer ***Addition to Fleet***	-	-	-	92,300	-	-
Fire	Replace 2009 Ford F-350 Stake Bed Vehicle Asset # 12964	-	-	-	90,150	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14056	-	-	-	88,700	-	-
Police	Replace 2016 Ford Police Interceptor Utility Asset # 14290	-	-	-	88,700	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14051	-	-	-	88,700	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14057	-	-	-	88,700	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14464	-	-	-	88,700	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14467	-	-	-	88,700	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14597	-	-	-	88,700	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14598	-	-	-	88,700	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14609	-	-	-	88,700	-	-
Police	Replace 2016 Ford Police Interceptor Utility Asset # 14289	-	-	-	88,700	-	-
Police	Replace 2016 Ford Police Interceptor Utility Asset # 14291	-	-	-	88,700	-	-
Police	Replace 2016 Ford Police Interceptor Utility Asset # 14294	-	-	-	88,700	-	-
Police	Replace 2015 Ford Police Interceptor Utility Asset # 14044	-	-	-	88,700	-	-
Streets	Vehicle for Sign Installation & Maintenance Crew ***Addition to Fleet***	-	-	-	86,300	-	-
Parks	Replace 2012 Ford F-250 Super Duty Asset # 13524	-	-	-	79,700	-	-
Parks	Truck for Park Maintenance Horticulture Position ***Addition to Fleet***	-	-	-	79,700	-	-
Transform Temple	Replace 2015 Chevrolet Silverado Asset # 14070	-	-	-	63,600	-	-
Fire	Vehicle for Deputy Fire Marshal ***Addition to Fleet***	-	-	-	62,100	-	-
Parks	Trucks for Park Rangers (2) ***Addition to Fleet***	-	-	-	59,600	-	-
Streets	Truck for Sign Foreman II ***Addition to Fleet***	-	-	-	59,600	-	-
Parks	Replace 2012 Ford Super Duty Asset # 13525	-	-	-	59,400	-	-
Police	Vehicle for Training Officer ***Addition to Fleet***	-	-	-	58,500	-	-
Traffic Signals	Replace 2016 Chevy Colorado - Addition of 4WD Asset # 14149	-	-	-	56,300	-	-
Fire	Vehicle for Emergency Management Planning Specialist ***Addition to Fleet***	-	-	-	55,000	-	-
Code Compliance	Replace 2014 Ford F-150 Regular Cab Asset # 13884	-	-	-	53,700	-	-
Streets	Replace 2016 Ford F-150 Regular Cab Asset # 14305	-	-	-	53,700	-	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Code Compliance	Vehicle for Code Compliance Officer I ***Addition to Fleet**	-	-	-	53,700	-	-
Parks	Truck for Park Maintenance Custodian Position ***Addition to Fleet***	-	-	-	53,700	-	-
Fire	Replace 2016 Ford F-150 Super Crew 4x2 Asset # 14284	-	-	-	52,900	-	-
City Manager	Neighborhood Lighting & Sidewalk Program - 5 NPDs	-	-	-	50,000	-	-
Police	Replace 2014 Ford Fusion Asset # 14020	-	-	-	44,600	-	-
Police	Replace 2014 Ford Fusion Asset # 13846	-	-	-	44,600	-	-
Police	Replace 2024 Harley-Davidson Motorcycle (2) (Every 3 years)	-	-	-	43,900	-	-
Fleet Services	Replace 2014 Chevrolet Impala Asset # 13876	-	-	-	32,300	-	-
Streets	Replace 2006 Mauldin 1450WS - Mini Roller Asset # 12502	-	-	-	28,250	-	-
Streets	Towable Compressor for Sign Installation & Maintenance Crew ***Addition to Fleet***	-	-	-	25,000	-	-
Sammons Golf	Replace Utility Vehicle Asset # 14645	-	-	-	18,300	-	-
Sammons Golf	Replace Utility Vehicle Asset # 14867	-	-	-	18,300	-	-
Parks	Replace 2020 Hustler Super Z Mower 72" Deck Asset # 15193	-	-	-	18,000	-	-
Parks	Replace 2021 Bad Boy Mower 72" Deck Asset # 15392	-	-	-	18,000	-	-
Police	Vehicles for (5) Police Officers ***Addition to Fleet***	-	-	-	-	418,000	-
Police	Vehicles for (4) Officers (CID) ***Addition to Fleet***	-	-	-	-	173,200	-
Police	Vehicles for (2) Sergeant Positions ***Addition to Fleet***	-	-	-	-	167,200	-
Animal Services	Truck with Chassis Mount for Field Officer ***Addition to Fleet***	-	-	-	-	95,100	-
Fire	Vehicle for Battalion Chief-Administration ***Addition to Fleet***	-	-	-	-	92,800	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Police	Replace 2016 Ford Police Interceptor Utility Asset # 14301	-	-	-	-	91,400	-
Police	Replace 2017 Ford Police Interceptor Utility Asset # 14323	-	-	-	-	91,400	-
Police	Replace 2017 Ford Police Interceptor Utility Asset # 14462	-	-	-	-	91,400	-
Police	Replace 2017 Ford Police Interceptor Utility Asset # 14463	-	-	-	-	91,400	-
Police	Replace 2017 Ford Police Interceptor Utility Asset # 14468	-	-	-	-	91,400	-
Police	Replace 2018 Ford Police Interceptor Utility Asset # 14596	-	-	-	-	91,400	-
Police	Replace 2016 Ford Police Interceptor Utility Asset # 14297	-	-	-	-	91,400	-
Police	Replace 2016 Ford Police Interceptor Utility Asset # 14298	-	-	-	-	91,400	-
Police	Replace 2018 Ford Police Interceptor Utility Asset # 14600	-	-	-	-	91,400	-
Police	Vehicle for Police Officer for VCES ***Addition to Fleet***	-	-	-	-	91,400	-
Police	Replace 2016 Ford Police Interceptor Utility Asset # 14296	-	-	-	-	91,400	-
Fire	Replace Haz-Mat Vehicle Asset # 11912	-	-	-	-	88,900	-
Fire	Vehicle for Training Officer ***Addition to Fleet***	-	-	-	-	84,400	-
Streets	Replace 2017 Ram Crew Cab 4x2 Utility Asset # 14498	-	-	-	-	82,800	-
Streets	Utility Body Truck for Construction Crew ***Addition to Fleet***	-	-	-	-	82,800	-
Traffic Signals	Signal Replacement and Upgrades	-	-	-	-	70,650	70,650
Police	Replace Ford 2016 Ford F-150 Super Crew 4x2 Asset # 14285	-	-	-	-	66,400	-
Parks	Trucks for Park Rangers (2) ***Addition to Fleet***	-	-	-	-	61,400	-
Code Compliance	Replace 2016 Chevrolet Colorado Crew Cab Asset # 14150	-	-	-	-	60,300	-

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Parks	Replace 2016 Ford F-250 Super Cab 4x2 Asset # 14316	-	-	-	-	58,000	-
Code Compliance	Replace 2016 Ford F-150 Regular Cab 4x2 Asset # 14282	-	-	-	-	55,300	-
Parks	Replace 2014 Ford F-150 Regular Cab 4x2 Asset # 13878	-	-	-	-	55,300	-
Parks	Replace 2018 F-150 Regular Cab 4x2 Asset # 14589	-	-	-	-	55,300	-
Streets	Vehicle for Street Foreman ***Addition to Fleet***	-	-	-	-	55,300	-
City Manager	Neighborhood Lighting & Sidewalk Program - 5 NPDs	-	-	-	-	50,000	-
Police	Replace 2016 Ford Fusion Asset # 14022	-	-	-	-	45,900	-
Police	Replace 2016 Ford Taurus Asset # 14280	-	-	-	-	45,900	-
Police	Replace 2014 Ford Fusion Asset # 13845	-	-	-	-	45,900	-
Police	Replace 2016 Ford Fusion Asset # 14021	-	-	-	-	45,900	-
Police	Vehicle for Sergeant for CID ***Addition to Fleet***	-	-	-	-	45,900	-
Parks	Replace 2021 Bad Boy Mower 72" Deck Asset # 15393	-	-	-	-	18,300	-
Parks	Replace 2021 Bad Boy Mower 72" Deck Asset # 15394	-	-	-	-	18,300	-
Police	Vehicles for (4) Police Officers for COPS ***Addition to Fleet***	-	-	-	-	-	365,600
Police	SWAT Robot	-	-	-	-	-	99,000
Police	Replace 2017 Ford Police Interceptor Utility Asset # 14475	-	-	-	-	-	94,100
Police	Replace 2017 Ford Police Interceptor Utility Asset # 14476	-	-	-	-	-	94,100
Police	Replace 2017 Ford Police Interceptor Utility Asset # 14680	-	-	-	-	-	94,100
Police	Replace 2016 Ford Police Interceptor Utility Asset # 14292	-	-	-	-	-	94,100

## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Police	Replace 2016 Ford Police Interceptor Utility Asset # 14293	-	-	-	-	-	94,100
Police	Replace 2016 Ford Police Interceptor Utility Asset # 14295	-	-	-	-	-	94,100
Police	Replace 2017 Ford Police Interceptor Utility Asset # 14461	-	-	-	-	-	94,100
Police	Replace 2017 Ford Police Interceptor Utility Asset # 14461	-	-	-	-	-	94,100
Police	Replace 2017 Ford Police Interceptor Utility Asset # 14469	-	-	-	-	-	94,100
Police	Replace 2018 Ford Police Interceptor Utility Asset # 14594	-	-	-	-	-	94,100
Police	Replace 2018 Ford Police Interceptor Utility Asset # 14595	-	-	-	-	-	94,100
Police	Replace 2018 Ford Police Interceptor Utility Asset # 14599	-	-	-	-	-	94,100
Police	Replace 2018 Ford Police Interceptor Utility Asset # 14603	-	-	-	-	-	94,100
Police	Replace 2019 Ford Police Interceptor Utility Asset # 14943	-	-	-	-	-	94,100
Police	Replace 2019 Ford Police Interceptor Utility Asset # 14944	-	-	-	-	-	94,100
Police	Vehicles for Police Officers for VCES ***Addition to Fleet***	-	-	-	-	-	94,100
Police	Vehicle for Sergeant for COPS ***Addition to Fleet***	-	-	-	-	-	94,100
Fire	Vehicle for Training Officer ***Addition to Fleet***	-	-	-	-	-	84,600
Police	Replace 2019 Ford F-250 Regular Cab Asset # 14606	-	-	-	-	-	68,400
Solid Waste	Replace 2017 Ford F-250 Regular Cab Asset #14513	-	-	-	-	-	67,300
Police	Vehicle for Training Officer ***Addition to Fleet***	-	-	-	-	-	62,100
City Manager	Neighborhood Lighting & Sidewalk Program - 6 NPDs	-	-	-	-	-	60,000
Fire	Vehicle for Deputy Fire Marshal ***Addition to Fleet***	-	-	-	-	-	60,000



## CAPITAL SUMMARY - GENERAL FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Parks	Replace 2017 Ford F-250 Super Cab Asset # 14495	-	-	-	-	-	59,700
Code Compliance	Vehicle for Code Compliance Officer I ***Addition to Fleet**	-	-	-	-	-	57,000
Information Technology	Door Control Access Upgrade	-	-	-	-	-	50,000
Police	Replace 2018 Ford Fusion Asset # 14520	-	-	-	-	-	47,300
Code Compliance	Replace 2019 Toro Workman GTX Utility Vehicle Asset # 15187	-	-	-	-	-	40,300
Code Compliance	Replace 2018 Tennant Green Machine Sweeper Asset # 14783	-	-	-	-	-	38,000
Sammons Golf	Replace 2012 Toro Sand Pro Asset # 13637	-	-	-	-	-	20,000
Parks	Replace 2016 Toro Workman Utility Vehicle Asset # 14460	-	-	-	-	-	19,100
Code Compliance	Replace 2022 Bad Boy Rogue Mower Asset # 15616	-	-	-	-	-	18,700
Code Compliance	Replace 2022 Bad Boy Rogue Mower Asset # 15617	-	-	-	-	-	18,700
Parks	Replace 2022 Hustler Super Z Mower 72" Deck Asset # 15641	-	-	-	-	-	18,700
Parks	Replace 2022 Hustler Super Z Mower 72" Deck Asset # 15642	-	-	-	-	-	18,700
Parks	Replace 2022 Hustler Super Z Mower 72" Deck Asset # 15690	-	-	-	-	-	18,700
Sammons Golf	Replace 2013 Toro Tri-Flex Greensmaster Mower Asset # 13750	-	-	-	-	-	18,700
Sammons Golf	Replace 2013 Z-Master Mower Asset # 13836	-	-	-	-	-	18,700
Code Compliance	Replace 2016 Hustler Raptor SD Mower Asset # 14303	-	-	-	-	-	9,500
<b>Total Capital</b>		<b>\$ 4,429,150</b>	<b>\$ 4,767,950</b>	<b>\$ 4,368,900</b>	<b>\$ 5,349,700</b>	<b>\$ 4,449,650</b>	<b>\$ 4,314,150</b>

Dues and Subscriptions	\$ 5,000	\$ 22,600	\$ 33,052	\$ 33,713	\$ 34,387	\$ 35,075
Fuel	16,685	37,164	55,856	120,076	189,723	228,793
Insurance	2,201	7,150	12,189	30,650	59,692	80,636
Repair & Maintenance	6,150	24,150	50,100	90,300	144,750	206,700
<b>Total Cumulative Operating Impact</b>	<b>\$ 30,036</b>	<b>\$ 91,064</b>	<b>\$ 151,198</b>	<b>\$ 274,739</b>	<b>\$ 428,553</b>	<b>\$ 551,205</b>

## PERSONNEL SUMMARY - GENERAL FUND

Department	Full Time <sup>1</sup>			Part Time <sup>1</sup>			Total F.T.E			2024 vs 2023 Increase/ (Decrease)
	Actual 2022	Actual 2023	Budget 2024	Actual 2022	Actual 2023	Budget 2024	Actual 2022	Actual 2023	Budget 2024	
<b>GENERAL FUND</b>										
<b>General Government:</b>										
CITY ATTORNEY	10.00	11.00 <sup>2</sup>	11.00	-	-	-	10.00	11.00	11.00	-
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	4.00	4.00	4.00	-	-	-	4.00	4.00	4.00	-
COMMUNICATIONS & MARKETING	9.25	12.25 <sup>6,7</sup>	12.25	-	-	-	9.25	12.25	12.25	-
FACILITY SERVICES	20.54	20.54	21.04 <sup>19</sup>	-	-	-	20.54	20.54	21.04	0.50
FINANCE	15.00	16.00 <sup>3</sup>	16.00	-	-	-	15.00	16.00	16.00	-
FLEET SERVICES	22.50	22.50	22.50	-	1.23 <sup>18</sup>	1.23	22.50	23.73	23.73	-
HOUSING & COMMUNITY DEVELOPMENT	4.95	5.48 <sup>1</sup>	5.63 <sup>1</sup>	-	-	-	4.95	5.48	5.63	0.15
INFORMATION TECHNOLOGY SERVICES	22.20	22.20	24.00 <sup>21</sup>	-	-	-	22.20	22.20	24.00	1.80
PEOPLE OPERATIONS	8.00	11.00 <sup>4,5</sup>	12.00 <sup>20</sup>	0.63	- <sup>4</sup>	-	8.63	11.00	12.00	1.00
PERFORMANCE EXCELLENCE	8.00	6.00 <sup>5</sup>	5.00 <sup>22</sup>	-	-	-	8.00	6.00	5.00	(1.00)
PERMITS / INSPECTIONS	10.00	13.00 <sup>8</sup>	14.00 <sup>23</sup>	-	-	-	10.00	13.00	14.00	1.00
PLANNING & DEVELOPMENT	8.75	8.70 <sup>1</sup>	10.00 <sup>1,24</sup>	-	-	-	8.75	8.70	10.00	1.30
PURCHASING	8.00	8.00	7.50 <sup>19</sup>	-	-	-	8.00	8.00	7.50	(0.50)
<b>Public Safety:</b>										
ANIMAL SERVICES	8.00	10.00 <sup>9</sup>	11.00 <sup>25</sup>	-	-	-	8.00	10.00	11.00	1.00
CODE COMPLIANCE	16.80	18.70 <sup>1,10</sup>	21.70 <sup>26</sup>	0.63	0.63	0.63	17.43	19.33	22.33	3.00
FIRE	125.00	126.00 <sup>11</sup>	128.00 <sup>27</sup>	-	-	-	125.00	126.00	128.00	2.00
MUNICIPAL COURT	12.00	12.00	12.00	0.03	0.03	0.03	12.03	12.03	12.03	-
POLICE	192.00	202.00 <sup>12</sup>	202.00	0.63	0.63	0.63	192.63	202.63	202.63	-
<b>Highways and Streets:</b>										
ENGINEERING	6.63	6.63	9.15 <sup>28,29</sup>	-	-	-	6.63	6.63	9.15	2.52
STREETS	28.94	30.94 <sup>13</sup>	30.94	-	-	-	28.94	30.94	30.94	-
TRAFFIC CONTROL	5.58	5.58	5.58	-	-	-	5.58	5.58	5.58	-
<b>Solid Waste:</b>										
SOLID WASTE	64.50	67.50 <sup>14</sup>	70.50 <sup>30</sup>	-	-	-	64.50	67.50	70.50	3.00
<b>Parks and Recreation:</b>										
GOLF COURSE	12.53	14.28 <sup>15</sup>	14.28	6.88	5.88 <sup>15</sup>	5.88	19.41	20.16	20.16	-
LIBRARY	20.00	20.00	21.50 <sup>31</sup>	8.40	8.40	8.40	28.40	28.40	29.90	1.50
PARKS	41.58	47.83 <sup>16</sup>	46.95 <sup>32</sup>	0.46	0.46	0.46	42.04	48.29	47.41	(0.88)
PARKS & RECREATION ADMIN SERVICES	3.12	5.12 <sup>15,16</sup>	7.00 <sup>33</sup>	-	-	-	3.12	5.12	7.00	1.88
RECREATION	23.23	23.23	27.23 <sup>34</sup>	51.00	51.00	50.50 <sup>34</sup>	74.23	74.23	77.73	3.50
<b>Airport:</b>										
AIRPORT	12.00	15.00 <sup>17</sup>	15.00	1.38	1.38	1.38	13.38	16.38	16.38	-
<b>GENERAL FUND TOTAL (F.T.E.)</b>	<b>734.10</b>	<b>776.48</b>	<b>798.75</b>	<b>70.03</b>	<b>69.63</b>	<b>69.13</b>	<b>804.13</b>	<b>846.11</b>	<b>867.88</b>	<b>21.77</b>

## PERSONNEL SUMMARY - GENERAL FUND

Department	Total F.T.E				
	Forecasted 2025	Forecasted 2026	Forecasted 2027	Forecasted 2028	Forecasted 2029
<b>GENERAL FUND</b>					
<b><u>General Government:</u></b>					
CITY ATTORNEY	11.00	11.00	12.00 <sup>65</sup>	12.00	12.00
CITY COUNCIL	5.00	5.00	5.00	5.00	5.00
CITY MANAGER	6.00	6.00	6.00	6.00	6.00
CITY SECRETARY	4.00	4.00	4.00	4.00	4.00
COMMUNICATIONS & MARKETING	12.25	12.25	14.25 <sup>68</sup>	15.25 <sup>78</sup>	16.25 <sup>88</sup>
FACILITY SERVICES	23.04 <sup>35</sup>	26.04 <sup>49</sup>	26.04	26.04	27.04 <sup>87</sup>
FINANCE	16.00	17.00 <sup>50</sup>	17.00	18.00 <sup>77</sup>	18.00
FLEET SERVICES	24.73 <sup>36</sup>	25.73 <sup>51</sup>	25.73	25.73	25.73
HOUSING & COMMUNITY DEVELOPMENT	6.63 <sup>37</sup>	7.63 <sup>52</sup>	7.63	7.63	7.63
INFORMATION TECHNOLOGY SERVICES	27.50 <sup>39</sup>	28.50 <sup>54</sup>	29.50 <sup>67</sup>	29.50	29.50
PEOPLE OPERATIONS	13.00 <sup>38</sup>	14.00 <sup>53</sup>	15.00 <sup>66</sup>	15.00	15.00
PERFORMANCE EXCELLENCE	6.00 <sup>48</sup>	6.00	6.00	6.00	6.00
PERMITS / INSPECTIONS	14.00	14.00	14.00	14.00	14.00
PLANNING & DEVELOPMENT	10.00	11.00 <sup>55</sup>	11.00	12.00 <sup>79</sup>	12.00
PURCHASING	7.50	7.50	7.50	7.50	7.50
<b><u>Public Safety:</u></b>					
ANIMAL SERVICES	11.00	12.00 <sup>56</sup>	14.00 <sup>69</sup>	16.00 <sup>80</sup>	16.00
CODE COMPLIANCE	22.33	23.33 <sup>57</sup>	24.33 <sup>70</sup>	24.33	25.33 <sup>89</sup>
FIRE	140.00 <sup>40</sup>	150.00 <sup>58</sup>	159.00 <sup>71</sup>	179.00 <sup>81</sup>	187.00 <sup>90</sup>
MUNICIPAL COURT	12.03	12.53 <sup>59</sup>	12.53	12.53	12.53
POLICE	202.63	203.63 <sup>60</sup>	212.63 <sup>72</sup>	225.63 <sup>82</sup>	239.63 <sup>91</sup>
<b><u>Highways and Streets:</u></b>					
ENGINEERING	9.15	9.15	9.15	10.15 <sup>83</sup>	10.15
STREETS	38.94 <sup>41</sup>	41.94 <sup>61</sup>	44.94 <sup>73</sup>	50.94 <sup>84</sup>	50.94
TRAFFIC CONTROL	6.58 <sup>42</sup>	6.58	6.58	6.58	6.58
<b><u>Solid Waste:</u></b>					
SOLID WASTE	77.50 <sup>43</sup>	80.50 <sup>62</sup>	84.50 <sup>74</sup>	88.50 <sup>85</sup>	92.50 <sup>92</sup>
<b><u>Parks and Recreation:</u></b>					
GOLF COURSE	21.16 <sup>44</sup>	21.16	21.16	21.16	21.16
LIBRARY	29.90	34.90 <sup>63</sup>	35.90 <sup>75</sup>	35.90	36.90 <sup>93</sup>
PARKS	50.41 <sup>45</sup>	51.41 <sup>64</sup>	55.41 <sup>76</sup>	57.41 <sup>86</sup>	57.41
PARKS & RECREATION ADMIN SERVICES	7.00	7.00	7.00	7.00	7.00
RECREATION	78.73 <sup>46</sup>	78.73	78.73	78.73	78.73
<b><u>Airport:</u></b>					
AIRPORT	16.88 <sup>47</sup>	16.88	16.88	16.88	16.88
<b>GENERAL FUND TOTAL (F.T.E.)</b>	<b>910.88</b>	<b>945.38</b>	<b>983.38</b>	<b>1,034.38</b>	<b>1,064.38</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 - In FY 2023, one Assistant City Attorney position was authorized and funded to serve as a legal advisor to the Police Department.

3 - In FY 2023, an Accountant I position was authorized and funded.

4 - In FY 2023, a part time Records Technician was reclassified to a full time Human Resources Technician.

5 - During FY 2023, the HRIS Manager position was reclassified to a Total Rewards Division Director. The Organizational Development Manager position and the Safety Coordinator position were moved from Performance Excellence to People Operations.

6 - In FY 2023, one Recruiting & Outreach Coordinator position and one Marketing Specialist was authorized and funded.

7 - During FY 2023, one Graphic Designer position was reclassified to a Creative Services Manager and the Recruiting & Outreach Coordinator was reclassified to a Talent Marketing Specialist. In addition, one Marketing Specialist was added.

8 - In FY 2023, two Combination Building Inspector I positions and one Permit Technician position were authorized and funded.

9 - During FY 2023, one Animal Control Officer and one Animal Shelter Technician was added.

10 - In FY 2023, one Parking Enforcement Official was authorized and funded.

11 - In FY 2023, one Plans Reviewer/Inspector position was authorized and funded.

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

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

14 - In FY 2023, two Solid Waste Drivers and one Customer Service Representative I positions was authorized and funded.

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

16 - In FY 2023, the following positions was 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 was changed to 100% PARD Administration.

17 - In FY 2023, one FBO Manager and two Customer Service Representative I positions were added.

18 - During FY 2023, the summer apprentice program was initiated.

19 - In FY 2024, the Director of Purchasing & Facility Services will be funded 50% Purchasing and 50% Facility Services.

20 - In FY 2024, a Benefits Administrator position will be added.

21 - In FY2024, funding allocations for the following position will change to:

- \* Two GIS Analysts from 40% Information Technology, 20% Drainage, 40% PW Admin to 100% Information Technology, and
- \* GIS Technician from 40% Information Technology, 30% Drainage, 30% PW Admin to 100% Information Technology.

22 - In FY 2024, the Equity Manager position will be eliminated.

23 - In FY 2024, one Combination Building Inspector will be added.

24 - In FY 2024, the Office Assistant II position will be moved from Downtown Development to Planning.

25 - In FY 2024, one Animal Shelter Technician will be added.

26 - In FY 2024, The Customer Service Coordinator position will be reclassified to a Customer Service Manager. In addition, an Administrative Assistant II, a Lead Transform Temple Agent, and a Transform Temple Agent will be added.

27 - In FY 2024, one Administrative Assistant II position will be added and one Fire Captain position will be added for the Deputy Fire Marshal.

28 - In FY2024, funding allocations for the following position will change:

- \* City Engineer from 34% Engineering, 33% Drainage, 33% PW Admin to 70% Engineering and 30% PW Admin;
- \* Deputy City Engineer from 40% Engineering, 20% Drainage, 40% PW Admin to 50% Engineering and 50% PW Admin;
- \* Director of Public Works from 10% Engineering, 20% Drainage, 70% PW Admin to 45% Engineering, 10% Drainage, and 45% PW Admin; and
- \* Senior Project Engineer from 34% Engineering, 33% Drainage, 33% PW Admin to 50% Engineering and 50% PW Admin.

## PERSONNEL SUMMARY - GENERAL FUND

29 - In FY 2024, an additional Project Engineer will be authorized and funded.

30 - In FY 2024, one Maintenance Worker position will be reclassified to an Equipment Operator I position. In addition, one Heavy Duty Truck Technician I position and two Solid Waste Driver positions will be added.

31 - In FY 2024, one Facility Manager and one Assistant Director of Library will be added. Both positions will be split funded 50% Library (General Fund) and 50% Railroad Museum (Hotel/Motel Fund). The Director of Library will change funding from 100% Library (General Fund) to 50% Library (General Fund) and 50% Railroad Museum (Hotel/Motel Fund). The Museum Archivist will move from Railroad Museum (Hotel/Motel Fund) to Library (General Fund).

32 - In FY 2024, the Administrative Assistant II position will be reclassified to a Cemetery Services Coordinator. The Operations Coordinator will be reclassified to an Operations Manager position and the funding will be changed to 100% Parks and Recreation Administration.

33 - In FY 2024, an Executive Support Coordinator position will be added. The Operations Coordinator position will be reclassified to an Operations Manager position and the funding will change to 100% Parks and Recreation Administration.

34 - In FY 2024, a Special Events Assistant and two Program Coordinators will be added. In addition, the following organizational changes will occur: Administrative Assistant I - PT to a full time Athletics Assistant, one Senior Program Coordinator to Program Coordinator, five Recreation Specialists to Program Coordinators, Assistant Program Coordinator to Program Coordinator, Recreation Leader II to Administrative Assistant II, three Program Coordinator positions to Program Managers, and one Program Manager to Operations Manager.

35 - In FY 2025, one Building Improvement Technician and one Project Manager position will be authorized and funded. In addition, one Project Coordinator will be reclassified to a Project Manager.

36 - In FY 2025, one Automotive Technician II position will be authorized and funded.

37 - In FY 2025, one Grant Coordinator position will be authorized and funded.

38 - In FY 2025, one People Operations Generalist position will be authorized and funded.

39 - In FY 2025, the following positions will be authorized and funded: Network Support Technician, Technical Trainer, GIS Analyst and GIS Intern - PT.

40 - In FY 2025, the following positions will be authorized and funded: three Battalion Chiefs, six Fire Drivers, and three Firefighters.

41 - In FY 2025, the following positions will be authorized and funded: three Crew Leaders, one Equipment Operator II, two Equipment Operator I positions, one Heavy Duty Truck Technician I and one Maintenance Worker.

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

43 - In FY 2025, the following positions will be authorized and funded: five Solid Waste Drivers, one Maintenance Worker and one Recycling Assistant.

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

45 - In FY 2025, the following positions will be authorized and funded: one Landscape Spray Technician and two Maintenance Workers.

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

47 - In FY 2025, one Customer Service Representative I - PT will be made full time position.

48 - In FY 2025, one Business Analyst position will be authorized and funded.

49 - In FY 2026, one Project Coordinator position and two Custodian positions will be authorized and funded.

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

51 - In FY 2026, one Inventory Specialist position will be authorized and funded.

52 - In FY 2026, one Resources Coordinator position will be authorized and funded.

53 - In FY 2026, one Training Coordinator position will be authorized and funded.

54 - In FY 2026, one Network Analyst position will be authorized and funded.

55 - In FY 2026, one Planning Manager position will be authorized and funded.

56 - In FY 2026, one Animal Control Officer position will be authorized and funded.

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

58 - In FY 2026, the following positions will be authorized and funded: One Fleet Services Coordinator, three Fire Drivers and six Firefighters. In addition, one Battalion Chief will be reclassified to an Assistant Fire Chief.

59 - In FY 2026, one Administrative Assistant I - PT will be authorized and funded.

60 - In FY 2026, one Accreditation Coordinator position will be authorized and funded.

61 - In FY 2026, the following positions will be authorized and funded: one Crew Leader II, one Equipment Operator I and one Maintenance Worker.

62 - In FY 2026, two Solid Waste Driver positions and one Maintenance Worker position will be authorized and funded.

63 - In FY 2026, the following positions will be authorized and funded: One Branch Manager, two Librarians, one Library Specialist and two Circulation Technician - PT positions.

## PERSONNEL SUMMARY - GENERAL FUND

64 - In FY 2026, one Maintenance Workers position will be authorized and funded.

65 - In FY 2027, one Project Manager position will be authorized and funded.

66 - In FY 2027, one People Operations Generalist position will be authorized and funded.

67 - In FY 2027, one IT Security Administrator Position will be authorized and funded.

68 - In FY 2027, one Community Engagement Specialist and one Marketing Specialist will be authorized and funded.

69 - In FY 2027, one Animal Control Officer and one Animal Shelter Technician will be authorized and funded.

70 - In FY 2027, one Code Compliance Officer I position will be authorized and funded.

71 - In FY 2027, the following positions will be authorized and funded: one Assistant Program Manager, one Office Assistant II, one Deputy Fire Marshall and six Firefighters.

72 - In FY 2027, the following positions will be authorized and funded: one Administrative Assistant I, two Sergeants and six Police Officers.

73 - In FY 2027, the following positions will be authorized and funded: One Crew Leader II, one Foreman II and one Maintenance Worker.

74 - In FY 2027, the following positions will be authorized and funded: one Customer Service Representative I, two Maintenance Works positions and one Solid Waste Driver.

75 - In FY 2027, one Librarian position will be authorized and funded.

76 - In FY 2027, the following positions will be authorized and funded: one Lead Park Ranger, one Park Ranger and two Maintenance Worker positions.

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

78 - In FY 2028, one Webmaster position will be authorized and funded.

79 - In FY 2028, one Business Navigator position will be authorized and funded.

80 - In FY 2028, one Animal Control Officer and one Animal Shelter Technician will be authorized and funded.

81 - In FY 2028, the following positions will be authorized and funded: two Battalion Chiefs, five Fire Captains, four Fire Drivers and 9 Firefighters.

82 - In FY 2028, the following positions will be authorized and funded: three Sergeants and ten Police Officers.

83 - In FY 2028, one Project Engineer position will be authorized and funded.

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

85 - In FY 2028, four Solid Waste Drivers will be authorized and funded.

86 - In FY 2028, two Park Ranger positions will be authorized and funded.

87 - In FY 2029, one Building Maintenance Technician position will be authorized and funded.

88 - In FY 2029, one Assistant Director of Communications & Marketing will be authorized and funded.

89 - In FY 2029, one Code Compliance Officer I will be authorized and funded.

90 - In FY 2029, the following positions will be authorized and funded: one Deputy Fire Marshall, one Fire Captain, three Firefighters, one Data Analyst, one Programs Specialist and one Technology Technician.

91 - In FY 2029, the following positions will be authorized and funded: one Sergeant, eight Police Officers, one Training Officer, one Program Coordinator, one Management Analyst, one Crime Scene Supervisor and one Facility Maintenance Staff.

92 - In FY 2029, one Code Compliance Officer I and three Solid Waste Drivers will be authorized and funded.

93 - In FY 2029, one Assistant Director of Library will be authorized and funded.







## FINANCIAL SUMMARY - HOTEL/MOTEL TAX FUND

	Actual		FY 2023 AMENDED Budget @ 06/30/23	FY 2024 ADOPTED Budget	+(-)
	09/30/21	09/30/22			
<b>Revenues:</b>					
Taxes	\$ 1,854,579	\$ 2,371,876	\$ 2,401,405	\$ 2,803,176	\$ 401,771
Charges for services	261,216	472,364	401,566	501,200	99,634
Intergovernmental	2,235	-	-	-	-
Interest and other	11,919	32,865	18,330	102,714	84,384
<b>Total revenues</b>	<b>2,129,949</b>	<b>2,877,105</b>	<b>2,821,301</b>	<b>3,407,090</b>	<b>585,789</b>
<b>Expenditures:</b>					
Mayborn center	667,012	770,648	1,343,458	1,581,882	238,424
Destination marketing / main street program	630,803	836,766	1,030,299	1,049,189	18,890
Railroad museum	480,002	491,797	748,384	705,317	(43,067)
<b>Debt Service:</b>					
Principal	3,460	2,883	2,904	2,996	92
Interest	64	266	246	154	(92)
<b>Total expenditures</b>	<b>1,781,341</b>	<b>2,102,360</b>	<b>3,125,291</b>	<b>3,339,538</b>	<b>214,247</b>
Excess (deficiency) of revenues over expenditures	348,608	774,745	(303,990)	67,552	371,542
<b>Other financing sources:</b>					
Transfers out - Debt Service	(67,551)	(67,551)	(67,552)	(67,552)	-
Leases (as lessee)	-	11,894	-	-	-
<b>Total other financing sources</b>	<b>(67,551)</b>	<b>(55,657)</b>	<b>(67,552)</b>	<b>(67,552)</b>	<b>-</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	281,057	719,088	(371,542)	-	371,542
Fund balance, beginning of year	1,385,746	1,666,803	2,385,891	2,014,349	(371,542)
Fund balance, end of year	<b>\$ 1,666,803</b>	<b>\$ 2,385,891</b>	<b>\$ 2,014,349</b>	<b>\$ 2,014,349</b>	<b>\$ -</b>
<b>Total Hotel/Motel Tax Fund Expenditures - By Category</b>					
Personnel services	\$ 1,255,018	\$ 1,301,419	\$ 1,713,849	\$ 1,844,389	\$ 130,540
Operations	512,732	723,580	1,122,139	1,246,499	124,360
Capital outlay	10,067	74,212	286,153	245,500	(40,653)
Debt service	3,524	3,149	3,150	3,150	-
Contingency <sup>(1)</sup>	-	-	-	-	-
<b>Fund Total</b>	<b>\$ 1,781,341</b>	<b>\$ 2,102,360</b>	<b>\$ 3,125,291</b>	<b>\$ 3,339,538</b>	<b>\$ 214,247</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 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget	FY 2029 FORECASTED Budget
<b>Revenues:</b>					
Taxes	\$ 2,913,503	\$ 3,028,207	\$ 3,147,463	\$ 3,271,451	\$ 3,400,360
Charges for services	511,224	521,448	531,878	542,513	553,363
Intergovernmental	-	-	-	-	-
Interest and other	92,800	78,000	73,000	73,000	69,200
<b>Total revenues</b>	<b>3,517,527</b>	<b>3,627,655</b>	<b>3,752,341</b>	<b>3,886,964</b>	<b>4,022,923</b>
<b>Expenditures:</b>					
Mayborn center	1,394,369	1,409,626	1,494,484	1,548,823	1,564,032
Destination marketing / main street program	1,179,828	1,238,485	1,216,930	1,235,661	1,294,684
Railroad museum	872,627	908,841	970,224	1,031,777	1,093,504
<b>Debt Service:</b>					
Principal	3,090	3,090	3,090	3,090	3,090
Interest	61	61	61	61	61
<b>Total expenditures</b>	<b>3,449,975</b>	<b>3,560,103</b>	<b>3,684,789</b>	<b>3,819,412</b>	<b>3,955,371</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)
Leases (as lessee)	-	-	-	-	-
<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	2,014,349	2,014,349	2,014,349	2,014,349	2,014,349
Fund balance, end of year	<b>\$ 2,014,349</b>	<b>\$ 2,014,349</b>	<b>\$ 2,014,349</b>	<b>\$ 2,014,349</b>	<b>\$ 2,014,349</b>
<b>Total Hotel/Motel Tax Fund Expenditures - By Category</b>					
Personnel services	\$ 1,981,641	\$ 2,011,365	\$ 2,041,536	\$ 2,072,160	\$ 2,103,240
Operations	1,131,096	1,189,023	1,166,727	1,184,703	1,242,964
Capital outlay	306,900	300,000	400,000	500,000	600,000
Debt service	3,151	3,151	3,151	3,151	3,151
Contingency <sup>(1)</sup>	27,187	56,564	73,375	59,398	6,016
<b>Fund Total</b>	<b>\$ 3,449,975</b>	<b>\$ 3,560,103</b>	<b>\$ 3,684,789</b>	<b>\$ 3,819,412</b>	<b>\$ 3,955,371</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 2025 through FY 2029
- All other charges for services related to the Railroad Heritage Museum and Mayborn Convention Center are estimated to increase 2.00% annually for FY 2025 through FY 2029

### Expenditures

- Personnel costs also include new positions planned for in FY 2025 through FY 2029, as well as proposed general government pay increases
- Personnel costs are estimated to increase 1.50% in FY 2025 through FY 2029
- Operational costs are estimated to increase 1.50% in FY 2025 through FY 2029
- Contingency placeholders are included in FY 2025 through FY 2029
- Transfers out include repayment of the LoanStar Loan Energy Program of \$67,522 in FY 2025 through FY 2029

## CAPITAL SUMMARY - HOTEL/MOTEL TAX FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Mayborn Center	Audio/Visual Equipment Upgrades, Phase II (Meeting Rooms, Planning Rooms, Lobby & Corridors)	\$ 156,000	\$ -	\$ -	\$ -	\$ -	\$ -
Mayborn Center	Mayborn Center & Cultural Activites Center Fence Replacement	89,500	-	-	-	-	-
Mayborn Center	Facility Improvements - Mayborn Projects will result from the Venue Master Plan underway)	-	125,000	150,000	200,000	250,000	300,000
Railroad & Heritage Museum	Facility Improvements - Museum Projects will result from the Venue Master Plan underway)	-	125,000	150,000	200,000	250,000	300,000
Mayborn Center	Replace 2008 Ford F150 Super Cab, Add Lift Gate Asset #12785	-	56,900	-	-	-	-
<b>Total Capital</b>		<b>\$ 245,500</b>	<b>\$ 306,900</b>	<b>\$ 300,000</b>	<b>\$ 400,000</b>	<b>\$ 500,000</b>	<b>\$ 600,000</b>

Dues and Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fuel	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-
<b>Total Cumulative Operating Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## PERSONNEL SUMMARY - HOTEL/MOTEL TAX FUND

Department	Full Time			Part Time			Total F.T.E			2024 vs 2023 Increase/ (Decrease)
	Actual 2022	Actual 2023	Budget 2024	Actual 2022	Actual 2023	Budget 2024	Actual 2022	Actual 2023	Budget 2024	
HOTEL/MOTEL TAX FUND										
DESTINATION MARKETING	6.00	5.00 <sup>1</sup>	5.00	0.63	- <sup>1</sup>	-	6.63	5.00	5.00	-
MAIN STREET PROGRAM	1.00	2.00 <sup>2</sup>	1.00 <sup>4</sup>	0.50	- <sup>2</sup>	-	1.50	2.00	1.00	(1.00)
MAYBORN CENTER	8.00	9.00 <sup>3</sup>	9.00	4.75	4.75	4.75	12.75	13.75	13.75	-
RAILROAD & HERITAGE MUSEUM	5.00	5.00	5.50 <sup>5</sup>	1.63	1.63	1.63	6.63	6.63	7.13	0.50
HOTEL/MOTEL TAX FUND TOTAL (F.T.E.)	20.00	21.00	20.50	7.50	6.38	6.38	27.50	27.38	26.88	(0.50)

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

2 - In FY 2023, the part time Office Assistant II position was made full time.

3 - In FY 2023, one Food & Beverage Coordinator position was authorized and funded.

4 - In FY 2024, the Office Assistant II position will be moved from Main Street Programming to Planning.

5 - In FY 2024, an Assistant Director of Library and a Facility Manager position will be added that will be funded 50% Hotel/Motel Fund (Railroad) and 50% General Fund (Library). The Director of Library position will change funding from 100% General Fund (Library) to 50% Hotel/Motel Fund (Railroad) and 50% General Fund (Library). The Museum Archivist will move from Hotel/Motel Fund (Railroad) to General Fund (Library).

## PERSONNEL SUMMARY - HOTEL/MOTEL TAX FUND

Department	Total F.T.E				
	Forecasted 2025	Forecasted 2026	Forecasted 2027	Forecasted 2028	Forecasted 2029
<b>HOTEL/MOTEL TAX FUND</b>					
DESTINATION MARKETING	6.00 <sup>6</sup>	6.00	6.00	6.00	6.00
MAIN STREET PROGRAM	1.00	1.00	1.00	1.00	1.00
MAYBORN CENTER	13.75	13.75	13.75	13.75	13.75
RAILROAD & HERITAGE MUSEUM	7.13	7.13	7.13	7.13	7.13
<b>HOTEL/MOTEL TAX FUND TOTAL (F.T.E.)</b>	<b>27.88</b>	<b>27.88</b>	<b>27.88</b>	<b>27.88</b>	<b>27.88</b>

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

## FINANCIAL SUMMARY - FEDERAL/STATE GRANT FUND

	Actual		FY 2023 AMENDED Budget @ 06/30/23	FY 2024 ADOPTED Budget	+(-)
	09/30/21	09/30/22			
<b>Revenues:</b>					
Intergovernmental	\$ 3,680,129	\$ 5,829,951	\$ 11,626,120	\$ 778,505	\$ (10,847,615)
<b>Total revenues</b>	<b>3,680,129</b>	<b>5,829,951</b>	<b>11,626,120</b>	<b>778,505</b>	<b>(10,847,615)</b>
<b>Expenditures:</b>					
General government	494,771	890,037	5,756,318	408,413	(5,347,905)
Public safety	458,698	2,044,696	264,430	104,099	(160,331)
Sanitation	160,557	282,127	12,000	-	(12,000)
Health and welfare	596,914	701,303	2,341,264	265,993	(2,075,271)
Highways and streets	307,090	1,423,292	4,092,136	-	(4,092,136)
Parks and recreation	-	655,882	-	-	-
Airport	1,769,539	59,486	571,500	-	(571,500)
<b>Total expenditures</b>	<b>\$ 3,787,569</b>	<b>\$ 6,056,823</b>	<b>13,037,648</b>	<b>778,505</b>	<b>(12,259,143)</b>
Excess (deficiency) of revenues over expenditures	(107,440)	(226,872)	(1,411,528)	-	1,411,528
<b>Other financing sources:</b>					
Transfers in - General Fund	46,022	44,650	121,086	-	(121,086)
Transfers in - Capital Projects	61,418	182,222	1,290,442	-	(1,290,442)
<b>Total other financing sources</b>	<b>107,440</b>	<b>226,872</b>	<b>1,411,528</b>	<b>-</b>	<b>(1,411,528)</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	\$ 281,973	\$ 4,577,495	\$ 379,107	\$ 331,363	\$ (47,744)
Operations	1,055,566	730,300	6,872,157	447,142	(6,425,015)
Capital outlay	2,450,030	749,028	5,786,384	-	(5,786,384)
<b>Fund Total</b>	<b>\$ 3,787,569</b>	<b>\$ 6,056,823</b>	<b>\$ 13,037,648</b>	<b>\$ 778,505</b>	<b>\$ (12,259,143)</b>



## FINANCIAL SUMMARY - FEDERAL/STATE GRANT FUND

	FY 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget	FY 2029 FORECASTED Budget
<b>Revenues:</b>					
Intergovernmental	\$ 801,860	\$ 825,916	\$ 850,693	\$ 876,214	\$ 902,501
<b>Total revenues</b>	<b>801,860</b>	<b>825,916</b>	<b>850,693</b>	<b>876,214</b>	<b>902,501</b>
<b>Expenditures:</b>					
General government	420,658	433,270	446,260	459,640	473,423
Public safety	107,222	110,439	113,752	117,164	120,679
Sanitation	-	-	-	-	-
Health and welfare	273,980	282,207	290,681	299,410	308,399
Highways and streets	-	-	-	-	-
Parks and recreation	-	-	-	-	-
Airport	-	-	-	-	-
<b>Total expenditures</b>	<b>801,860</b>	<b>825,916</b>	<b>850,693</b>	<b>876,214</b>	<b>902,501</b>
Excess (deficiency) of revenues over expenditures	-	-	-	-	-
<b>Other financing sources:</b>					
Transfers in - General Fund	-	-	-	-	-
Transfers in - Capital Projects	-	-	-	-	-
<b>Total other financing sources</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	\$ 341,324	\$ 351,583	\$ 362,147	\$ 373,028	\$ 384,234
Operations	460,536	474,333	488,546	503,186	518,267
Capital outlay	-	-	-	-	-
<b>Fund Total</b>	<b>\$ 801,860</b>	<b>\$ 825,916</b>	<b>\$ 850,693</b>	<b>\$ 876,214</b>	<b>\$ 902,501</b>

## FINANCIAL SUMMARY - FEDERAL/STATE GRANT FUND

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### Revenues

- Intergovernmental revenues are estimated to increase 3.00% annually in FY 2025 through FY 2029

### Expenditures

- Personnel costs are estimated to increase 3.00% in FY 2025 through FY 2029
- Operational costs are estimated to increase 3.00% in FY 2025 through FY 2029
- Capital costs are not estimated for FY 2025 through FY 2029



## PERSONNEL SUMMARY - FEDERAL/STATE GRANT FUND

Department	Full Time <sup>1</sup>			Part Time <sup>1</sup>			Total F.T.E.			2024 vs 2023 Increase/ (Decrease)
	Actual 2022	Actual 2023	Budget 2024	Actual 2022	Actual 2023	Budget 2024	Actual 2022	Actual 2023	Budget 2024	
FEDERAL/STATE GRANT FUND										
CDBG:										
ADMINISTRATION	0.78	0.92 <sup>2</sup>	0.62	-	-	-	0.78	0.92	0.62	(0.30)
CRIME PREVENTION	1.00	- <sup>3</sup>	-	-	-	-	1.00	-	-	-
HOMELESSNESS & MENTAL HEALTH	-	0.75 <sup>2</sup>	0.75	-	-	-	-	0.75	0.75	-
HOUSING IMPROVEMENT	1.52	1.15	1.00	-	-	-	1.52	1.15	1.00	(0.15)
NEIGHBORHOOD REVITALIZATION	2.20	1.30	1.30	-	-	-	2.20	1.30	1.30	-
OTHER:										
POLICE - GRANTS	1.00	1.00	1.00	-	-	-	1.00	1.00	1.00	-
FED/STATE GRANT FUND TOTAL (F.T.E.)	6.50	5.12	4.67	-	-	-	6.50	5.12	4.67	(0.45)

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 Homeless Services Coordinator position was authorized and funded. The position is split 25% CDBG - Administration and 75% CDBG - Homelessness & Mental Health.

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

## PERSONNEL SUMMARY - FEDERAL/STATE GRANT FUND

Department	Total F.T.E				
	Forecasted 2025	Forecasted 2026	Forecasted 2027	Forecasted 2028	Forecasted 2029
<b>FEDERAL/STATE GRANT FUND</b>					
<u>CDBG:</u>					
ADMINISTRATION	0.62	0.62	0.62	0.62	0.62
CRIME PREVENTION	-	-	-	-	-
HOMELESSNESS & MENTAL HEALTH	0.75	0.75	0.75	0.75	0.75
HOUSING IMPROVEMENT	1.00	1.00	1.00	1.00	1.00
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>4.67</b>	<b>4.67</b>	<b>4.67</b>	<b>4.67</b>	<b>4.67</b>

## FINANCIAL SUMMARY - DRAINAGE FUND

	Actual		FY 2023 AMENDED Budget @ 06/30/23	FY 2024 ADOPTED Budget	+(-)
	09/30/21	09/30/22			
<b>Revenues:</b>					
Drainage fees	\$ 2,885,991	\$ 2,979,150	\$ 3,019,753	\$ 3,048,907	\$ 29,154
Interest and other	42,275	23,157	42,300	138,038	95,738
<b>Total revenues</b>	<b>2,928,266</b>	<b>3,002,307</b>	<b>3,062,053</b>	<b>3,186,945</b>	<b>124,892</b>
<b>Expenditures:</b>					
Highways and streets:					
Drainage	1,468,087	2,108,632	3,178,921	2,071,458	(1,107,463)
<b>Total expenditures</b>	<b>1,468,087</b>	<b>2,108,632</b>	<b>3,178,921</b>	<b>2,071,458</b>	<b>(1,107,463)</b>
Excess (deficiency) of revenues over expenditures	1,460,179	893,675	(116,868)	1,115,487	1,232,355
<b>Other financing (uses):</b>					
Transfers out - General Fund	(299,261)	(312,349)	(321,516)	(334,630)	(13,114)
Transfers out - Debt Service	(515,592)	(785,896)	(778,857)	(780,857)	(2,000)
<b>Total other financing (uses)</b>	<b>(814,853)</b>	<b>(1,098,245)</b>	<b>(1,100,373)</b>	<b>(1,115,487)</b>	<b>(15,114)</b>
Excess (deficiency) of revenues over expenditures and other financing uses	645,326	(204,570)	(1,217,241)	-	1,217,241
Fund balance, beginning of year	2,704,936	3,350,262	3,145,692	1,928,451	(1,217,241)
<b>Fund balance, end of year</b>	<b>\$ 3,350,262</b>	<b>\$ 3,145,692</b>	<b>\$ 1,928,451</b>	<b>\$ 1,928,451</b>	<b>\$ -</b>

Total Drainage Fund Expenditures - By Category					
Personnel services	\$ 935,799	\$ 876,522	\$ 1,513,998	\$ 1,388,373	\$ (125,625)
Operations	250,195	221,596	483,439	379,654	(103,785)
Capital outlay	282,093	1,010,514	1,180,848	16,900	(1,163,948)
Contingency <sup>(1)</sup>	-	-	636	286,531	285,895
<b>Fund Total</b>	<b>\$ 1,468,087</b>	<b>\$ 2,108,632</b>	<b>\$ 3,178,921</b>	<b>\$ 2,071,458</b>	<b>\$ (1,107,463)</b>

Drainage Fund - Times Coverage					
Gross Revenue	\$ 2,928,266	\$ 3,002,307	\$ 3,062,053	\$ 3,186,945	
Less: Operating expense	(1,185,994)	(1,098,118)	(1,997,437)	(1,768,027)	
<b>Net Available Revenue for Debt Service</b>	<b>\$ 1,742,272</b>	<b>\$ 1,904,189</b>	<b>\$ 1,064,616</b>	<b>\$ 1,418,918</b>	
<b>Debt Service</b>	<b>515,592</b>	<b>785,896</b>	<b>778,857</b>	<b>780,857</b>	
<b>Coverage</b>	<b>3.38x</b>	<b>2.42x</b>	<b>1.37x</b>	<b>1.82x</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 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget	FY 2029 FORECASTED Budget
<b>Revenues:</b>					
Drainage fees	\$ 3,080,004	\$ 3,110,640	\$ 3,141,492	\$ 3,172,485	\$ 3,203,628
Interest and other	125,280	105,300	98,550	98,550	93,420
<b>Total revenues</b>	<b>3,205,284</b>	<b>3,215,940</b>	<b>3,240,042</b>	<b>3,271,035</b>	<b>3,297,048</b>
<b>Expenditures:</b>					
Highways and streets:					
Drainage	2,086,672	2,158,459	2,140,531	2,228,970	2,471,051
<b>Total expenditures</b>	<b>2,086,672</b>	<b>2,158,459</b>	<b>2,140,531</b>	<b>2,228,970</b>	<b>2,471,051</b>
Excess (deficiency) of revenues over expenditures	1,118,612	1,057,481	1,099,511	1,042,065	825,997
<b>Other financing (uses):</b>					
Transfers out - General Fund	(336,555)	(337,674)	(340,204)	(343,459)	(346,190)
Transfers out - Debt Service	(782,057)	(777,707)	(777,607)	(776,606)	(774,807)
<b>Total other financing (uses)</b>	<b>(1,118,612)</b>	<b>(1,115,381)</b>	<b>(1,117,811)</b>	<b>(1,120,065)</b>	<b>(1,120,997)</b>
Excess (deficiency) of revenues over expenditures and other financing uses	-	(57,900)	(18,300)	(78,000)	(295,000)
Fund balance, beginning of year	1,928,451	1,928,451	1,870,551	1,852,251	1,774,251
<b>Fund balance, end of year</b>	<b>\$ 1,928,451</b>	<b>\$ 1,870,551</b>	<b>\$ 1,852,251</b>	<b>\$ 1,774,251</b>	<b>\$ 1,479,251</b>

## Total Drainage Fund Expenditures - By Category

Personnel services	\$ 1,410,339	\$ 1,431,494	\$ 1,452,966	\$ 1,474,761	\$ 1,496,882
Operations	385,349	391,130	396,998	402,953	408,999
Capital outlay	150,700	297,900	229,600	332,300	399,000
Contingency <sup>(1)</sup>	140,284	37,935	60,967	18,956	166,170
<b>Fund Total</b>	<b>\$ 2,086,672</b>	<b>\$ 2,158,459</b>	<b>\$ 2,140,531</b>	<b>\$ 2,228,970</b>	<b>\$ 2,471,051</b>

## Drainage Fund - Times Coverage

Gross Revenue	\$ 3,205,284	\$ 3,215,940	\$ 3,240,042	\$ 3,271,035	\$ 3,297,048
Less: Operating expense	(1,795,688)	(1,822,624)	(1,849,964)	(1,877,714)	(1,905,881)
<b>Net Available Revenue for Debt Service</b>	<b>\$ 1,409,596</b>	<b>\$ 1,393,316</b>	<b>\$ 1,390,078</b>	<b>\$ 1,393,321</b>	<b>\$ 1,391,167</b>
<b>Debt Service</b>	<b>782,057</b>	<b>777,707</b>	<b>777,607</b>	<b>776,606</b>	<b>774,807</b>
<b>Coverage</b>	<b>1.80x</b>	<b>1.79x</b>	<b>1.79x</b>	<b>1.79x</b>	<b>1.80x</b>



## FINANCIAL SUMMARY - DRAINAGE FUND

### Revenues

- Commercial drainage fees are estimated to increase an average of 1.00% annually between FY 2025 through FY 2029
- Residential drainage fees are estimated to increase an average of 1.00% annually between FY 2025 through FY 2029
- 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 2024.

### Expenditures

- Personnel costs also include new positions planned for in FY 2025 through FY 2029, as well as proposed general government pay increases
- Personnel costs are estimated to increase 1.50% in FY 2025 through FY 2029
- Operational costs are estimated to increase 1.50% in FY 2025 through FY 2029
- 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 2025 through FY 2029
  - 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 on principal and interest due related to issuance of certificate of obligations - Series 2017, Series 2020, and Series 2021

## CAPITAL SUMMARY - DRAINAGE FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Drainage Fund	Replace 2019 Hustler Super Z 72" Mower Asset # 14961	\$ 16,900	\$ -	\$ -	\$ -	\$ -	\$ -
Drainage Fund	Replace 2013 CASE 580 Super N Backhoe Asset #13841	-	150,700	-	-	-	-
Drainage Fund	Replace 2001 Freightliner FL112 Haul Truck Asset #11188	-	-	125,000	-	-	-
Drainage Fund	Replace 2002 LoadKing Equipment Trailer Asset #11459	-	-	115,000	-	-	-
Drainage Fund	Replace 2014 Ford F-150 Regular Cab 4x2 - Add 4WD Asset # 13881	-	-	57,900	-	-	-
Drainage Fund	Replace 2019 TORO Groundsmaster Batwing Mower Asset #14962	-	-	-	125,000	-	-
Drainage Fund	Replace 2015 Ford F-350 SuperCrew 4x2 Utility Body Truck - Add 4WD Asset #14151	-	-	-	86,300	-	-
Drainage Fund	Replace 2008 Kubota RTV 900 Utility Vehicle Asset # 12811	-	-	-	18,300	-	-
Drainage Fund	Replace 2002 Volvo EC210 Excavator Asset #11460	-	-	-	-	236,000	-
Drainage Fund	Replace 2016 Ford F-350 Reg. Cab 4x2 Asset #14319	-	-	-	-	78,000	-
Drainage Fund	Replace 2019 TORO 5900 Asset #14962	-	-	-	-	18,300	-
Drainage Fund	Replace 2001 Gradall XL 3100 Speed Excavator Asset # 11193	-	-	-	-	-	295,000
Drainage Fund	Replace 2016 Ford F-350 Super Crew Utility Asset #14318	-	-	-	-	-	85,300
Drainage Fund	Replace 2022 Bad Boy Mower Rogue 72" Asset #15429	-	-	-	-	-	18,700
<b>Total Capital</b>		<b>\$ 16,900</b>	<b>\$ 150,700</b>	<b>\$ 297,900</b>	<b>\$ 229,600</b>	<b>\$ 332,300</b>	<b>\$ 399,000</b>
Fuel		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance		-	-	-	-	-	-
Repair & Maintenance		-	-	-	-	-	-
<b>^Total Cumulative Operating Impact</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

^All equipment listed are replacements so all operating costs currently exist in the operating budget

## PERSONNEL SUMMARY - DRAINAGE FUND

Department	Full Time			Part Time			Total F.T.E			2024 vs 2023 Increase/ (Decrease)
	Actual 2022	Actual 2023	Budget 2024	Actual 2022	Actual 2023	Budget 2024	Actual 2022	Actual 2023	Budget 2024	
<b>DRAINAGE FUND</b>										
DRAINAGE	20.59	21.59 <sup>1</sup>	19.83 <sup>2</sup>	-	-	-	20.59	21.59	19.83	(1.76)
<b>DRAINAGE FUND TOTAL (F.T.E)</b>	<b>20.59</b>	<b>21.59</b>	<b>19.83</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20.59</b>	<b>21.59</b>	<b>19.83</b>	<b>(1.76)</b>

1 - In FY 2023, a Concrete Crew was 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 is split as follows: 40% Streets, 20% Drainage, 20% Wastewater, and 20% Water Distribution.

2 - In FY2024, funding allocations for the following positions will change:

- \* City Engineer from 34% Engineering, 33% Drainage, 33% PW Admin to 70% Engineering and 30% PW Admin;
- \* Deputy City Engineer from 40% Engineering, 20% Drainage, 40% PW Admin to 50% Engineering and 50% PW Admin;
- \* Director of Public Works from 10% Engineering, 20% Drainage, 70% PW Admin to 45% Engineering, 10% Drainage, and 45% PW Admin;
- \* Two GIS Analysts from 40% Information Technology, 20% Drainage, 40% PW Admin to 100% Information Technology;
- \* GIS Technician from 40% Information Technology, 30% Drainage, 30% PW Admin to 100% Information Technology;
- \* Senior Project Engineer from 34% Engineering, 33% Drainage, and 33% PW Admin to 50% Engineering and 50% PW Admin;
- \* Senior Project Engineer position from 20% Engineering, 10% Drainage, 25% MCIP Bond Funds, 20% PW Admin, 25% Utility Revenue Bonds to 50% MCIP Bond Funds and 50% Utility Revenue Bonds.

PERSONNEL SUMMARY - DRAINAGE FUND

Department	Total F.T.E				
	Forecasted 2025	Forecasted 2026	Forecasted 2027	Forecasted 2028	Forecasted 2029
<b>DRAINAGE FUND</b>					
DRAINAGE	19.83	19.83	19.83	19.83	19.83
<b>DRAINAGE FUND TOTAL (F.T.E)</b>	<b>19.83</b>	<b>19.83</b>	<b>19.83</b>	<b>19.83</b>	<b>19.83</b>

## FINANCIAL SUMMARY - DEBT SERVICE FUND

	Actual		FY 2023 AMENDED Budget @ 06/30/23	FY 2024 ADOPTED Budget	+(-)
	09/30/21	09/30/22			
<b>Revenues:</b>					
Taxes	\$ 16,755,745	\$ 17,675,415	\$ 21,208,677	\$ 25,776,845	\$ 4,568,168
Intergovernmental	1,280,286	1,344,934	1,057,480	1,348,047	290,567
Interest and other	56,118	39,043	180,000	431,200	251,200
<b>Total revenues</b>	<b>18,092,149</b>	<b>19,059,392</b>	<b>22,446,157</b>	<b>27,556,092</b>	<b>5,109,935</b>
<b>Expenditures:</b>					
Debt service:					
Principal retirement, interest & fiscal charges	20,046,476	21,969,263	25,228,239	30,570,880	5,342,641
<b>Total expenditures</b>	<b>20,046,476</b>	<b>21,969,263</b>	<b>25,228,239</b>	<b>30,570,880</b>	<b>5,342,641</b>
Excess (deficiency) of revenues over expenditures	(1,954,327)	(2,909,871)	(2,782,082)	(3,014,788)	(232,706)
<b>Other financing sources (uses):</b>					
Transfers in - General Fund	1,289,847	2,001,237	1,935,673	2,166,379	230,706
Transfers in - Hotel/Motel Fund	67,551	67,551	67,552	67,552	-
Transfers in - Drainage Fund	515,592	785,896	778,857	780,857	2,000
<b>Total other financing sources (uses)</b>	<b>1,872,990</b>	<b>2,854,684</b>	<b>2,782,082</b>	<b>3,014,788</b>	<b>232,706</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(81,337)	(55,187)	-	-	-
Fund balance, beginning of year	303,617	222,280	167,093	167,093	-
<b>Fund balance, end of year</b>	<b>\$ 222,280</b>	<b>\$ 167,093</b>	<b>\$ 167,093</b>	<b>\$ 167,093</b>	<b>\$ -</b>
Allocation of Fund Balance, end of year:					
Reserved for Debt Service	\$ 222,280	\$ 167,093	\$ 167,093	\$ 167,093	
	<b>\$ 222,280</b>	<b>\$ 167,093</b>	<b>\$ 167,093</b>	<b>\$ 167,093</b>	

## FINANCIAL SUMMARY - DEBT SERVICE FUND

	FY 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget	FY 2029 FORECASTED Budget
<b>Revenues:</b>					
Taxes	\$ 30,536,850	\$ 34,437,141	\$ 38,356,104	\$ 42,993,928	\$ 44,758,099
Intergovernmental	1,361,528	1,375,143	1,388,894	1,139,600	-
Interest and other	413,600	367,200	338,400	313,600	307,200
<b>Total revenues</b>	<b>32,311,978</b>	<b>36,179,484</b>	<b>40,083,398</b>	<b>44,447,128</b>	<b>45,065,299</b>
<b>Expenditures:</b>					
Debt service:					
Principal retirement, interest & fiscal charges	35,883,311	40,228,677	44,426,826	48,862,509	49,557,076
<b>Total expenditures</b>	<b>35,883,311</b>	<b>40,228,677</b>	<b>44,426,826</b>	<b>48,862,509</b>	<b>49,557,076</b>
Excess (deficiency) of revenues over expenditures	(3,571,333)	(4,049,193)	(4,343,428)	(4,415,381)	(4,491,777)
<b>Other financing sources (uses):</b>					
Transfers in - General Fund	2,721,724	3,203,934	3,498,269	3,571,223	3,649,418
Transfers in - Hotel/Motel Fund	67,552	67,552	67,552	67,552	67,552
Transfers in - Drainage Fund	782,057	777,707	777,607	776,606	774,807
<b>Total other financing sources (uses)</b>	<b>3,571,333</b>	<b>4,049,193</b>	<b>4,343,428</b>	<b>4,415,381</b>	<b>4,491,777</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	-	-	-	-
Fund balance, beginning of year	167,093	167,093	167,093	167,093	167,093
<b>Fund balance, end of year</b>	<b>\$ 167,093</b>	<b>\$ 167,093</b>	<b>\$ 167,093</b>	<b>\$ 167,093</b>	<b>\$ 167,093</b>
Allocation of Fund Balance, end of year:					
Reserved for Debt Service	\$ 167,093	\$ 167,093	\$ 167,093	\$ 167,093	\$ 167,093
	\$ 167,093	\$ 167,093	\$ 167,093	\$ 167,093	\$ 167,093

**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 2023 AMENDED Budget @ 06/30/23	FY 2024 ADOPTED Budget	+(-)
	09/30/21	9/30/2022			
<b>Operating Revenues:</b>					
Water service	\$ 20,287,335	\$ 26,893,251	\$ 27,118,999	\$ 28,442,016	\$ 1,323,017
Wastewater service	15,502,183	17,015,638	21,497,833	24,016,679	2,518,846
Effluent	1,150,221	1,244,004	1,100,000	1,100,000	-
Other	2,350,976	1,238,157	2,339,632	2,377,099	37,467
<b>Total operating revenues</b>	<b>39,290,715</b>	<b>46,391,050</b>	<b>52,056,464</b>	<b>55,935,794</b>	<b>3,879,330</b>
<b>Operating Expenses:</b>					
Personnel services	6,726,930	6,803,091	9,403,009	10,059,594	656,585
Supplies	1,970,882	2,374,890	3,099,706	2,961,920	(137,786)
Repairs and maintenance	1,625,832	1,871,825	2,205,227	1,953,888	(251,339)
Depreciation	8,970,794	9,199,444	10,000,000	10,250,000	250,000
Other services and charges	14,021,835	15,508,440	18,519,691	20,757,537	2,237,846
Contingency <sup>(1)</sup>	-	-	9,686	4,249	(5,437)
<b>Total operating expenses</b>	<b>33,316,273</b>	<b>35,757,690</b>	<b>43,237,319</b>	<b>45,987,188</b>	<b>2,749,869</b>
Operating income	5,974,442	10,633,360	8,819,145	9,948,606	1,129,461
<b>Nonoperating revenues (expenses):</b>					
Interest income	1,429,672	2,376,134	2,158,550	2,849,350	690,800
Intergovernmental revenues	6,861	-	-	-	-
Contributed capital	104,702	-	-	-	-
Contributions from others	-	8,000,000	-	-	-
Interest expense	(7,031,842)	(7,764,098)	(7,419,300)	(8,065,512)	(646,212)
Other expense	(2,095,642)	(1,537,640)	(2,889,783)	-	2,889,783
<b>Net nonoperating expenses</b>	<b>(7,586,249)</b>	<b>1,074,396</b>	<b>(8,150,533)</b>	<b>(5,216,162)</b>	<b>2,934,371</b>
Net income	(1,611,807)	11,707,756	668,612	4,732,444	4,063,832
Depreciation on fixed assets acquired from expired rebate contracts			-	-	-
<b>Increase in net assets</b>	<b>\$ (1,611,807)</b>	<b>\$ 11,707,756</b>	<b>\$ 668,612</b>	<b>\$ 4,732,444</b>	<b>\$ 4,063,832</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 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget	FY 2029 FORECASTED Budget
<b>Operating Revenues:</b>					
Water service	\$ 30,234,688	\$ 32,518,460	\$ 34,853,516	\$ 37,727,004	\$ 38,380,877
Wastewater service	26,803,143	28,337,951	30,315,507	30,783,960	31,240,153
Effluent	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Other	2,389,892	2,420,813	2,452,353	2,484,524	2,517,337
<b>Total operating revenues</b>	<b>60,527,723</b>	<b>64,377,224</b>	<b>68,721,376</b>	<b>72,095,488</b>	<b>73,238,367</b>
<b>Operating Expenses:</b>					
Personnel services	10,736,221	10,922,142	11,562,805	12,278,119	13,012,053
Supplies	3,022,920	3,088,220	2,924,838	2,959,096	2,974,657
Repairs and maintenance	1,953,888	1,953,888	1,953,888	1,953,888	1,953,888
Depreciation	10,250,000	10,500,000	11,000,000	11,250,000	11,500,000
Other services and charges	21,083,368	21,421,726	22,280,159	22,805,545	22,984,341
Contingency <sup>(1)</sup>	-	36,654	20,753	-	-
<b>Total operating expenses</b>	<b>47,046,397</b>	<b>47,922,630</b>	<b>49,742,443</b>	<b>51,246,648</b>	<b>52,424,939</b>
Operating income	13,481,326	16,454,594	18,978,933	20,848,840	20,813,428
<b>Nonoperating revenues (expenses):</b>					
Interest income	2,800,950	2,673,350	2,594,150	2,525,950	2,508,350
Intergovernmental revenues	-	-	-	-	-
Contributed capital	-	-	-	-	-
Contributions from others	-	-	-	-	-
Interest expense	(8,576,514)	(9,303,435)	(9,726,565)	(10,165,123)	(10,249,640)
Other expense	-	-	-	-	-
<b>Net nonoperating expenses</b>	<b>(5,775,564)</b>	<b>(6,630,085)</b>	<b>(7,132,415)</b>	<b>(7,639,173)</b>	<b>(7,741,290)</b>
Net income	7,705,762	9,824,509	11,846,518	13,209,667	13,072,138
Depreciation on fixed assets acquired from expired rebate contracts	-	-	-	-	-
<b>Increase in net assets</b>	<b>\$ 7,705,762</b>	<b>\$ 9,824,509</b>	<b>\$ 11,846,518</b>	<b>\$ 13,209,667</b>	<b>\$ 13,072,138</b>

## FINANCIAL SUMMARY - WATER &amp; WASTEWATER FUND

	Actual		FY 2023 AMENDED Budget @ 06/30/23	FY 2024 ADOPTED Budget	+(-)
	09/30/21	9/30/2022			
<b>Water &amp; Wastewater Fund - Changes in Working Capital</b>					
Gross revenue -					
Operating income	\$ 39,290,715	\$ 46,391,050	\$ 52,056,464	\$ 55,935,794	\$ 3,879,330
Intergovernmental revenues	6,861	-	-	-	-
Interest income	1,429,672	2,376,134	2,158,550	2,849,350	690,800
Contributed capital	104,702	-	-	-	-
Contributions from others	-	8,000,000	-	-	-
Operating expenses <sup>(2)</sup>	(24,345,479)	(26,558,246)	(33,227,633)	(35,732,939)	(2,505,306)
<b>Net revenue available for capital &amp; debt</b>	<b>16,486,471</b>	<b>30,208,938</b>	<b>20,987,381</b>	<b>23,052,205</b>	<b>2,064,824</b>
Capital & debt:					
Principal	(10,074,774)	(10,703,047)	(12,888,614)	(13,258,514)	(369,900)
Interest	(7,031,842)	(7,764,098)	(7,419,300)	(8,065,512)	(646,212)
Capital outlay	(32,818,295)	(45,436,117)	(80,200,838)	(44,723,930)	35,476,908
Other	(2,095,642)	(1,537,640)	(2,889,783)	-	2,889,783
Contingency <sup>(1)</sup>	-	-	(9,686)	(4,249)	5,437
Application of bond proceeds	27,217,134	37,969,568	80,784,747	43,000,000	(37,784,747)
<b>Total capital &amp; debt</b>	<b>(24,803,419)</b>	<b>(27,471,334)</b>	<b>(22,623,474)</b>	<b>(23,052,205)</b>	<b>(428,731)</b>
<b>Net increase (decrease) in working capital</b>	<b>\$ (8,316,948)</b>	<b>\$ 2,737,604</b>	<b>\$ (1,636,093)</b>	<b>\$ -</b>	<b>\$ 1,636,093</b>

<b>Water &amp; Wastewater Fund - Times Coverage</b>					
Gross Revenue	\$ 40,727,248	\$ 48,767,184	\$ 54,215,014	\$ 58,785,144	
Less: Operating Expense	(24,345,479)	(26,558,246)	(33,227,633)	(35,732,939)	
Add: BRA Capital	-	-	1,188,260	1,134,545	
<b>Net Available Revenue</b>	<b>\$ 16,381,769</b>	<b>\$ 22,208,938</b>	<b>\$ 22,175,641</b>	<b>\$ 24,186,750</b>	
Average Annual Debt Service	\$ 11,920,773	\$ 11,598,048	\$ 13,951,947	\$ 16,767,891	
<b>Coverage</b>	<b>1.37x</b>	<b>1.91x</b>	<b>1.59x</b>	<b>1.44x</b>	
Max Annual Debt Service	\$ 12,684,203	\$ 12,537,069	\$ 15,441,150	\$ 18,666,150	
<b>Coverage</b>	<b>1.29x</b>	<b>1.77x</b>	<b>1.44x</b>	<b>1.30x</b>	

## FINANCIAL SUMMARY - WATER &amp; WASTEWATER FUND

	FY 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget	FY 2029 FORECASTED Budget
<b>Water &amp; Wastewater Fund - Changes in Working Capital</b>					
Gross revenue -					
Operating income	\$ 60,527,723	\$ 64,377,224	\$ 68,721,376	\$ 72,095,488	\$ 73,238,367
Intergovernmental revenues	-	-	-	-	-
Interest income	2,800,950	2,673,350	2,594,150	2,525,950	2,508,350
Contributed capital	-	-	-	-	-
Contributions from others	-	-	-	-	-
Operating expenses <sup>(2)</sup>	(36,796,397)	(37,385,976)	(38,721,690)	(39,996,648)	(40,924,939)
<b>Net revenue available for capital &amp; debt</b>	<b>26,532,276</b>	<b>29,664,598</b>	<b>32,593,836</b>	<b>34,624,790</b>	<b>34,821,778</b>
Capital & debt:					
Principal	(15,998,821)	(19,133,951)	(19,194,082)	(21,699,215)	(22,344,349)
Interest	(8,576,514)	(9,303,435)	(9,726,565)	(10,165,123)	(10,249,640)
Capital outlay	(52,839,400)	(40,862,950)	(42,081,600)	(26,958,600)	(37,176,350)
Other	-	-	-	-	-
Contingency <sup>(1)</sup>	-	(36,654)	(20,753)	-	-
Application of bond proceeds	51,000,000	40,000,000	39,000,000	25,000,000	36,000,000
<b>Total capital &amp; debt</b>	<b>(26,414,735)</b>	<b>(29,336,990)</b>	<b>(32,023,000)</b>	<b>(33,822,938)</b>	<b>(33,770,339)</b>
<b>Net increase (decrease) in working capital</b>	<b>\$ 117,541</b>	<b>\$ 327,608</b>	<b>\$ 570,836</b>	<b>\$ 801,852</b>	<b>\$ 1,051,439</b>

<b>Water &amp; Wastewater Fund - Times Coverage</b>					
Gross Revenue	\$ 63,328,673	\$ 67,050,574	\$ 71,315,526	\$ 74,621,438	\$ 75,746,717
Less: Operating Expense	(36,796,397)	(37,385,976)	(38,721,690)	(39,996,648)	(40,924,939)
Add: BRA Capital	824,386	539,205	679,285	599,460	443,125
<b>Net Available Revenue</b>	<b>\$ 27,356,662</b>	<b>\$ 30,203,803</b>	<b>\$ 33,273,121</b>	<b>\$ 35,224,250</b>	<b>\$ 35,264,903</b>
Average Annual Debt Service	\$ 19,415,614	\$ 21,123,186	\$ 22,575,422	\$ 23,004,645	\$ 24,079,407
<b>Coverage</b>	<b>1.41x</b>	<b>1.43x</b>	<b>1.47x</b>	<b>1.53x</b>	<b>1.46x</b>
Max Annual Debt Service	\$ 22,491,150	\$ 25,491,150	\$ 28,416,150	\$ 30,291,150	\$ 31,290,150
<b>Coverage</b>	<b>1.22x</b>	<b>1.18x</b>	<b>1.17x</b>	<b>1.16x</b>	<b>1.13x</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 2025	FY 2026	FY 2027	FY 2028	FY 2029
	3/4" - 5/8" - Inside	2.50%	2.50%	2.75%	2.50%	2.50%
	3/4" - 5/8" - Outside	2.00%	1.50%	2.00%	1.00%	1.00%
	1" - Inside	0.75%	0.75%	0.75%	0.75%	0.75%
	1" - Outside	0.00%	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 2025	FY 2026	FY 2027	FY 2028	FY 2029
	Residential In	2.50%	2.50%	2.50%	2.50%	2.50%
	Residential In - Irrigation only	2.00%	2.00%	2.00%	2.00%	2.00%
	Residential Out	1.00%	1.00%	0.50%	1.00%	1.00%
	Residential Out - Irrigation only	0.00%	0.00%	0.00%	0.00%	0.00%
	Commercial In	2.00%	1.00%	1.50%	1.50%	1.50%
	Commercial In - Irrigation only	1.75%	1.00%	1.00%	1.20%	1.20%
	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 2025	FY 2026	FY 2027	FY 2028	FY 2029
	Residential In	2.50%	2.50%	2.50%	2.00%	2.00%
	Residential Out	0.00%	0.00%	0.00%	0.00%	0.00%
	Commercial In	0.75%	0.75%	0.50%	0.50%	0.50%
	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 2025	FY 2026	FY 2027	FY 2028	FY 2029
	Residential In	2.50%	2.50%	2.50%	2.50%	2.50%
	Residential Out	0.00%	0.00%	0.00%	0.00%	0.00%
	Commercial In	0.50%	0.50%	0.50%	0.50%	0.50%
	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 2025	FY 2026	FY 2027	FY 2028	FY 2029
	Residential/Commercial						
	Minimum		\$ 0.63	\$ 0.62	\$ 0.65	\$ 1.36	\$ -
	Volumetric		\$ 0.25	\$ 0.25	\$ 0.25	\$ 0.25	\$ -
	Industrial						
	Minimum		\$ 110.83	\$ 109.12	\$ 114.57	\$ 240.60	\$ -
	Volumetric		\$ 0.25	\$ 0.25	\$ 0.25	\$ 0.25	\$ -
	Wastewater		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
	Residential/Commercial						
	Minimum		\$ 3.96	\$ 2.94	\$ 2.45	\$ -	\$ -
	Volumetric		\$ 0.75	\$ -	\$ 0.25	\$ -	\$ -
	Industrial						
	Minimum		\$ 4.08	\$ 2.96	\$ 2.46	\$ -	\$ -
	Volumetric		\$ 0.75	\$ -	\$ 0.25	\$ -	\$ -

- All other charges for services reflect an annual increase of 2.00% in FY 2025 through FY 2029

### Expenditures

- Personnel costs also include new positions planned for in FY 2025 through FY 2029, as well as proposed general government pay increases
- Personnel costs are estimated to increase 0.75% in FY 2026 through FY 2027, 1.00% in FY 2028, and 1.25% in FY 2029
- Operational costs are estimated to increase 0.75% in FY 2025 through FY 2029
- 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 2025 through FY 2029
  - 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 2026 and FY 2027
- 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	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Water Treatment Plant	Replace Rake Drive (on Clarifier 1,4)	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ -
Water Treatment Plant	Membrane Module Replacement (1 Rack)	200,000	-	-	-	-	-
Water Distribution / Wastewater Collection	Purchase Jet Truck Sell Asset #11883 and #12549	186,750	-	-	-	-	-
Water Distribution / Wastewater Collection	East Temple Materials Storage Facility	150,000	-	-	-	-	-
Water Treatment Plant	Variable Frequency Drive (VFDs) for Raw Water Intakes	150,000	-	-	-	-	-
Wastewater Collection	Replace 2010 Caterpillar Backhoe Asset #13137	147,700	-	-	-	-	-
Wastewater Collection	Wastewater Line Improvements	78,840	-	50,000	250,000	300,000	-
Water Distribution	Water Line Improvements	78,840	-	50,000	250,000	300,000	-
Water Treatment Plant	Replace Conventional Filter Effluent Valve	70,000	-	-	-	-	-
Water Treatment Plant	Truck for New Water Operators (Membrane) ***Addition to Fleet***	69,300	-	-	-	-	-
Water Distribution	Vehicle for Requested 2nd Utility Manager with 4WD ***Addition to Fleet***	59,000	-	-	-	-	-
Utility Business Office	Billing Software	55,000	-	-	-	-	-
Metering	Vehicle for Meter Technician I ***Addition to Fleet***	49,200	-	-	-	-	-
Water Treatment Plant	Membrane Rack Valve & Actuator Replacements (1 rack per year)	46,000	46,000	46,000	46,000	46,000	46,000
Environmental Programs	Vehicle for Environmental Programs Manager ***Addition to Fleet***	40,800	-	-	-	-	-
Water Treatment Plant	Conventional Plant Valve Actuator Replacement	30,000	30,000	30,000	30,000	30,000	30,000
Water Distribution / Wastewater Collection	Shoring Equipment For Manholes & Trenches	30,000	-	-	-	-	-
Water Treatment Plant	Chemical Pump Replacement	20,000	20,000	20,000	20,000	20,000	20,000

## CAPITAL SUMMARY - WATER &amp; WASTEWATER FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Water Distribution	Dump Trailer For Hydrant Crew ***Addition to Fleet***	18,000	-	-	-	-	-
Utility Business Office	Replace Office Chairs / Furniture	11,000	-	-	-	-	-
Wastewater Collection	Jet Scan for Jet Truck & Vactors	8,500	-	-	-	-	-
Wastewater Collection	Replace 2014 Chevrolet Express/Cues Van Asset #13843	-	326,250	-	-	-	-
Water Treatment Plant	Replace Rake Drive (on Clarifier 1,4)	-	225,000	-	-	-	-
Water Distribution / Wastewater Collection	Front Loader / Rubber Tire Loader ***Addition to Fleet***	-	218,750	-	-	-	-
Water Treatment Plant	Membrane Module Replacement (1 Rack)	-	200,000	-	-	-	-
Water Distribution	Backhoe for Distribution Maintenance Crew #7 ***Addition to Fleet***	-	150,700	-	-	-	-
Wastewater Collection	Replace 2008 International Work Star Dump Truck Asset #12575	-	139,900	-	-	-	-
Wastewater Collection	Replace 2008 Sterling Acterra Dump Truck Asset #12805	-	139,900	-	-	-	-
Water Distribution	Dump Truck for Distribution Maintenance Crew #7 ***Addition to Fleet***	-	139,900	-	-	-	-
Water Distribution	Truck for Distribution Maintenance Crew #7 ***Addition to Fleet***	-	75,800	-	-	-	-
Wastewater Collection	Replace 2012 Ford F-150 Regular Cab - Addition of 4WD Asset #13520	-	56,300	-	-	-	-
Water Distribution	Replace 2016 Ford F-150 Regular Cab - Addition of 4WD Asset # 14288	-	56,300	-	-	-	-
Water Distribution	Trailer for Backhoe for Distribution Maintenance Crew #7 ***Addition to Fleet***	-	14,600	-	-	-	-
Wastewater Collection	Van with Manhole Scanner for Collection Maintenance Crew #4 I&I ***Addition to Fleet***	-	-	316,900	-	-	-
Wastewater Collection	Replace 2003 SewerCo Trailer Jet Asset #11621	-	-	106,750	-	-	-
Water Distribution	Replace 2015 Caterpillar Mini-Excavator Asset #14147	-	-	67,800	-	-	-
Metering	Vehicle for Meter Technician I ***Addition to Fleet***	-	-	52,200	-	-	-



## CAPITAL SUMMARY - WATER &amp; WASTEWATER FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Water Distribution	Replace 2016 Ford F-150 Regular Cab Asset #14287	-	-	52,200	-	-	-
Water Treatment Plant	Replace 2012 John Deere Gator Utility Vehicle Asset #13538	-	-	38,000	-	-	-
PW Admin	Additional Admin Vehicle ***Addition to Fleet***	-	-	33,100	-	-	-
Water Distribution / Wastewater Collection	Additional Vector Truck ***Addition to Fleet***	-	-	-	604,400	-	-
Wastewater Collection	Replace 2011 Freightliner Vector Truck Asset #13377 & #13377-967	-	-	-	580,900	-	-
Water Treatment Plant	Membrane Module Replacement (2 Racks)	-	-	-	400,000	-	-
Wastewater Collection	Replace 2012 Caterpillar Backhoe Asset #13497	-	-	-	156,800	-	-
Water Distribution	Backhoe for Distribution Maintenance Crew #8 ***Addition to Fleet***	-	-	-	156,800	-	-
Wastewater Collection	Replace 2013 Freightliner Business Class Asset #13528	-	-	-	145,600	-	-
Water Distribution	Dump Truck for Distribution Maintenance Crew #8 ***Addition to Fleet***	-	-	-	145,600	-	-
Water Treatment Plant	Security Improvements	-	-	-	100,000	-	-
Water Distribution	Vehicle for Distribution Maintenance Crew #8 ***Addition to Fleet***	-	-	-	86,300	-	-
Water Treatment Plant	Pickup Truck for New Water Operators (Maintenance) ***Addition to Fleet***	-	-	-	75,700	-	-
Water Treatment Plant	Replace 2012 John Deere Gator Utility Vehicle Asset #13537	-	-	-	18,300	-	-
Water Distribution	Backhoe Trailer for Distribution Maintenance Crew #8 ***Addition to Fleet***	-	-	-	15,200	-	-
Wastewater Collection	Backhoe for Collection Maintenance Crew #6 ***Addition to Fleet***	-	-	-	-	159,900	-
Water Distribution	Backhoe for Distribution Maintenance Crew #9 ***Addition to Fleet***	-	-	-	-	159,900	-
Water Treatment Plant	Conventional Filter Bed Coverings	-	-	-	-	150,000	-
Wastewater Collection	Dump Truck for Collection Maintenance Crew #6 ***Addition to Fleet***	-	-	-	-	148,500	-

## CAPITAL SUMMARY - WATER &amp; WASTEWATER FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Water Distribution	Dump Truck for Distribution Maintenance Crew #9 ***Addition to Fleet***	-	-	-	-	148,500	-
Wastewater Collection	Vehicle for Collection Maintenance Crew #6 ***Addition to Fleet***	-	-	-	-	82,800	-
Wastewater Collection	Replace 2017 Ford F-350 Super Crew Cab Asset #14541	-	-	-	-	82,800	-
Water Distribution	Truck for Distribution Maintenance Crew #9 ***Addition to Fleet***	-	-	-	-	82,800	-
Environmental Programs	Vehicle For Environmental Programs Tech ***Addition to Fleet***	-	-	-	-	58,000	-
Environmental Programs	Replace 2013 Ford F-150 Regular Cab Asset #13838	-	-	-	-	55,300	-
Metering	Vehicle for Meter Technician I ***Addition to Fleet***	-	-	-	-	55,300	-
Water Distribution	Replace 2008 Air Compressor Asset #12921	-	-	-	-	29,000	-
Wastewater Collection	Backhoe Trailer for Collection Maintenance Crew #6 ***Addition to Fleet***	-	-	-	-	24,300	-
Water Distribution	Backhoe Trailer for Distribution Maintenance Crew #9 ***Addition to Fleet***	-	-	-	-	15,500	-
Water Distribution	Replace 2012 Wanco Arrow Board Asset #13493	-	-	-	-	10,000	-
Water Treatment Plant	Conventional Plant Pipe Gallery Rehabilitation	-	-	-	-	-	250,000
Wastewater Collection	Backhoe for Collection Maintenance Crew #7 ***Addition to Fleet***	-	-	-	-	-	163,100
Wastewater Collection	Dump Truck for Collection Maintenance Crew #7 ***Addition to Fleet***	-	-	-	-	-	151,500
Wastewater Collection	Replace 2013 Sewer Trailer Jet Asset #13540	-	-	-	-	-	116,750
Wastewater Collection	Vehicle for Collection Maintenance Crew #7 ***Addition to Fleet***	-	-	-	-	-	85,300
Water Distribution	***Addition to Fleet***	-	-	-	-	-	80,000
Water Distribution	Vehicle for Leak Detection Crew ***Addition to Fleet***	-	-	-	-	-	80,000
Wastewater Collection	Replace 2012 Caterpillar Mini-Excavator Asset #14148	-	-	-	-	-	71,900

## CAPITAL SUMMARY - WATER &amp; WASTEWATER FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Water Distribution / Wastewater Collection	Vehicle for Heavy Duty Truck Tech I ***Addition to Fleet***	-	-	-	-	-	57,000
Wastewater Collection	Backhoe Trailer for Collection Maintenance Crew #7 ***Addition to Fleet***	-	-	-	-	-	24,800
<b>Total Capital</b>		<b>\$ 1,723,930</b>	<b>\$ 1,839,400</b>	<b>\$ 862,950</b>	<b>\$ 3,081,600</b>	<b>\$ 1,958,600</b>	<b>\$ 1,176,350</b>

Dues and Subscriptions	\$ 115,000	\$ 117,875	\$ 120,822	\$ 123,842	\$ 126,938	\$ 130,112
Fuel	11,538	25,533	37,124	56,597	91,135	112,445
Insurance	1,474	3,771	5,354	9,181	16,369	21,989
Repair & Maintenance	3,300	12,150	23,250	39,900	66,600	98,100
<b>Total Cumulative Operating Impact</b>	<b>\$ 131,311</b>	<b>\$ 159,329</b>	<b>\$ 186,550</b>	<b>\$ 229,521</b>	<b>\$ 301,043</b>	<b>\$ 362,646</b>





## PERSONNEL SUMMARY - WATER &amp; WASTEWATER FUND

Department	Full Time			Part Time			Total F.T.E			2024 vs 2023
	Actual 2022	Actual 2023	Budget 2024	Actual 2022	Actual 2023	Budget 2024	Actual 2022	Actual 2023	Budget 2024	Increase/ (Decrease)
UTILITY ENTERPRISE FUND										
ENVIRONMENTAL PROGRAMS	4.00	4.00	5.00 <sup>3</sup>	-	-	-	4.00	4.00	5.00	1.00
METERING	8.00	8.00	9.00 <sup>4</sup>	-	-	-	8.00	8.00	9.00	1.00
PUBLIC WORKS ADMINISTRATION	6.81	6.81	5.50 <sup>5</sup>	-	-	-	6.81	6.81	5.50	(1.31)
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	11.00 <sup>6</sup>	0.63	0.63	0.63	10.63	10.63	11.63	1.00
WASTEWATER COLLECTION	32.00	33.50 <sup>1</sup>	36.50 <sup>7</sup>	-	-	-	32.00	33.50	36.50	3.00
WASTEWATER TREATMENT	-	-	-	-	-	-	-	-	-	-
WATER DISTRIBUTION	32.75	34.25 <sup>1</sup>	31.25 <sup>7</sup>	-	-	-	32.75	34.25	31.25	(3.00)
WATER TREATMENT	23.00	24.00 <sup>2</sup>	26.00 <sup>8</sup>	-	-	-	23.00	24.00	26.00	2.00
UTILITY ENT FUND TOTAL (F.T.E.)	117.56	121.56	125.25	1.01	1.01	1.01	118.57	122.57	126.26	3.69

1 - In FY 2023, a Concrete Crew was 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 is split as follows: 40% Streets, 20% Drainage, 20% Wastewater, and 20% Water Distribution. In addition, an Administrative Assistant II position was authorized and funding associated to this position. This position is split funded - 50% Wastewater and 50% Water Distribution.

2 - In FY 2023, a Treatment Plant Services Manager was authorized and funded.

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

4 - In FY 2024, one Meter Technician I position will be authorized and funded.

5 - In FY2024, funding allocations for the following positions will change:

- \* City Engineer from 34% Engineering, 33% Drainage, 33% PW Admin to 70% Engineering and 30% PW Admin;
- \* Deputy City Engineer from 40% Engineering, 20% Drainage, 40% PW Admin to 50% Engineering and 50% PW Admin;
- \* Director of Public Works from 10% Engineering, 20% Drainage, 70% PW Admin to 45% Engineering, 10% Drainage, and 45% PW Admin;
- \* Two GIS Analysts from 40% Information Technology, 20% Drainage, 40% PW Admin to 100% Information Technology;
- \* GIS Technician from 40% Information Technology, 30% Drainage, 30% PW Admin to 100% Information Technology;
- \* Senior Project Engineer from 34% Engineering, 33% Drainage, and 33% PW Admin to 50% Engineering and 50% PW Admin;
- \* Senior Project Engineer position from 20% Engineering, 10% Drainage, 25% MCIP Bond Funds, 20% PW Admin, 25% Utility Revenue Bonds to 50% MCIP Bond Funds and 50% Utility Revenue Bonds.

6 - In FY 2024, the following reorganizational changes will occur:

- \* Collections Coordinator to Cash Control Coordinator,
- \* Customer Service Representative I positions to Customer Care Specialists,
- \* One Customer Service Representative II position to Utility Billing Coordinator,
- \* One Customer Service Representative II to Utility Billing Specialist, and
- \* One Customer Services Representative II to Metering Services Coordinator.

In addition, one Customer Care Coordinator position will be added.

7 - In FY 2024, three Utility Technician positions will be moved from Water Distribution to Wastewater Collection.

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

## PERSONNEL SUMMARY - WATER & WASTEWATER FUND

Department	Total F.T.E				
	Forecasted 2025	Forecasted 2026	Forecasted 2027	Forecasted 2028	Forecasted 2029
<b>UTILITY ENTERPRISE FUND</b>					
ENVIRONMENTAL PROGRAMS	5.00	5.00	6.00 <sup>13</sup>	7.00 <sup>17</sup>	7.00
METERING	9.00	10.00 <sup>11</sup>	10.00	11.00 <sup>18</sup>	11.00
PUBLIC WORKS ADMINISTRATION	5.50	5.50	5.50	5.50	5.50
PURCHASING	1.38	1.38	1.38	1.38	1.38
UTILITY BUSINESS OFFICE	13.63 <sup>9</sup>	13.63	14.63 <sup>14</sup>	14.63	15.63 <sup>-21</sup>
WASTEWATER COLLECTION	36.50	38.50 <sup>12</sup>	38.50	42.50 <sup>19</sup>	46.00 <sup>-22, 24</sup>
WASTEWATER TREATMENT	-	-	-	-	-
WATER DISTRIBUTION	34.25 <sup>-10</sup>	34.25	37.25 <sup>15</sup>	41.25 <sup>20</sup>	43.75 <sup>23, 24</sup>
WATER TREATMENT	26.00	26.00	28.00 <sup>16</sup>	28.00	28.00
<b>UTILITY ENT FUND TOTAL (F.T.E.)</b>	<b>131.26</b>	<b>134.26</b>	<b>141.26</b>	<b>151.26</b>	<b>158.26</b>

9 - In FY 2025, two Customer Care Specialist positions will be authorized and funded.

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

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

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

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

14 - In FY 2027, one Utility Billing Specialist position will be authorized and funded.

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

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

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

18 - In FY 2028, one Meter Technician I position will be authorized and funded.

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

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

21 - In FY 2029, one Customer Care Specialist position will be authorized and funded.

22 - In FY 2029, the following positions will be authorized and funded - one Crew Leader II, one Utility Technician II, and one Utility Technician I.

23 - In FY 2029, one Utility Technician II and one Utility Technician I will be authorized and funded.

24 - In FY 2029, one Heavy Duty Truck Technician I position will be authorized and funded. This position will be funding 50% Water Distribution and 50% Wastewater.

## FINANCIAL SUMMARY - REINVESTMENT ZONE NO. 1 FUND

	Actual		FY 2023 AMENDED Budget <sup>(1)</sup>	FY 2024 ADOPTED Budget <sup>(1)</sup>	+(-)
	09/30/21	09/30/22			
<b>Revenues:</b>					
Taxes	\$ 19,212,894	\$ 20,074,444	\$ 23,642,139	\$ 26,602,968	\$ 2,960,829
Intergovernmental	50,000	50,000	50,000	5,050,000	5,000,000
Licenses and permits	177,230	215,364	150,000	150,000	-
Interest and other	608,719	950,058	870,000	5,520,000	4,650,000
<b>Total revenues</b>	<b>20,048,843</b>	<b>21,289,866</b>	<b>24,712,139</b>	<b>37,322,968</b>	<b>12,610,829</b>
<b>Expenditures:</b>					
Current:					
General government	3,439,418	3,946,263	5,830,601	4,532,996	(1,297,605)
TEDC land purchases	10,853,125	4,740,000	-	-	-
Capital outlay	14,626,605	34,972,840	125,038,078	25,805,000	(99,233,078)
Debt service:					
Principal retirement	5,130,000	5,315,000	4,195,000	4,350,000	155,000
Interest and fiscal charges	1,873,226	3,477,800	5,491,898	7,321,943	1,830,045
Issuance cost - bonds	988,239	215,540	-	-	-
<b>Total expenditures</b>	<b>36,910,613</b>	<b>52,667,443</b>	<b>140,555,577</b>	<b>42,009,939</b>	<b>(98,545,638)</b>
Excess (deficiency) of revenues over expenditures	(16,861,770)	(31,377,577)	(115,843,438)	(4,686,971)	111,156,467
<b>Other financing sources (uses):</b>					
Bond proceeds	44,615,000	52,705,000	40,000,000	-	(40,000,000)
Original issues premium	4,763,431	2,984,705	-	-	-
Bond discount	(292,794)	(467,202)	-	-	-
<b>Total other financing sources (uses)</b>	<b>49,085,637</b>	<b>55,222,503</b>	<b>40,000,000</b>	<b>-</b>	<b>(40,000,000)</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	<b>32,223,867</b>	<b>23,844,926</b>	<b>(75,843,438)</b>	<b>(4,686,971)</b>	<b>71,156,467</b>
Fund balance, beginning of year	32,164,626	64,388,493	88,233,419	12,389,981	(75,843,438)
<b>Fund balance, end of year</b>	<b>\$ 64,388,493</b>	<b>\$ 88,233,419</b>	<b>\$ 12,389,981</b>	<b>\$ 7,703,010</b>	<b>\$ (4,686,971)</b>
Allocation of Fund Balance, end of year:					
Reserved for Debt Service	\$ 5,383,388	\$ 5,383,388	\$ 5,383,388	\$ 5,383,388	
	\$ 5,383,388	\$ 5,383,388	\$ 5,383,388	\$ 5,383,388	

(1) - As amended in the Financing Plan approved by the Reinvestment Board on 06/28/23 and Council on 07/20/23.



## FINANCIAL SUMMARY - REINVESTMENT ZONE NO. 1 FUND

	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>	FY 2029 FORECASTED Budget <sup>(1)</sup>
<b>Revenues:</b>					
Taxes	\$ 34,509,358	\$ 38,546,582	\$ 48,544,166	\$ 49,093,193	\$ 56,064,796
Intergovernmental	50,000	50,000	50,000	50,000	-
Licenses and permits	150,000	150,000	150,000	150,000	150,000
Interest and other	420,000	320,000	120,000	120,000	120,000
<b>Total revenues</b>	<b>35,129,358</b>	<b>39,066,582</b>	<b>48,864,166</b>	<b>49,413,193</b>	<b>56,334,796</b>
<b>Expenditures:</b>					
Current:					
General government	4,659,916	4,785,628	5,832,692	5,942,188	6,057,159
TEDC land purchases	-	-	-	-	-
Capital outlay	17,212,422	20,377,422	30,017,422	29,035,000	37,500,000
Debt service:					
Principal retirement	5,195,000	6,045,000	7,235,000	7,505,000	7,785,000
Interest and fiscal charges	7,067,698	6,908,730	6,706,902	6,440,734	6,157,751
Issuance cost - bonds	-	-	-	-	-
<b>Total expenditures</b>	<b>34,135,036</b>	<b>38,116,780</b>	<b>49,792,016</b>	<b>48,922,922</b>	<b>57,499,910</b>
Excess (deficiency) of revenues over expenditures	994,322	949,802	(927,850)	490,271	(1,165,114)
<b>Other financing sources (uses):</b>					
Bond proceeds	-	-	-	-	-
Original issues premium	-	-	-	-	-
Bond discount	-	-	-	-	-
<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	<b>994,322</b>	<b>949,802</b>	<b>(927,850)</b>	<b>490,271</b>	<b>(1,165,114)</b>
Fund balance, beginning of year	7,703,010	8,697,332	9,647,134	8,719,284	9,209,555
Fund balance, end of year	<b>\$ 8,697,332</b>	<b>\$ 9,647,134</b>	<b>\$ 8,719,284</b>	<b>\$ 9,209,555</b>	<b>\$ 8,044,441</b>
Allocation of Fund Balance, end of year:					
Reserved for Debt Service	\$ 5,383,388	\$ 5,383,388	\$ 5,383,388	\$ 5,383,388	\$ 5,383,388
	<b>\$ 5,383,388</b>	<b>\$ 5,383,388</b>	<b>\$ 5,383,388</b>	<b>\$ 5,383,388</b>	<b>\$ 5,383,388</b>

## CAPITAL SUMMARY - REINVESTMENT ZONE NO. 1 FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Reinvestment Zone	Veteran's Memorial Blvd. Phase II	10,450,000	-	-	-	-	-
Reinvestment Zone	Old Howard Road Improvements	3,870,000	-	-	-	-	-
Reinvestment Zone	Santa Fe Community Market	3,500,000	-	-	-	-	-
Reinvestment Zone	South Temple Transmission Line C (31st to 5th)	3,185,000	-	-	-	-	-
Reinvestment Zone	Bell County Annex	2,000,000	2,000,000	2,000,000	-	-	-
Reinvestment Zone	TISD/Travis Middle School	1,200,000	-	-	-	-	-
Reinvestment Zone	TISD/Travis Middle School [property acquisition]	1,000,000	-	-	-	-	-
Reinvestment Zone	Taxiway D Improvements Grant Match	200,000	-	-	-	-	-
Reinvestment Zone	Rail Maintenance	200,000	200,000	200,000	200,000	200,000	200,000
Reinvestment Zone	Road/Signage Maintenance	100,000	100,000	100,000	100,000	100,000	100,000
Reinvestment Zone	Airport RAMP Grant	100,000	100,000	100,000	100,000	100,000	-
Reinvestment Zone	Lorraine Drive Extension [Panda to Bob White]	-	5,275,000	-	-	-	-
Reinvestment Zone	3rd Street Pedestrian Facilities and Landscaping	-	4,860,000	-	-	-	-
Reinvestment Zone	Rail Backage Road (N-S) GST Tract	-	2,325,000	-	-	-	-
Reinvestment Zone	Infrastructure Improvements - Synergy Park	-	1,602,422	1,602,422	1,602,422	-	-

## CAPITAL SUMMARY - REINVESTMENT ZONE NO. 1 FUND

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Reinvestment Zone	South Temple Pump Station & Ground Storage Tank	-	-	6,890,000	-	-	-
Reinvestment Zone	Public Improvements	-	-	3,500,000	5,000,000	6,000,000	37,000,000
Reinvestment Zone	South Temple Transmission Line B (5th to Lorraine)	-	-	2,100,000	-	12,435,000	-
Reinvestment Zone	Crestview - Henderson to 24th Street	-	-	1,725,000	-	-	-
Reinvestment Zone	East Outer Loop - 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>\$ 25,805,000</b>	<b>\$ 17,212,422</b>	<b>\$ 20,377,422</b>	<b>\$ 30,017,422</b>	<b>\$ 29,035,000</b>	<b>\$ 37,500,000</b>
Repair & Maintenance		\$ 85,720	\$ 93,451	\$ 97,272	\$ 103,766	\$ 213,890	\$ 219,248
<b>Total Cumulative Operating Impact</b>		<b>\$ 85,720</b>	<b>\$ 93,451</b>	<b>\$ 97,272</b>	<b>\$ 103,766</b>	<b>\$ 213,890</b>	<b>\$ 219,248</b>

## FINANCIAL SUMMARY - TEMPLE REVITALIZATION CORPORATION

	Actual		FY 2023 AMENDED Budget @ 06/30/23	FY 2024 ADOPTED Budget	+(-)
	09/30/21	09/30/22 <sup>(1)</sup>			
<b>Revenues:</b>					
City of Temple - Contributed Capital, Land	\$ -	\$ 138,282	\$ -	\$ -	\$ -
<b>Total revenues</b>	<u>-</u>	<u>138,282</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Expenditures:</b>					
Supplies	-	-	21	5,200	5,179
Other services	-	-	2,779	3,600	821
Contracted services	-	7,325	123,400	285,000	161,600
Capital outlay	-	138,282	307,200	50,000	(257,200)
<b>Total expenditures</b>	<u>\$ -</u>	<u>\$ 145,607</u>	<u>433,400</u>	<u>343,800</u>	<u>(94,779)</u>
Excess (deficiency) of revenues over expenditures	<u>-</u>	<u>(7,325)</u>	<u>(433,400)</u>	<u>(343,800)</u>	<u>94,779</u>
<b>Other financing sources:</b>					
Transfers in - General Fund	-	35,000	433,400	343,800	(89,600)
<b>Total other financing sources</b>	<u>-</u>	<u>35,000</u>	<u>433,400</u>	<u>343,800</u>	<u>(89,600)</u>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	<u>-</u>	<u>27,675</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund balance, beginning of year	<u>-</u>	<u>-</u>	<u>27,675</u>	<u>27,675</u>	<u>-</u>
<b>Fund balance, end of year</b>	<u><b>\$ -</b></u>	<u><b>\$ 27,675</b></u>	<u><b>\$ 27,675</b></u>	<u><b>\$ 27,675</b></u>	<u><b>\$ -</b></u>
<b>Total Temple Revitalization Corporation Expenditures - By Category</b>					
Operations	\$ -	\$ 7,325	\$ 126,200	\$ 293,800	\$ 167,600
Capital outlay	-	138,282	307,200	50,000	(257,200)
<b>Fund Total</b>	<u><b>\$ -</b></u>	<u><b>\$ 145,607</b></u>	<u><b>\$ 433,400</b></u>	<u><b>\$ 343,800</b></u>	<u><b>\$ (89,600)</b></u>

(1) - The Temple Revitalization Corporation (TRC) was established during FY 2022.

## FINANCIAL SUMMARY - TEMPLE REVITALIZATION CORPORATION

	FY 2025 FORECASTED Budget	FY 2026 FORECASTED Budget	FY 2027 FORECASTED Budget	FY 2028 FORECASTED Budget	FY 2029 FORECASTED Budget
<b>Revenues:</b>					
City of Temple - Contributed Capital, Land	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total revenues</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Expenditures:</b>					
Supplies	5,200	5,200	5,200	5,200	5,200
Other services	3,600	3,600	3,600	3,600	3,600
Contracted services	185,500	85,500	86,000	86,000	86,000
Capital outlay	-	-	-	-	-
<b>Total expenditures</b>	<u>194,300</u>	<u>94,300</u>	<u>94,800</u>	<u>94,800</u>	<u>94,800</u>
Excess (deficiency) of revenues over expenditures	<u>(194,300)</u>	<u>(94,300)</u>	<u>(94,800)</u>	<u>(94,800)</u>	<u>(94,800)</u>
<b>Other financing sources:</b>					
Transfers in - General Fund	194,300	94,300	94,800	94,800	94,800
<b>Total other financing sources</b>	<u>194,300</u>	<u>94,300</u>	<u>94,800</u>	<u>94,800</u>	<u>94,800</u>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	-	-	-	-
Fund balance, beginning of year	27,675	27,675	27,675	27,675	27,675
Fund balance, end of year	<u>\$ 27,675</u>	<u>\$ 27,675</u>	<u>\$ 27,675</u>	<u>\$ 27,675</u>	<u>\$ 27,675</u>
<b>Total Temple Revitalization Corporation Expenditures - By Category</b>					
Operations	\$ 194,300	\$ 94,300	\$ 94,800	\$ 94,800	\$ 94,800
Capital outlay	-	-	-	-	-
<b>Fund Total</b>	<u>\$ 194,300</u>	<u>\$ 94,300</u>	<u>\$ 94,800</u>	<u>\$ 94,800</u>	<u>\$ 94,800</u>

FINANCIAL SUMMARY - TEMPLE REVITALIZATION CORPORATION

Department	Project	2023/2024 ADOPTED Budget	2024/2025 FORECASTED Budget	2025/2026 FORECASTED Budget	2026/2027 FORECASTED Budget	2027/2028 FORECASTED Budget	2028/2029 FORECASTED Budget
Temple Revitalization Corporation	Acquire 3 properties by Santa Fe Plaza	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Capital	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -

Dues and Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fuel	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-
Total Cumulative Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# 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 fifth 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 fifth 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 2024 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 Proposed 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 2024, the Budget totals \$261,838,181 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; this rate reflects no change from the FY 2023 tax rate.

# FINANCIAL HIGHLIGHTS

The FY 2024 Budget allocates resources based on the five focus areas identified in the Strategic Plan:



# FINANCIAL HIGHLIGHTS

## General Fund Revenues

Total revenues for the FY 2024 General Fund Budget are presented at \$117,746,728 an increase of 13.98% as compared to the FY 2023 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 2024 Budget, property tax accounts for 20.69% 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; this rate reflects no change from the current FY 2023 tax rate.

This rate is based on an appraised value of value of \$8,683,508,717 (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 26.70¢ for the M&O rate and 34.60¢ 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 2024 Budget, sales tax is projected to account for 33.39% of the General Fund budgeted revenues.

The FY 2024 Budget estimates \$39,320,000 in sales tax revenue, a 17.37% increase in sales tax revenue over budgeted FY 2023 sales tax revenue (or 7.61% greater than actual forecasted FY 2023 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 13.51% of total General Fund revenues. \$15,906,877 in solid waste revenue is projected for FY 2024, representing a 0.69% increase from the FY 2023 solid waste revenue adopted budget of \$15,798,031.



## General Fund Expenditures

Total expenditures for the FY 2024 General Fund Budget are presented at \$122,755,878, an increase of 14.06% compared to the FY 2023 Adopted Budget.

# FINANCIAL HIGHLIGHTS

## Water and Wastewater Fund

Total revenues for the FY 2024 Water and Wastewater Fund Budget are presented at \$58,785,144, an increase of 8.45% compared to the FY 2023 Adopted Budget. Total expenditures for the FY 2024 Water and Wastewater Fund Budget are presented at \$58,785,144, an increase of 8.45% compared to the FY 2023 Adopted Budget. A rate adjustment of approximately 7.00% is being proposed for water rates, as well as an approximate 11.50% rate adjustment for wastewater rates.



## Hotel/Motel Tax Fund

Total revenues for the Hotel/Motel Fund Budget are presented at \$3,407,090, an increase of 21.54% compared to the FY 2023 Adopted Budget. 13.05% of the Hotel/Motel revenues are from the operations of the Frank Mayborn Center. Expenditures for the Hotel/Motel Fund Budget are presented at \$3,407,090 an increase of 14.40% compared to the FY 2023 Adopted Budget.

## Federal and State Grant Fund

Total revenues and expenditures for Federal and State Grant Fund Budget are presented at \$778,505, an increase of 14.02% compared to the FY 2023 Adopted Budget. Total revenues include the award of the Community Development Block Grant (CDBG) and the anticipated award of \$104,099 for the Crisis Assistance grant.

The allocation of CDBG funds are as follows:

Homelessness & Mental Health Program . . . . .	\$273,532
General Administration . . . . .	\$134,881
Housing Improvement Program. . . . .	\$134,588
Neighborhood Revitalization Program. . . . .	\$91,405
Projects . . . . .	\$40,000

## Drainage Fund

Total revenues and expenditures are presented at \$3,186,945, a 4.08% increase from prior year. These revenues are based on rates that remain unchanged from current year.

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

			SPECIAL REVENUE FUNDS						Debt Service Fund	Water/Wastewater Enterprise Fund		Total All Funds						
	General Fund		Hotel/Motel Fund	Fed/State Grant Fund	Drainage Fund	Reinvestment Zone No. 1 <sup>(1)</sup>	Temple Revitalization Corp. <sup>(2)</sup>											
BEGINNING FUND BALANCE /																		
NET POSITION 10/01/23	\$	32,242,217	\$	2,087,349	\$	-	\$	1,928,451	\$	12,389,981	\$	27,675	\$	167,093	\$	133,333,719	\$	182,176,485
REVENUES:																		
Taxes	\$	64,173,421	\$	2,803,176	\$	-	\$	-	\$	26,602,968	\$	-	\$	25,776,845	\$	-	\$	119,356,410
Water and wastewater revenue		-		-		-		-		-		-		-		55,918,272		55,918,272
Drainage fees		-		-		-		3,048,907		-		-		-		-		3,048,907
Franchise fees		9,248,381		-		-		-		-		-		-		-		9,248,381
Licenses and permits		1,147,100		-		-		-		150,000		-		-		-		1,297,100
Intergovernmental		42,000		-		778,505		-		5,050,000		-		1,348,047		-		7,218,552
Charges for services		37,686,352		501,200		-		-		-		-		-		-		38,187,552
Fines		1,365,995		-		-		-		-		-		-		-		1,365,995
Interest and other		3,615,506		100,000		-		135,000		5,520,000		-		431,200		2,849,350		12,651,056
TOTAL REVENUES		117,278,755		3,404,376		778,505		3,183,907		37,322,968		-		27,556,092		58,767,622		248,292,225
TOTAL AVAILABLE RESOURCES																		
	\$	149,520,972	\$	5,491,725	\$	778,505	\$	5,112,358	\$	49,712,949	\$	27,675	\$	27,723,185	\$	192,101,341	\$	430,468,710
EXPENDITURES:																		
Personnel services	\$	77,966,907	\$	1,822,576	\$	331,320	\$	1,387,627	\$	-	\$	-	\$	-	\$	10,056,403	\$	91,564,833
Operations		37,345,329		1,247,631		447,185		378,630		4,532,996		293,800		-		25,469,762		69,715,333
Capital		4,429,150		245,500		-		16,900		25,805,000		50,000		-		1,866,250		32,412,800
Contingency		322,285		17,967		-		285,583		-		-		-		51,181		677,016
Debt service		48,365		3,150		-		-		11,671,943		-		30,570,880		21,324,026		63,618,364
TOTAL EXPENDITURES	\$	120,112,036	\$	3,336,824	\$	778,505	\$	2,068,740	\$	42,009,939	\$	343,800	\$	30,570,880	\$	58,767,622	\$	257,988,346
OTHER FINANCING SOURCES (USES):																		
Transfers in	\$	334,310	\$	-	\$	-	\$	-	\$	-	\$	343,800	\$	3,014,788	\$	-	\$	3,692,898
Transfers (out)		(2,510,179)		(67,552)		-		(1,115,167)		-		-		-		-		(3,692,898)
	\$	(2,175,869)	\$	(67,552)	\$	-	\$	(1,115,167)	\$	-	\$	343,800	\$	3,014,788	\$	-	\$	-
ENDING FUND BALANCE /																		
NET POSITION 09/30/2024	\$	27,233,067	\$	2,087,349	\$	-	\$	1,928,451	\$	7,703,010	\$	27,675	\$	167,093	\$	133,333,719	\$	172,480,364

1 - As amended in the Financing Plan approved by the Reinvestment Board on 06/28/23 and Council on 07/20/23.

2 - Temple Revitalization Corporation (TRC) was established during FY 2022.

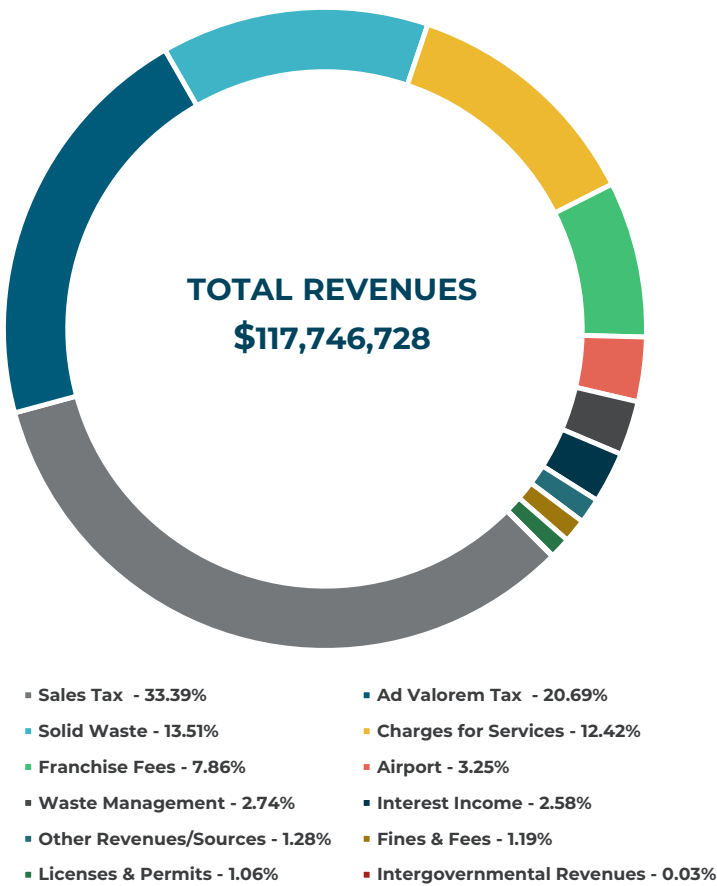


# GENERAL FUND

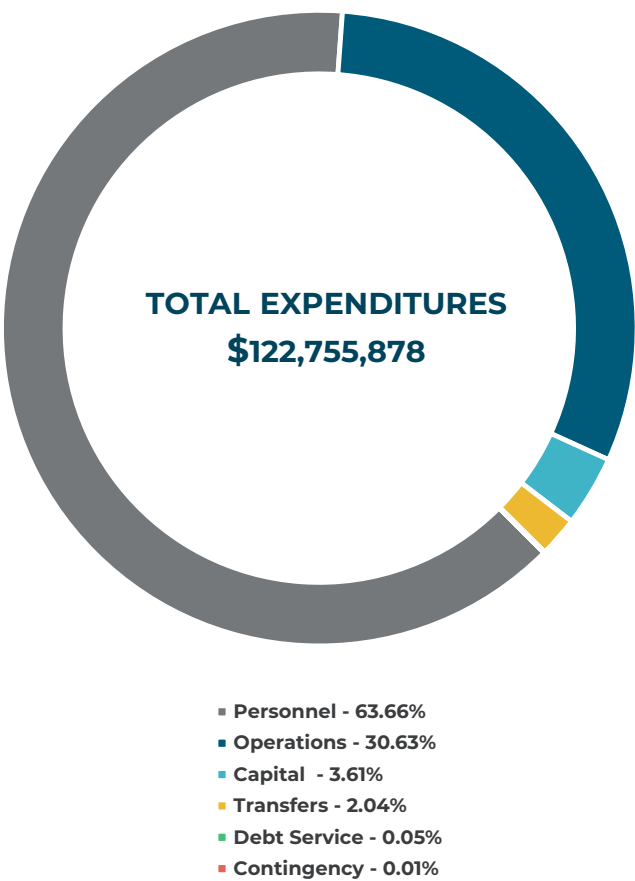


REVENUES & EXPENDITURES

GENERAL FUND REVENUES BY SOURCES



GENERAL FUND EXPENDITURES BY TYPE





## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
Current AD Valorem	\$ 19,353,189	\$ 21,984,474	\$ 21,677,973	\$ 24,497,453
Discount Current Tax	(470,205)	(420,000)	(546,465)	(510,000)
Delinquent AD Valorem	40,958	224,331	63,000	247,449
Penalty and Interest - AD Valorem Taxes	195,631	125,000	138,000	125,000
<b>TOTAL TAXES</b>	<b>\$ 19,119,573</b>	<b>\$ 21,913,805</b>	<b>\$ 21,332,508</b>	<b>\$ 24,359,902</b>
Sales Tax	\$ 32,579,840	\$ 33,500,000	\$ 36,327,125	\$ 39,320,000
Mixed Beverage Tax	234,279	240,000	255,000	235,000
Occupation Taxes	43,815	45,000	43,200	46,000
Bingo Tax	20,096	16,000	21,500	16,800
<b>TOTAL NON-PROPERTY TAXES</b>	<b>\$ 32,878,030</b>	<b>\$ 33,801,000</b>	<b>\$ 36,646,825</b>	<b>\$ 39,617,800</b>
Electric Franchise	\$ 3,434,504	\$ 3,488,678	\$ 4,004,694	\$ 4,355,000
Gas Franchise	773,007	840,000	1,056,786	950,000
Telecommunications	183,180	165,000	236,125	165,000
Cable Television	708,755	675,000	662,063	650,000
Public Education Channel	120,830	116,335	112,224	105,000
Water & Wastewater Franchise Fee	2,333,357	2,710,262	2,710,262	2,939,257
Ambulance	111,346	120,000	109,976	85,000
<b>TOTAL FRANCHISE FEES</b>	<b>\$ 7,664,979</b>	<b>\$ 8,115,275</b>	<b>\$ 8,892,130</b>	<b>\$ 9,249,257</b>

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
Building Permit Fee	\$ 673,449	\$ 454,235	\$ 710,792	\$ 520,000
Electrical Permit Fee	57,869	45,600	54,890	45,600
Mechanical Permit Fee	33,627	27,200	28,900	25,000
Plumbing Permit Fee	177,991	160,500	202,427	175,500
Residential Permit Fee	427,137	415,069	273,000	275,000
Plan Review Fee	1,813	-	-	-
Fire Safety	28,975	28,200	53,053	30,000
Curb and Street Cuts	45,815	48,770	32,895	25,000
Other Permits - Fees	126,195	132,800	123,980	100,000
House Moving	165	-	495	-
Contractor Registration Licenses	30,880	28,160	27,720	27,000
Right-Of-Way Permit	250	-	250	-
Mobile Home Permit Fee	5,744	5,600	1,773	2,000
Alarm Permit Fee	23,470	28,550	22,516	22,000
<b>TOTAL LICENSES AND PERMITS</b>	<b>\$ 1,633,380</b>	<b>\$ 1,374,684</b>	<b>\$ 1,532,691</b>	<b>\$ 1,247,100</b>
Federal Grants	\$ 4,619	\$ 125,000	\$ -	\$ -
State Grants	347,040	12,500	81,944	-
Traffic Signal Reimbursement	42,000	42,000	42,000	42,000
<b>TOTAL INTERGOVERNMENTAL REVENUES</b>	<b>\$ 393,659</b>	<b>\$ 179,500</b>	<b>\$ 123,944</b>	<b>\$ 42,000</b>

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
Vital Statistics	\$ 147,166	\$ 140,000	\$ 147,452	\$ 140,000
Vital Statistics Preservation	10,013	-	10,240	-
Envelope/Miscellaneous Sales	297	-	242	-
Subdivision Fees	33,170	32,000	33,400	30,000
Water & Wastewater - Reimbursements	102,260	37,260	37,260	37,260
I.T. Services/Water-Wastewater	538,520	596,003	596,003	662,378
W&WW Contractual	4,900,050	5,691,550	5,691,550	6,172,440
Over/Under Account	1,752	-	-	-
<b>TOTAL CHARGES FOR SERVICES - GENERAL GOVT.</b>	<b>\$ 5,733,228</b>	<b>\$ 6,496,813</b>	<b>\$ 6,516,147</b>	<b>\$ 7,042,078</b>
Police Overtime	\$ 181,510	\$ 168,140	\$ 168,140	\$ 176,863
Police Revenue	743,631	847,240	847,240	973,130
Police Reports	13,267	9,000	11,125	9,000
Police Donations/Gifts	5,450	-	-	-
Dare Donations - Unrestricted	4,300	-	2,850	-
Firing Range - Rental Fee	1,160	1,400	1,320	1,400
OCU State Seized Funds	20,297	23,326	-	-
Police Training School	1,065	-	-	-
County Fire Service	10,177	9,000	29,889	9,000
Fire Donations/Gifts	10,265	-	10,704	-
Fire Department Revenue	1,956	1,000	691	500
Fire Training Revenue	47,832	65,000	56,188	45,000
<b>TOTAL CHARGES FOR SERVICES - PUBLIC SAFETY</b>	<b>\$ 1,040,910</b>	<b>\$ 1,124,106</b>	<b>\$ 1,128,147</b>	<b>\$ 1,214,893</b>

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
CNG Sales	\$ 18,419	\$ 15,000	\$ 9,000	\$ -
Federal Motor Fuel Excise Tax Credit	78,820	88,434	55,549	-
W&WW Street Repair	178,242	125,000	154,635	140,000
Fleet Service Charges	84,321	90,000	79,500	80,000
<b>TOTAL CHARGES FOR SERVICES - PUBLIC WORKS</b>	<b>\$ 359,802</b>	<b>\$ 318,434</b>	<b>\$ 298,684</b>	<b>\$ 220,000</b>
Solid Waste - Residential	\$ 6,582,829	\$ 7,270,488	\$ 7,276,127	\$ 7,516,860
Solid Waste - Residential Recycling	459,347	399,000	318,675	300,000
Solid Waste - Commercial - Plastic	544,097	579,784	573,130	580,488
Solid Waste - Commercial - Sideload	420,529	449,193	443,914	449,244
Solid Waste - Commercial - Frontload	3,000,000	3,192,293	3,195,209	3,202,315
Solid Waste - Rolloff	3,180,480	3,551,623	3,711,037	3,336,470
Solid Waste - Recycling	148,229	130,000	160,541	160,000
Solid Waste - Special Pickup	120,731	78,030	71,308	70,000
Solid Waste - Other Recycling	427,978	212,000	116,000	110,000
Solid Waste - Other Charges	850	-	150	-
Solid Waste - Recycling Roll-Off	147,452	131,000	177,706	181,500
Waste Management Contract	755,445	743,106	786,921	826,267
Waste Management Surcharge	2,271,740	2,485,000	2,462,777	2,400,000
<b>TOTAL CHARGES FOR SERVICES - SOLID WASTE</b>	<b>\$ 18,059,707</b>	<b>\$ 19,221,517</b>	<b>\$ 19,293,495</b>	<b>\$ 19,133,144</b>

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
Library Fines	\$ 2,752	\$ 1,200	\$ 8,412	\$ 3,000
Lost Books	4,992	3,000	6,400	3,000
Library Memorials	250	-	-	-
User Fees/Parks Dept.	16,905	11,475	18,500	19,200
Football Entry Fees	-	3,468	-	-
Softball Entry Fees	42,399	32,640	37,500	36,000
Volleyball Entry Fees	8,599	15,300	10,500	10,500
Basketball Entry Fees	6,237	14,280	7,200	7,000
Soccer Entry Fees	5,057	5,610	4,700	5,600
Swimming Pool Fees	10,365	34,000	15,063	20,000
Sponsors - Temple Bloomin' Festival	11,450	24,970	24,000	-
Tickets - Temple Bloomin' Festival	-	98,838	72,589	-
Carnival - Temple Bloomin' Festival	-	16,236	2,946	-
Alcoholic Beverage (Beer) - Temple Bloomin' Festival	-	46,818	-	-
Non-Alcoholic Beverage - Temple Bloomin' Festival	-	728	-	-
Vendors - Temple Bloomin' Festival	3,435	9,884	16,981	-
Merchandise Sales - Temple Bloomin' Festival	-	780	-	-

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
Sponsors - Railyard Music Fest	-	-	-	125,000
Tickets - Railyard Music Fest	-	-	-	800,000
Alcoholic Beverage (Beer) - Railyard Music Fest	-	-	-	10,000
Vendors - Railyard Music Fest	-	-	-	62,500
Merchandise Sales - Railyard Music Fest	-	-	-	75,000
Sponsors - Holly Jolly Christmas Festival	-	-	-	1,000
Vendors - Holly Jolly Christmas Festival	-	-	-	1,000
Merchandise Sales - Parade Entries	-	-	-	2,750
Sponsors - Airshow	-	-	-	30,000
Tickets - Airshow	-	-	-	150,000
Alcoholic Beverage - Airshow	-	-	-	10,000
Vendors - Airshow	-	-	-	3,500
Sponsors - 4th of July Celebration	-	-	-	25,000
Vendors - 4th of July Celebration	-	-	-	2,500
Food Truck Plaza Rental	18,130	-	34,350	21,000
Corporate Games	28,307	30,600	32,000	32,000
Mayor's Fitness Council	10,000	10,000	10,000	10,000
Facility Rental/P&R	120,569	91,800	118,500	105,000
Merchandise Sales	3,141	1,040	3,075	2,500
Recreation Membership Fees	26,030	24,480	34,234	27,000

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
Donations/Parks & Rec.	40,014	45,900	37,758	20,050
Special Events/Classes	408,630	630,000	401,900	504,120
Summit Rec - Memberships	282,355	250,000	285,830	257,000
Summit Rec - Facility Rental	1,520	1,500	2,200	2,500
Summit Rec - Classes	21,371	20,000	20,500	22,000
Summit Rec - Store Sales	535	-	350	200
Summit Concession Sales	7,144	3,264	7,930	7,500
Tennis Fees	47,367	50,000	51,200	55,000
Reinvestment Zone No. 1 Reimbursements	1,238,442	2,396,352	2,396,352	1,932,811
Lion's Junction Water Park - Admission	269,080	255,000	251,708	290,000
Lion's Junction Water Park - Facility Rental	-	26,520	15,000	15,000
Lion's Junction Water Park - Lion's Store Sales	132	3,060	1,240	3,000
Lion's Junction Water Park - Food & Beverage Sales	104,226	91,800	120,500	100,000
Lion's Junction Water Park - Junction Memberships	40,640	51,000	46,925	55,000
Lion's Locker Rentals	2,217	1,530	6,100	2,000
Lion's Catering Fee	-	255	-	-
Indoor Pool Rental	2,940	10,000	4,100	7,500
Indoor Pool Classes/Fees	89,180	45,000	83,800	55,000
Green Fees	352,224	272,000	437,400	330,000
Golf Tournaments	48,256	42,000	71,400	45,000



## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
Golf Cart Fees	300,881	282,045	321,000	295,000
Golf Pro Shop Sales	84,945	75,750	131,781	85,000
Golf Driving Range	76,873	63,000	123,844	75,000
Golf Lessons	8,015	8,585	22,200	15,000
Other Golf Revenue	250	-	5,935	-
Golf Food Sales	74,433	67,000	103,300	75,000
Golf Non-Alcoholic Beverages	25,542	29,500	34,100	25,000
Golf Alcoholic Beverages	73,501	58,000	100,500	73,000
Junior Golf Program Donations	375	5,000	5,000	5,000
Golf Memberships	101,517	88,000	101,000	95,000
Hillcrest Cemetery - Plot Sales	60,832	20,000	48,500	45,000
Hillcrest Cemetery - Opening/Closing	11,100	8,400	8,200	8,200
Hillcrest Cemetery - Headstone Setting	5,450	750	4,100	3,200
Hillcrest Cemetery - Other	18,725	-	14,525	-
Crossroads Park - Field Rentals	27,270	40,800	27,500	27,000
Crossroads Park - Light Rentals	3,840	5,100	2,000	4,000
Crossroads Park - Concession Rentals	10,200	2,754	10,500	10,500
Crossroads Park - Concessionaire Revenues	1,675	3,745	1,600	1,750
Crossroads Park - Tennis Center	960	-	-	-
<b>TOTAL CHARGES FOR SERVICES - CULTURE &amp; REC</b>	<b>\$ 4,161,275</b>	<b>\$ 5,430,757</b>	<b>\$ 5,764,728</b>	<b>\$ 6,146,381</b>

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
AV Gas Sales	\$ 512,107	\$ 429,671	\$ 465,688	\$ 466,700
Oil	16,639	15,725	15,070	17,610
Jet Fuel Sales	3,220,807	3,537,567	3,233,734	3,390,700
Discount on AV Gas Sales	(24,444)	(22,089)	(23,760)	(23,250)
Discount Jet Sales	(572,320)	(668,829)	(625,333)	(626,295)
Merchandise Sales	698	-	-	-
Ramp and Tie Down	12,975	5,100	12,500	5,100
Warehouse/Hangar Rent	216,922	240,000	208,500	204,000
Fire Land Lease	12,458	12,458	12,458	12,458
Corporate Land Leases	29,787	22,193	22,193	22,193
Corporate Hangar Leases	175,379	165,000	179,006	175,000
Overnight Fees	8,200	-	1,400	3,000
Hangar Complex - Rent	74,070	164,850	164,850	164,850
Over/Under	(505)	-	-	-
Sponsors - Airshow	-	20,000	13,200	-
Ticket Sales - Airshow	-	68,500	23,490	-
Alcoholic Beverages - Airshow	-	10,000	-	-
Vendors - Airshow	-	1,500	3,305	-
Vendors - Merchandise Sales - Airshow	-	-	37	-
Misc Airport Revenue	22,240	30,000	32,550	20,000
<b>TOTAL CHARGES FOR SERVICES - AIRPORT</b>	<b>\$ 3,705,013</b>	<b>\$ 4,031,646</b>	<b>\$ 3,738,888</b>	<b>\$ 3,832,066</b>

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
Traffic & Criminal Fines	\$ 794,151	\$ 1,150,000	\$ 790,000	\$ 850,000
Commercial Vehicle Enforcement	150	-	-	-
Dismissal Fee	8,300	10,000	9,160	10,000
Child Safety Fees - Bell County	62,859	62,859	62,859	92,384
False Alarm Violations	31,715	35,000	63,800	45,000
Animal Shelter	44,569	40,000	51,500	45,000
Parking Fines	4,690	4,500	4,000	100,000
Jury Fee	126	50	125	-
Judicial Efficiency - Local	14,560	-	15,637	-
Technology Fee	26,448	18,700	24,757	25,000
Security Fee	30,502	31,533	29,400	37,865
Judicial Support Fund	589	-	350	-
Juvenile Case Manager Fund	32,451	-	30,482	-
Municipal Court O/U	(130)	-	-	-
Defensive Driving	15,320	15,000	14,695	17,665
Warrant Fees	77,915	65,000	65,000	65,000
Written Notice Fee	32,847	30,000	30,482	32,000
Child Safety Court Costs	7,585	7,500	7,654	10,200
Traffic Costs	13,211	10,000	11,740	13,400
State Service Fee	47,820	40,000	46,800	52,000
Credit Card Merchant Charges	33	-	20	-
Truancy Prevention (TPDF)	777	-	400	-
Municipal Jury Fund	560	-	558	-
Code Enforcement Fines	110	-	-	-
<b>TOTAL FINES AND FEES</b>	<b>\$ 1,247,158</b>	<b>\$ 1,520,142</b>	<b>\$ 1,259,419</b>	<b>\$ 1,395,514</b>

## GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
Interest Income	\$ 315,181	\$ 967,500	\$ 2,210,268	\$ 3,041,500
City Leases	171,507	179,336	167,706	171,322
Sale of Scrap	426	-	-	-
Sale of Land	18,622	-	12,050	-
Sale of Assets	293,033	124,848	200,000	125,000
Insurance Claims	178,182	201,733	156,555	143,000
Pay in Lieu of Taxes	18,957	19,380	19,296	19,380
Other Revenues	383,031	137,515	140,000	137,515
Insufficient Checks	2,450	765	2,300	2,000
Street Use License/Abandonment	1,300	2,040	1,000	1,000
Library Donations	23,489	122,241	122,277	-
Donations/Gifts	19,692	58,000	77,761	60,000
Library Reimbursements	1	-	5	-
Demolition Revenue	19,286	1,020	3,917	1,020
Lot Cutting	92,372	15,300	70,000	65,000
Claims Due City	10,571	-	13,000	-
Opioid Settlement	-	31,000	88,133	-
Miscellaneous Reimbursements	19,134	-	7,000	116,726
Library - Building Rental	30,558	40,800	35,753	28,500
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 1,597,792</b>	<b>\$ 1,901,478</b>	<b>\$ 3,327,021</b>	<b>\$ 3,911,963</b>
Other Financing - Lease Purchases	\$ 182,654	\$ -	\$ -	\$ -
Transfer In	312,349	321,516	321,516	334,630
<b>TOTAL OTHER FINANCING SOURCES (TRANSFERS)</b>	<b>\$ 495,003</b>	<b>\$ 321,516</b>	<b>\$ 321,516</b>	<b>\$ 334,630</b>
<b>REVENUE TOTAL - GENERAL FUND</b>	<b>\$ 98,089,509</b>	<b>\$ 105,750,673</b>	<b>\$ 110,176,143</b>	<b>\$ 117,746,728</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-hangars and ample land for development.

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 658,415	\$ 888,080	\$ 864,368	\$ 978,214
PERSONNEL BENEFITS	189,504	260,498	253,543	303,363
SUPPLIES	38,247	57,675	52,709	58,687
CAPITAL < \$5,000	13,325	8,975	8,202	8,000
REPAIR AND MAINTENANCE	63,269	84,553	77,273	84,953
OTHER SERVICES	55,619	59,911	54,753	78,666
CONTRACTED SERVICES	152,626	269,422	246,225	189,796
COST OF GOODS SOLD	2,302,536	1,181,450	1,079,727	2,372,032
CAPITAL EQUIPMENT	3,652	-	-	-
<b>TOTAL</b>	<b>\$ 3,477,194</b>	<b>\$ 2,810,564</b>	<b>\$ 2,636,800</b>	<b>\$ 4,073,711</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
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>2</sup>	2.000	0.000	0.000	0.000
AIRPORT OPERATIONS SUPERVISOR <sup>2</sup>	1.000	0.000	0.000	0.000
AIRPORT SERVICES COORDINATOR <sup>2</sup>	1.000	0.000	0.000	0.000
CUSTOMER SERVICE REPRESENTATIVE I <sup>1</sup>	0.000	2.000	2.000	2.000
CUSTOMER SERVICE REPRESENTATIVE - PT	0.500	0.500	0.500	0.500
DIRECTOR OF AIRPORT	1.000	1.000	1.000	1.000
MAINTENANCE COORDINATOR <sup>2</sup>	0.000	1.000	1.000	1.000
FBO MANAGER <sup>1</sup>	0.000	1.000	1.000	1.000
MAINTENANCE TECHNICIAN <sup>2</sup>	0.000	2.000	2.000	2.000
OPERATIONS COORDINATOR <sup>2</sup>	0.000	1.000	1.000	1.000
OPERATIONS MANAGER I - AIRPORT	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>13.380</b>	<b>16.380</b>	<b>16.380</b>	<b>16.380</b>

1 - In FY2023, a FBO Manager and two Customer Service Representative I positions were added.

2 - As part of the General Government Market Study in FY 2023, the following title changes occurred:

- \*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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 774,022	\$ 1,086,489	\$ 1,057,480	\$ 1,104,947
PERSONNEL BENEFITS	194,071	277,943	270,522	287,944
SUPPLIES	6,639	9,600	8,773	9,800
CAPITAL < \$5,000	7,625	10,525	9,619	13,800
REPAIR & MAINTENANCE	635	636	581	636
OTHER SERVICES	34,776	59,599	54,468	66,695
CONTRACTED SERVICES	22,436	18,828	17,207	31,814
CAPITAL EQUIPMENT	6,295	-	-	-
<b>TOTAL</b>	<b>\$ 1,046,498</b>	<b>\$ 1,463,620</b>	<b>\$ 1,418,650</b>	<b>\$ 1,515,636</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ASSISTANT CITY ATTORNEY <sup>1, 2</sup>	4.000	5.000	5.000	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	1.000	1.000	1.000	1.000
PARALEGAL	1.000	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>11.000</b>	<b>11.000</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 2023, one Assistant City Attorney position was 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
PERSONNEL BENEFITS	\$ 6,908	\$ 36,822	\$ 35,839	\$ 38,755
SUPPLIES	3,279	8,100	7,403	8,600
CAPITAL < \$5,000	375	500	457	500
OTHER SERVICES	66,527	99,215	90,673	103,665
CONTRACTED SERVICES	131,468	116,888	106,824	218,990
<b>TOTAL</b>	<b>\$ 208,557</b>	<b>\$ 261,525</b>	<b>\$ 241,195</b>	<b>\$ 370,510</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 845,179	\$ 942,988	\$ 917,810	\$ 962,448
PERSONNEL BENEFITS	196,551	230,828	224,665	253,055
SUPPLIES	3,945	12,100	11,058	16,700
CAPITAL < \$5,000	723	3,150	2,879	5,150
REPAIR & MAINTENANCE	131	132	121	132
OTHER SERVICES	33,315	66,679	60,938	69,437
CONTRACTED SERVICES	7,798	6,344	5,798	6,133
CAPITAL EQUIPMENT	3,652	-	-	-
<b>TOTAL</b>	<b>\$ 1,091,296</b>	<b>\$ 1,262,221</b>	<b>\$ 1,223,268</b>	<b>\$ 1,313,055</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ASSISTANT CITY MANAGER	2.000	2.000	2.000	2.000
ASSISTANT TO CITY MANAGER'S OFFICE <sup>1,2</sup>	0.000	1.000	0.000	0.000
CHIEF OF STAFF <sup>2</sup>	1.000	1.000	0.000	0.000
CITY MANAGER	1.000	1.000	1.000	1.000
EXECUTIVE ASSISTANT I <sup>2</sup>	1.000	1.000	0.000	0.000
EXECUTIVE PROGRAMS ADMINISTRATOR <sup>2</sup>	0.000	0.000	1.000	1.000
EXECUTIVE PROGRAMS COORDINATOR <sup>2</sup>	0.000	0.000	2.000	2.000
SENIOR EXECUTIVE ASSISTANT <sup>1</sup>	1.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>

1 - In FY 2023, the General Government Market Study included a title change from Senior Executive Assistant to Assistant to City Manager's Office.

2 - During FY 2023, the Assistant to City Manager's Office was reclassified to an Executive Programs Administrator and the Executive Assistant I position was reclassified to an Executive Programs Coordinator. The Chief of Staff position was eliminated and one additional Executive Programs Coordinator was added.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 255,553	\$ 270,052	\$ 262,842	\$ 281,974
PERSONNEL BENEFITS	70,005	74,963	72,961	82,120
SUPPLIES	4,246	9,255	8,458	8,855
CAPITAL < \$5,000	2,071	3,260	2,979	3,260
REPAIR AND MAINTENANCE	459	960	877	960
OTHER SERVICES	3,947	33,462	30,581	33,857
CONTRACTED SERVICES	18,242	29,276	26,755	29,345
CAPITAL EQUIPMENT	5,728	-	-	-
<b>TOTAL</b>	<b>\$ 360,251</b>	<b>\$ 421,228</b>	<b>\$ 405,454</b>	<b>\$ 440,371</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
CITY SECRETARY	1.000	1.000	1.000	1.000
DEPUTY CITY SECRETARY & RECORDS MANAGER	1.000	1.000	1.000	1.000
RECORDS TECHNICIAN	2.000	2.000	2.000	2.000
<b>TOTAL</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 605,726	\$ 785,299	\$ 764,332	\$ 896,599
PERSONNEL BENEFITS	172,330	222,576	216,633	258,042
SUPPLIES	115,179	191,001	174,556	254,860
CAPITAL < \$5,000	6,817	18,400	16,816	17,150
REPAIR AND MAINTENANCE	44	545	498	544
OTHER SERVICES	155,732	188,337	172,121	180,299
CONTRACTED SERVICES	39,843	22,049	20,151	20,010
CAPITAL EQUIPMENT	7,305	-	-	-
<b>TOTAL</b>	<b>\$ 1,102,976</b>	<b>\$ 1,428,207</b>	<b>\$ 1,365,106</b>	<b>\$ 1,627,504</b>

## SUMMARY &amp; PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
COMMUNICATIONS & PUBLIC RELATIONS DIV DIR <sup>2</sup>	0.000	0.000	1.000	1.000
COMMUNICATIONS & PUBLIC RELATIONS MGR <sup>2</sup>	1.000	1.000	0.000	0.000
CREATIVE SERVICES MANAGER <sup>2</sup>	0.000	0.000	1.000	1.000
DIRECTOR OF COMMUNICATIONS & MARKETING	1.000	1.000	1.000	1.000
GRAPHIC DESIGNER <sup>2</sup>	2.000	2.000	1.000	1.000
MARKETING & DIGITAL MEDIA MANAGER <sup>2</sup>	1.000	1.000	0.000	0.000
MARKETING & DIGITAL MEDIA DIV DIRECTOR <sup>2</sup>	0.000	0.000	1.000	1.000
MARKETING COORDINATOR	0.250	0.250	0.250	0.250
MARKETING SPECIALIST <sup>1,2</sup>	1.000	2.000	3.000	3.000
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>1,2</sup>	0.000	1.000	0.000	0.000
SENIOR MARKETING ASSISTANT	1.000	1.000	1.000	1.000
TALENT MARKETING SPECIALIST <sup>2</sup>	0.000	0.000	1.000	1.000
<b>TOTAL</b>	<b>9.250</b>	<b>11.250</b>	<b>11.250</b>	<b>11.250</b>

1 - In FY 2023, one Recruiting & Outreach Coordinator position and one Marketing Specialist was authorized and funded.

2 - During FY 2023, the following reclassifications occurred: one Graphic Designer to a Creative Services Manager, one Recruiting & Outreach Coordinator to a Talent Marketing Specialist, one Communications & Public Relations Manager to Communications & Public Relations Division Director, and Marketing & Digital Media Manager to Marketing & Digital Media Division Director. In addition, one Marketing Specialist was added.

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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
OTHER SERVICES	\$ 634,379	\$ 733,912	\$ 733,912	\$ 932,068
TOTAL	\$ 634,379	\$ 733,912	\$ 733,912	\$ 932,068

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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 705,328	\$ 1,007,170	\$ 980,279	\$ 1,121,152
PERSONNEL BENEFITS	251,686	354,468	345,004	395,960
SUPPLIES	81,129	101,202	92,489	107,788
CAPITAL < \$5,000	13,645	24,500	22,391	21,500
REPAIR AND MAINTENANCE	170,332	235,816	215,512	258,996
OTHER SERVICES	6,687	11,500	10,510	10,300
CONTRACTED SERVICES	228,947	201,343	184,007	233,809
CAPITAL EQUIPMENT	3,737	-	-	-
CAPITAL BUILDINGS AND GROUNDS	-	-	-	250,000
<b>TOTAL</b>	<b>\$ 1,461,491</b>	<b>\$ 1,935,999</b>	<b>\$ 1,850,191</b>	<b>\$ 2,399,505</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ASST DIRECTOR OF PURCHASING & FACILITY SVCS	1.000	1.000	1.000	1.000
CREW LEADER I	2.890	2.890	2.890	2.890
CUSTODIAN	8.890	8.890	8.890	8.890
DIRECTOR OF PURCHASING & FACILITY SERVICES <sup>1</sup>	0.000	0.000	0.000	0.500
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 COORDINATOR	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>20.540</b>	<b>20.540</b>	<b>20.540</b>	<b>21.040</b>

<sup>1</sup> - In FY 2024, the Director of Purchasing & Facility Services will be funded 50% Purchasing and 50% Facility Services.



## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 1,259,632	\$ 1,487,980	\$ 1,448,251	\$ 1,485,985
PERSONNEL BENEFITS	324,678	395,725	385,159	422,057
SUPPLIES	22,252	27,710	25,324	29,060
CAPITAL < \$5,000	2,888	8,725	7,974	6,700
REPAIR AND MAINTENANCE	2,458	2,459	2,247	2,459
OTHER SERVICES	40,092	60,345	55,149	60,869
CONTRACTED SERVICES	557,589	639,619	584,548	744,409
CAPITAL EQUIPMENT	14,758	-	-	-
<b>TOTAL</b>	<b>\$ 2,224,348</b>	<b>\$ 2,622,563</b>	<b>\$ 2,508,652</b>	<b>\$ 2,751,539</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ACCOUNTANT I <sup>1</sup>	0.000	1.000	1.000	1.000
ACCOUNTANT II <sup>2,3</sup>	0.000	2.000	3.000	3.000
ACCOUNTING TECHNICIAN	2.000	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>2</sup>	1.000	0.000	0.000	0.000
EXECUTIVE SUPPORT COORDINATOR <sup>2</sup>	0.000	1.000	1.000	1.000
FINANCIAL ANALYST I <sup>3</sup>	2.000	2.000	1.000	1.000
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>2</sup>	0.000	2.000	2.000	2.000
PAYROLL SPECIALIST <sup>2</sup>	2.000	0.000	0.000	0.000
SENIOR ACCOUNTANT <sup>2</sup>	2.000	0.000	0.000	0.000
TREASURY & DEBT DIVISION DIRECTOR	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>15.000</b>	<b>16.000</b>	<b>16.000</b>	<b>16.000</b>

1 - In FY 2023, an Accountant I position was authorized and funded.

2 - In FY 2023, as part of the General Government Market Study implementation, the following title changes will occurred:

- \*Senior Accountant to Accountant II,
- \*Executive Assistant to Executive Support Coordinator, and
- \*Payroll Specialist to Payroll Analyst.

3 - During FY 2023, one Finance Analyst I position was reclassified to an Accountant II position.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 936,322	\$ 1,326,143	\$ 1,290,735	\$ 1,413,458
PERSONNEL BENEFITS	283,041	412,517	401,503	463,254
SUPPLIES	30,880	41,713	38,122	41,574
CAPITAL < \$5,000	14,089	5,970	5,456	6,870
REPAIR AND MAINTENANCE	18,088	11,229	10,262	13,829
OTHER SERVICES	12,811	23,961	21,898	50,476
CONTRACTED SERVICES	25,231	31,548	28,832	33,753
CAPITAL EQUIPMENT	3,652	-	-	-
<b>TOTAL</b>	<b>\$ 1,324,114</b>	<b>\$ 1,853,081</b>	<b>\$ 1,796,807</b>	<b>\$ 2,023,214</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
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 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	1.000	1.000	1.000	1.000
FOREMAN II	1.000	1.000	1.000	1.000
HEAVY DUTY TRUCK TECHNICIAN I	1.000	1.000	1.000	1.000
HEAVY DUTY TRUCK TECHNICIAN II	5.000	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	1.000	1.000	1.000	1.000
PART TIME POSITIONS <sup>1</sup>	0.000	0.000	1.230	1.230
<b>TOTAL</b>	<b>22.500</b>	<b>22.500</b>	<b>23.730</b>	<b>23.730</b>

1 - During FY 2023, the summer apprentice program was initiated.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 301,169	\$ 376,977	\$ 366,912	\$ 395,736
PERSONNEL BENEFITS	90,313	121,844	118,591	131,145
SUPPLIES	13,843	13,436	12,279	17,067
CAPITAL < \$5,000	4,528	9,025	8,248	1,000
REPAIR AND MAINTENANCE	317	935	854	935
OTHER SERVICES	9,173	21,447	19,600	33,893
CONTRACTED SERVICES	2,366	7,006	6,403	7,759
CAPITAL EQUIPMENT	3,652	-	-	-
<b>TOTAL</b>	<b>\$ 425,361</b>	<b>\$ 550,670</b>	<b>\$ 532,887</b>	<b>\$ 587,535</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT II <sup>2</sup>	1.000	0.000	0.000	0.000
ADMINISTRATIVE ASSISTANT III <sup>2</sup>	0.000	1.000	1.000	1.000
DIRECTOR OF HOUSING & COMMUNITY DEVELOPMENT <sup>1</sup>	0.650	1.000	1.000	1.000
GRANT MANAGER <sup>1</sup>	0.250	0.480	0.480	0.630
NEIGHBORHOOD NAVIGATOR	1.000	1.000	1.000	1.000
NEIGHBORHOOD REVITALIZATION MANAGER <sup>1</sup>	0.650	0.000	0.000	0.000
RESOURCE COORDINATOR <sup>1</sup>	1.400	2.000	2.000	2.000
<b>TOTAL</b>	<b>4.950</b>	<b>5.480</b>	<b>5.480</b>	<b>5.630</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 2023, as part of the General Government Market Study, the Administrative Assistant II position was reclassified to an Administrative Assistant III position.







## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 1,424,406	\$ 1,774,009	\$ 1,726,643	\$ 1,888,913
PERSONNEL BENEFITS	389,554	481,220	468,371	554,803
SUPPLIES	8,620	20,951	19,147	29,072
CAPITAL < \$5,000	59,546	70,800	64,704	71,290
REPAIR AND MAINTENANCE	444,896	448,886	410,237	528,275
OTHER SERVICES	1,113,451	1,470,718	1,344,089	1,653,209
CONTRACTED SERVICES	792,809	853,416	779,937	880,850
CAPITAL EQUIPMENT	6,557	-	-	-
<b>TOTAL</b>	<b>\$ 4,239,838</b>	<b>\$ 5,120,000</b>	<b>\$ 4,813,129</b>	<b>\$ 5,606,412</b>



## SUMMARY &amp; PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
CHIEF INFORMATION OFFICER <sup>1</sup>	0.000	0.000	1.000	1.000
CHIEF TECHNOLOGY OFFICER	1.000	1.000	1.000	1.000
DIRECTOR OF INFORMATION TECHNOLOGY <sup>1</sup>	1.000	1.000	0.000	0.000
GIS ANALYST <sup>1,2</sup>	2.800	2.800	1.800	3.000
GIS ANALYST II <sup>1</sup>	0.000	0.000	1.000	1.000
GIS MANAGER	1.000	1.000	1.000	1.000
GIS TECHNICIAN <sup>2</sup>	0.400	0.400	0.400	1.000
IT INFRASTRUCTURE MANAGER	1.000	1.000	1.000	1.000
IT SECURITY ADMINISTRATOR	1.000	1.000	1.000	1.000
IT SUPPORT MANAGER	1.000	1.000	1.000	1.000
LEAD PROJECT MANAGER	1.000	1.000	1.000	1.000
LEAD TECHNOLOGY SPECIALIST	1.000	1.000	1.000	1.000
LEAD TECHNOLOGY SUPPORT SPECIALIST <sup>1</sup>	2.000	2.000	1.000	1.000
NETWORK ADMINISTRATOR <sup>1</sup>	0.000	0.000	1.000	1.000
NETWORK ANALYST	1.000	1.000	1.000	1.000
SYSTEM/DATABASE ADMINISTRATOR	2.000	2.000	2.000	2.000
SYSTEMS ANALYST II	3.000	3.000	3.000	3.000
TECHNOLOGY SUPPORT SPECIALIST I <sup>1</sup>	1.000	1.000	2.000	2.000
TECHNOLOGY SUPPORT SPECIALIST II	1.000	1.000	1.000	1.000
TELECOM & NETWORK SPECIALIST <sup>1</sup>	1.000	1.000	0.000	0.000
<b>TOTAL</b>	<b>22.200</b>	<b>22.200</b>	<b>22.200</b>	<b>24.000</b>

1 - During FY 2023, the following reclassifications occurred:

- \*Director of Information Technology to Chief Information Officer,
- \*GIS Analyst to GIS Analyst II,
- \*Lead Technology Support Specialist to Technology Support Specialist I, and
- \*Telecom & Network Specialist to Network Administrator.

2 - In FY2024, funding allocations for the following positions will change:

- \*Two GIS Analysts from 40% Information Technology Services, 20% Drainage, 40% PW Admin to 100% Information Technology Service, and
- \*GIS Technician from 40% Information Technology Services, 30% Drainage, 30% PW Admin to 100% Information Technology Services.

## SUMMARY & PERSONNEL SCHEDULE

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

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 562,316	\$ 701,426	\$ 682,698	\$ 955,236
PERSONNEL BENEFITS	254,681	363,597	353,889	442,168
SUPPLIES	10,233	12,350	11,287	101,980
CAPITAL < \$5,000	7,846	4,950	4,524	8,425
REPAIR AND MAINTENANCE	562	763	697	763
OTHER SERVICES	71,954	114,019	104,202	170,701
CONTRACTED SERVICES	110,598	124,530	113,808	150,263
CAPITAL EQUIPMENT	16,099	-	-	-
CAPITAL BUILDINGS AND GROUNDS	31,654	-	-	-
<b>TOTAL</b>	<b>\$ 1,065,943</b>	<b>\$ 1,321,635</b>	<b>\$ 1,271,105</b>	<b>\$ 1,829,536</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ASSISTANT DIRECTOR OF PEOPLE OPERATIONS	1.000	1.000	1.000	1.000
BENEFITS ADMINISTRATOR <sup>4</sup>	0.000	0.000	0.000	1.000
DIRECTOR OF PEOPLE OPERATIONS	1.000	1.000	1.000	1.000
HRIS MANAGER <sup>2,3</sup>	0.000	1.000	0.000	0.000
ORGANIZATIONAL DEVELOPMENT MANAGER <sup>3</sup>	0.000	0.000	1.000	1.000
PEOPLE OPERATIONS ANALYST	1.000	1.000	1.000	1.000
PEOPLE OPERATIONS ASSISTANT <sup>2</sup>	0.000	1.000	1.000	1.000
PEOPLE OPERATIONS GENERALIST I <sup>2</sup>	3.000	1.000	1.000	1.000
PEOPLE OPERATIONS GENERALIST II <sup>2</sup>	0.000	2.000	2.000	2.000
PEOPLE OPERATIONS MANAGER <sup>2</sup>	1.000	0.000	0.000	0.000
PEOPLE OPERATIONS TECHNICIAN <sup>1,2</sup>	1.000	1.000	1.000	1.000
RECORDS TECHNICIAN - PT <sup>1</sup>	0.630	0.000	0.000	0.000
SAFETY COORDINATOR <sup>3</sup>	0.000	0.000	1.000	1.000
TOTAL REWARDS DIVISION DIRECTOR <sup>3</sup>	0.000	0.000	1.000	1.000
<b>TOTAL</b>	<b>8.630</b>	<b>9.000</b>	<b>11.000</b>	<b>12.000</b>

1 - In FY 2023, a Records Technician - PT was reclassified to a People Operations Technician.

2 - In FY 2023, as part of the General Government Market Study, the following changes occurred:

\*A People Operations Technician was reclassified to a People Operations Assistant,

\*Two People Operations Generalist I positions were reclassified to People Operations Generalist II, and

\*The People Operations Manager was reclassified to HRIS Manager.

3 - During FY 2023, the HRIS Manager position was reclassified to a Total Rewards Division Director. In addition, the Organizational Development Manager position and the Safety Coordinator position were moved from Performance Excellence to People Operations.

4 - In FY 2024, a Benefits Administrator position will be added.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 383,904	\$ 560,770	\$ 545,797	\$ 285,809
PERSONNEL BENEFITS	100,255	151,537	147,491	82,024
SUPPLIES	34,179	86,700	79,235	14,700
CAPITAL < \$5,000	8,918	7,400	6,763	3,800
REPAIR & MAINTENANCE	9	9	8	9
OTHER SERVICES	44,310	52,131	47,643	31,433
CONTRACTED SERVICES	10,271	21,443	19,597	61,144
CAPITAL EQUIPMENT	2,951	-	-	-
<b>TOTAL</b>	<b>\$ 584,796</b>	<b>\$ 879,990</b>	<b>\$ 846,534</b>	<b>\$ 478,919</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
ADMINISTRATIVE ASSISTANT II	1.000	1.000	1.000	1.000
BUSINESS DATA ANALYST	1.000	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	0.000
ORGANIZATIONAL DEVELOPMENT MANAGER <sup>1</sup>	1.000	1.000	0.000	0.000
PERFORMANCE AND ANALYTICS MANAGER	1.000	1.000	1.000	1.000
SAFETY COORDINATOR <sup>1</sup>	1.000	1.000	0.000	0.000
<b>TOTAL</b>	<b>8.000</b>	<b>8.000</b>	<b>6.000</b>	<b>5.000</b>

1 - During FY 2023, the Organizational Development Manager position and the Safety Coordinator position were moved to People Operations.

2 - In FY 2024, the Equity Manager position will be eliminated.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 501,736	\$ 696,196	\$ 677,608	\$ 857,942
PERSONNEL BENEFITS	146,676	211,488	205,841	268,320
SUPPLIES	18,835	26,571	24,283	31,316
CAPITAL < \$5,000	4,347	9,050	8,271	20,264
REPAIR AND MAINTENANCE	1,424	1,879	1,717	3,379
OTHER SERVICES	9,820	19,400	17,730	19,400
CONTRACTED SERVICES	203,988	156,474	143,002	166,963
CAPITAL EQUIPMENT	3,652	181,200	-	-
<b>TOTAL</b>	<b>\$ 890,479</b>	<b>\$ 1,302,258</b>	<b>\$ 1,078,451</b>	<b>\$ 1,367,584</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
CHIEF BUILDING INSPECTOR <sup>3</sup>	0.000	0.000	1.000	1.000
CHIEF BUILDING OFFICIAL	1.000	1.000	1.000	1.000
COMBINATION BUILDING INSPECTOR <sup>1, 3, 4</sup>	5.000	7.000	5.000	6.000
DEVELOPMENT SERVICES COORDINATOR	1.000	1.000	1.000	1.000
PERMIT SUPERVISOR	1.000	1.000	1.000	1.000
PERMIT TECHNICIAN <sup>1, 2</sup>	2.000	2.000	2.000	2.000
PLANS REVIEWER/INSPECTOR <sup>3</sup>	0.000	0.000	1.000	1.000
SENIOR PERMIT TECHNICIAN <sup>1</sup>	0.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>10.000</b>	<b>13.000</b>	<b>13.000</b>	<b>14.000</b>

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

2 - In FY 2023, two additional Combination Building Inspector and a Permit Technician position was authorized and funded.

3 - During FY 2023, one Combination Building Inspector position was reclassified to a Chief Building Inspector and one Combination Building Inspector was reclassified to a Plans Reviewer/Inspector.

4 - In FY 2024, one Combination Building Inspector will be added.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 570,847	\$ 721,892	\$ 702,617	\$ 770,716
PERSONNEL BENEFITS	160,331	202,300	196,899	227,295
SUPPLIES	4,715	8,675	7,928	11,620
CAPITAL < \$5,000	3,624	9,160	8,371	9,410
REPAIR & MAINTENANCE	375	375	343	375
OTHER SERVICES	13,911	22,468	20,534	29,628
CONTRACTED SERVICES	6,513	66,315	60,605	7,621
CAPITAL EQUIPMENT	5,728	-	-	-
<b>TOTAL</b>	<b>\$ 766,044</b>	<b>\$ 1,031,185</b>	<b>\$ 997,297</b>	<b>\$ 1,056,665</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT II	1.000	0.000	0.000	0.000
ASSISTANT DIRECTOR OF PLANNING	1.000	1.000	1.000	1.000
EXECUTIVE ASSISTANT I	0.000	1.000	1.000	1.000
DIRECTOR OF PLANNING	1.000	1.000	1.000	1.000
OFFICE ASSISTANT II <sup>4</sup>	0.000	0.000	0.000	1.000
PLANNER <sup>2, 3</sup>	1.000	0.000	1.000	1.000
PLANNING TECHNICIAN	1.000	1.000	1.000	1.000
PRINCIPAL PLANNER	1.000	1.000	1.000	1.000
SENIOR PLANNER <sup>1, 2, 3</sup>	2.750	3.700	2.700	3.000
<b>TOTAL</b>	<b>8.750</b>	<b>8.700</b>	<b>8.700</b>	<b>10.000</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 2023, as part of the General Government Market Study, one Planner position was reclassified to a Senior Planner.

3 - During FY 2023, one Senior Planner position was reclassified to a Planner position.

4 - In FY 2024, the Office Assistant II position will be moved from Downtown Development to Planning.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 469,207	\$ 613,059	\$ 596,690	\$ 540,716
PERSONNEL BENEFITS	132,103	172,111	167,516	167,981
SUPPLIES	3,863	5,525	5,049	5,425
CAPITAL < \$5,000	108	1,500	1,371	1,500
REPAIR AND MAINTENANCE	1,108	1,109	1,014	1,109
OTHER SERVICES	25,764	35,603	32,538	39,905
CONTRACTED SERVICES	2,156	2,981	2,724	3,382
CAPITAL EQUIPMENT	4,720	-	-	-
<b>TOTAL</b>	<b>\$ 639,028</b>	<b>\$ 831,888</b>	<b>\$ 806,902</b>	<b>\$ 760,018</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
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	1.000	1.000	1.000
DIRECTOR OF PURCHASING & FACILITY SERVICES <sup>2</sup>	1.000	1.000	1.000	0.500
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	1.000	1.000	1.000
<b>TOTAL</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>	<b>7.500</b>

1 - In FY 2023, as part of the General Government Market Study, one Senior Buyer position was reclassified to a Buyer position.

2 - In FY 2024, the Director of Purchasing & Facility Services will be funded 50% Purchasing and 50% Facility Services.



## SUMMARY & PERSONNEL SCHEDULE

Special Services is designed to account for costs that cannot be directly allocated to other departments, such as contributions to community service agencies 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 761,851	\$ 500,000	\$ 500,000	\$ 500,000
OTHER SERVICES	148,408	10,000	10,000	10,000
CONTRACTED SERVICES	424,002	952,048	952,048	637,739
CAPITAL- SPECIAL PROJECTS	-	-	-	13,742
<b>TOTAL</b>	<b>\$ 1,334,261</b>	<b>\$ 1,462,048</b>	<b>\$ 1,462,048</b>	<b>\$ 1,161,481</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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 329,021	\$ 391,223	\$ 380,777	\$ 601,536
PERSONNEL BENEFITS	95,250	110,560	107,608	178,634
SUPPLIES	13,916	19,078	17,435	18,682
CAPITAL < \$5,000	1,411	4,690	4,286	11,375
REPAIR AND MAINTENANCE	2,029	5,200	4,752	6,200
OTHER SERVICES	118,715	123,930	113,260	123,780
CONTRACTED SERVICES	6,404	10,846	9,912	10,813
<b>TOTAL</b>	<b>\$ 566,746</b>	<b>\$ 665,527</b>	<b>\$ 638,031</b>	<b>\$ 951,020</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT II	1.000	1.000	1.000	1.000
CITY ENGINEER	0.340	0.340	0.340	0.700
DEPUTY CITY ENGINEER	0.400	0.400	0.400	0.500
PROJECT ENGINEER <sup>3</sup>	0.000	0.000	0.000	1.000
PROJECT INSPECTOR	2.000	2.000	2.000	2.000
PROJECT MANAGER <sup>2</sup>	0.000	0.000	0.000	0.000
SENIOR PROJECT ENGINEER <sup>1,2</sup>	0.790	0.790	0.790	1.500
SENIOR PROJECT INSPECTOR	1.000	1.000	1.000	1.000
SENIOR PROJECT MANAGER <sup>1</sup>	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>6.630</b>	<b>6.630</b>	<b>6.630</b>	<b>9.150</b>

1 - The following positions are bond funded positions:

- \*Project Manager - 50% Mobility CO Bonds and 50% Utility Revenue Bonds, and
- \*Senior Project Engineer - 50% Mobility CO Bonds and 50% Utility Revenue Bonds.

2 - In FY2024, funding allocations for the following position will change:

- \*City Engineer from 34% Engineering, 33% Drainage, 33% PW Admin to 70% Engineering and 30% PW Admin;
- \*Deputy City Engineer from 40% Engineering, 20% Drainage, 40% PW Admin to 50% Engineering and 50% PW Admin;
- \*Director of Public Works from 10% Engineering, 20% Drainage, 70% PW Admin to 45% Engineering, 10% Drainage, and 45% PW Admin; and
- \*Senior Project Engineer from 34% Engineering, 33% Drainage, 33% PW Admin to 50% Engineering and 50% PW Admin.

3 - In FY2024, an additional Project Engineer will be authorized and funded.:

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 797,698	\$ 1,464,106	\$ 1,425,014	\$ 1,538,743
PERSONNEL BENEFITS	269,728	526,525	512,467	592,613
SUPPLIES	87,533	157,957	144,357	128,239
CAPITAL < \$5,000	7,946	11,500	10,510	11,500
REPAIR AND MAINTENANCE	252,725	412,711	377,177	490,311
OTHER SERVICES	4,932	26,181	23,927	46,641
CONTRACTED SERVICES	819,754	1,076,289	983,621	1,661,687
CAPITAL EQUIPMENT	5,728	-	-	-
CAPITAL BUILDINGS & GROUNDS	7,416	-	-	-
<b>TOTAL</b>	<b>\$ 2,253,460</b>	<b>\$ 3,675,269</b>	<b>\$ 3,477,072</b>	<b>\$ 4,469,734</b>



## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT I <sup>2</sup>	0.500	0.000	0.000	0.000
ADMINISTRATIVE ASSISTANT III <sup>2,3</sup>	0.000	0.500	0.500	0.000
ASSISTANT DIRECTOR OF PUBLIC WORKS - TRANSPORTATION <sup>2</sup>	0.000	0.340	0.340	0.340
CREW LEADER II - STREETS <sup>1</sup>	5.000	5.400	5.400	5.400
CREW LEADER III - HEAVY CONSTRUCTION <sup>2</sup>	0.000	3.000	3.000	3.000
EQUIPMENT MAINTENANCE & TRANSPORTER	0.600	0.600	0.600	0.600
EQUIPMENT OPERATOR I - STREETS <sup>1</sup>	6.000	6.400	6.400	6.400
EQUIPMENT OPERATOR II - STREET/DRAINAGE <sup>1</sup>	5.000	5.400	5.400	5.400
FOREMAN II - STREET RECONSTRUCTION	1.000	1.000	1.000	1.000
FOREMAN II - STREET SERVICES <sup>1</sup>	1.000	1.400	1.400	1.400
HEAVY DUTY CONSTRUCTION CREW LEADER <sup>2</sup>	3.000	0.000	0.000	0.000
MAINTENANCE WORKER - STREETS <sup>1</sup>	6.000	6.400	6.400	6.400
STREET & DRAINAGE SERVICES MANAGER <sup>2</sup>	0.500	0.000	0.000	0.000
STREET & DRAINAGE DIVISION DIRECTOR <sup>2</sup>	0.000	0.500	0.500	0.500
TRANSPORTATION DISPATCH MANAGER <sup>3</sup>	0.000	0.000	0.000	0.500
TRANSPORTATION DIVISION DIRECTOR <sup>2</sup>	0.340	0.000	0.000	0.000
<b>TOTAL</b>	<b>28.940</b>	<b>30.940</b>	<b>30.940</b>	<b>30.940</b>

1 - In FY 2023, a Concrete Crew was added. The crew 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 is split as follows: 40% Streets, 20% Drainage, 20% Wastewater Collection, and 20% Water Distribution.

2 - As part of the General Government Market Study in FY 2023, the following changes occurred:

- \*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
- \*Street & Drainage Services Manager reclassified to Street & Drainage Division Director.

3 - In FY 2024, the Administrative Assistant III position will be reclassified to a Transportation Dispatch Manager.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 238,219	\$ 343,057	\$ 333,897	\$ 356,774
PERSONNEL BENEFITS	63,507	107,579	104,707	120,494
SUPPLIES	14,748	11,787	10,772	17,788
CAPITAL < \$5,000	880	2,730	2,495	10,230
REPAIR AND MAINTENANCE	65,760	61,815	56,493	71,365
OTHER SERVICES	4,951	20,985	19,178	21,270
CONTRACTED SERVICES	4,097	7,571	6,919	14,416
CAPITAL EQUIPMENT	21,627	-	-	-
CAPITAL BUILDINGS & GROUNDS	12,510	-	-	-
<b>TOTAL</b>	<b>\$ 426,300</b>	<b>\$ 555,524</b>	<b>\$ 534,461</b>	<b>\$ 612,337</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT I <sup>1</sup>	0.250	0.000	0.000	0.000
ADMINISTRATIVE ASSISTANT III <sup>1, 2</sup>	0.000	0.250	0.250	0.000
ASSISTANT DIRECTOR OF PUBLIC WORKS - TRANSPORTATION <sup>1</sup>	0.000	0.330	0.330	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 <sup>1</sup>	1.000	0.000	0.000	0.000
TRANSPORTATION DISPATCH MANAGER <sup>2</sup>	0.000	0.000	0.000	0.250
TRAFFIC SERVICES DIVISION DIRECTOR <sup>1</sup>	0.000	1.000	1.000	1.000
TRANSPORTATION DIVISION DIRECTOR <sup>1</sup>	0.330	0.000	0.000	0.000
<b>TOTAL</b>	<b>5.580</b>	<b>5.580</b>	<b>5.580</b>	<b>5.580</b>

<sup>1</sup> - In FY 2023, as part of the General Government Market Study, the following changes occurred:

\*Administrative Assistant I was reclassified to Administrative Assistant III,  
 \*Transportation Division Director was reclassified to Assistant Director of Public Works - Transportation, and  
 \*Traffic Signal Manager was reclassified to Traffic Services Division Director.

<sup>2</sup> - In FY 2024, the Administrative Assistant III position will be reclassified to a Transportation Dispatch Manager.





## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 1,019,473	\$ 1,307,843	\$ 1,272,924	\$ 1,428,860
PERSONNEL BENEFITS	287,677	369,911	360,034	437,854
SUPPLIES	77,866	60,313	55,120	79,221
CAPITAL < \$5,000	143,476	131,830	120,479	137,943
REPAIR AND MAINTENANCE	47,825	37,829	34,572	36,829
OTHER SERVICES	77,830	162,932	148,904	177,104
CONTRACTED SERVICES	186,126	162,852	148,830	197,345
CAPITAL EQUIPMENT	4,456	-	-	-
CAPITAL BUILDINGS AND GROUNDS	6,795	-	-	-
<b>TOTAL</b>	<b>\$ 1,851,526</b>	<b>\$ 2,233,510</b>	<b>\$ 2,140,863</b>	<b>\$ 2,495,156</b>

## SUMMARY & PERSONNEL SCHEDULE

POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF LIBRARY <sup>3</sup>	0.000	0.000	0.000	0.500
ASSISTANT LIBRARIAN - PT	2.060	2.060	2.060	2.060
CIRCULATION TECHNICIAN - PT <sup>2</sup>	5.580	5.580	5.080	5.080
CUSTODIAN	2.000	2.000	2.000	2.000
DIRECTOR OF LIBRARY	1.000	1.000	1.000	0.500
FACILITY MANAGER <sup>3</sup>	0.000	0.000	0.000	0.500
LIBRARIAN	5.000	5.000	5.000	5.000
LIBRARY ASSISTANT <sup>1</sup>	4.000	0.000	0.000	0.000
LIBRARY ASSISTANT - PT <sup>1</sup>	0.760	0.000	0.000	0.000
LIBRARY OUTREACH COORDINATOR	1.000	1.000	1.000	1.000
LIBRARY SPECIALIST <sup>1</sup>	0.000	4.000	4.000	4.000
LIBRARY SPECIALIST - PT <sup>1,2</sup>	0.000	0.760	1.260	1.260
LIBRARY SUPERVISOR	4.000	4.000	4.000	4.000
LIBRARY TECHNICIAN	2.000	2.000	2.000	2.000
MUSEUM ARCHIVIST <sup>3</sup>	0.000	0.000	0.000	1.000
<b>TOTAL</b>	<b>28.400</b>	<b>28.400</b>	<b>28.400</b>	<b>29.900</b>

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

2 - During FY 2023, one part time Circulation Technician was reclassified to a Library Specialist - PT.

3 - In FY 2024, one Facility Manager and one Assistant Director of Library will be added. Both positions will be split funded 50% Library (General Fund) and 50% Railroad Museum (Hotel/Motel Fund). The Director of Library will change funding from 100% Library (General Fund) to 50% Library (General Fund) and 50% Railroad Museum (Hotel/Motel Fund). The Museum Archivist will move from Railroad Museum (Hotel/Motel Fund) to Library (General Fund).

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 233,309	\$ 504,712	\$ 491,236	\$ 634,712
PERSONNEL BENEFITS	65,351	133,417	129,855	183,617
SUPPLIES	15,746	44,370	40,550	47,950
CAPITAL < \$5,000	4,746	5,300	4,844	7,225
REPAIR & MAINTENANCE	494	495	452	495
OTHER SERVICES	57,827	77,528	70,853	99,653
CONTRACTED SERVICES	31,473	103,598	94,678	35,325
CAPITAL EQUIPMENT	11,106	-	-	-
<b>TOTAL</b>	<b>\$ 420,051</b>	<b>\$ 869,420</b>	<b>\$ 832,468</b>	<b>\$ 1,008,977</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT I <sup>2</sup>	2.000	2.000	1.000	1.000
ADMINISTRATIVE ASSISTANT II <sup>2</sup>	0.000	0.000	1.000	1.000
ASSISTANT DIRECTOR OF PARKS & RECREATION <sup>1</sup>	0.000	2.000	2.000	2.000
DIRECTOR OF PARKS AND RECREATION	1.000	1.000	1.000	1.000
EXECUTIVE SUPPORT COORDINATOR	0.000	0.000	0.000	1.000
OPERATIONS COORDINATOR <sup>3</sup>	0.120	0.120	0.120	0.000
OPERATIONS MANAGER <sup>3</sup>	0.000	0.000	0.000	1.000
<b>TOTAL</b>	<b>3.120</b>	<b>5.120</b>	<b>5.120</b>	<b>7.000</b>

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

2 - During FY 2023, one Administrative Assistant I position was reclassified to an Administrative Assistant II.

3 - In FY 2024, an Executive Support Coordinator position will be added. The Operations Coordinator position will be reclassified to an Operations Manager position and the funding will change to 100% Parks and Recreation Administration.





# 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 events that include the Christmas Parade and the 4th of July Celebration.

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 1,422,058	\$ 2,172,239	\$ 2,114,240	\$ 2,235,899
PERSONNEL BENEFITS	429,066	760,123	739,828	795,045
SUPPLIES	210,973	333,215	304,525	328,000
CAPITAL < \$5,000	48,627	20,971	19,165	16,650
REPAIR AND MAINTENANCE	396,486	481,136	439,710	505,696
OTHER SERVICES	16,160	11,975	10,944	12,335
CONTRACTED SERVICES	2,817,794	3,377,541	3,086,735	3,855,281
CAPITAL EQUIPMENT	21,348	-	-	-
CAPITAL BUILDINGS AND GROUNDS	195,708	-	-	477,500
CAPITAL SPECIAL PROJECTS	30,070	-	-	-
<b>TOTAL</b>	<b>\$ 5,588,291</b>	<b>\$ 7,157,200</b>	<b>\$ 6,715,147</b>	<b>\$ 8,226,406</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT II <sup>3</sup>	1.000	1.000	1.000	0.000
ASSISTANT DIRECTOR OF PARKS & RECREATION <sup>1</sup>	0.750	0.000	0.000	0.000
CEMETERY SERVICES COORDINATOR <sup>3</sup>	0.000	0.000	0.000	1.000
CREW LEADER II - ATHLETICS	1.000	1.000	1.000	1.000
CREW LEADER II - HORTICULTURE <sup>2</sup>	1.000	1.000	2.000	2.000
CREW LEADER II - PARKS <sup>1</sup>	1.000	2.000	2.000	2.000
EQUIPMENT OPERATOR I - PARKS <sup>2</sup>	3.000	3.000	3.000	4.000
EQUIPMENT OPERATOR II - PARKS <sup>1,2</sup>	4.500	5.500	5.500	4.500
FOREMAN II - PARKS <sup>1</sup>	2.000	3.000	3.000	3.000
IRRIGATION TECHNICIAN	1.000	1.000	1.000	1.000
LANDSCAPE SPRAY TECHNICIAN <sup>1</sup>	1.000	2.000	2.000	2.000
MAINTENANCE TECHNICIAN - PARKS	1.000	1.000	1.000	1.000
MAINTENANCE TECHNICIAN - POOLS	2.000	2.000	2.000	2.000
MAINTENANCE WORKER <sup>1</sup>	16.950	19.950	19.950	19.950
OPERATIONS COORDINATOR <sup>3</sup>	0.880	0.880	0.880	0.000
PARK PLANNER <sup>3</sup>	1.000	1.000	1.000	0.000
PARKS DEVELOPMENT MANAGER <sup>3</sup>	0.000	0.000	0.000	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 <sup>2</sup>	1.000	1.000	0.000	0.000
UTILITY TECHNICIAN II	1.500	1.500	1.500	1.500
<b>TOTAL</b>	<b>42.040</b>	<b>48.290</b>	<b>48.290</b>	<b>47.410</b>

1 - In FY 2023, an Events Crew was 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 was authorized and funded. The funding for the Assistant Director of Parks & Recreation changed to 100% Parks and Recreation Administration.

2 - During FY 2023, the Tree Service Technician was reclassified to a Crew Leader II - Horticulture position. In addition, one Equipment Operator II position was reclassified to a Equipment Operator I position.

3 - In FY 2024, the Administrative Assistant II position will be reclassified to a Cemetery Services Coordinator. The Operations Coordinator will be reclassified to an Operations Manager position and the funding will be changed 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 1,944,211	\$ 2,528,558	\$ 2,461,046	\$ 2,883,437
PERSONNEL BENEFITS	419,264	582,036	566,496	723,120
SUPPLIES	283,618	370,971	339,030	480,229
CAPITAL < \$5,000	57,034	134,515	122,933	175,425
REPAIR AND MAINTENANCE	43,057	58,443	53,411	62,352
OTHER SERVICES	219,147	351,810	321,519	436,155
CONTRACTED SERVICES	478,060	686,204	627,122	1,724,416
COST OF GOODS SOLD	64,524	77,100	70,462	63,300
CAPITAL EQUIPMENT	61,779	-	-	-
CAPITAL BUILDINGS AND GROUNDS	19,454	-	-	-
<b>TOTAL</b>	<b>\$ 3,590,148</b>	<b>\$ 4,789,637</b>	<b>\$ 4,562,019</b>	<b>\$ 6,548,434</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT II <sup>2,3</sup>	0.000	2.000	2.000	3.000
ASSISTANT DIRECTOR OF PARKS & RECREATION <sup>1</sup>	1.000	0.000	0.000	0.000
ASSISTANT PROGRAM COORDINATOR <sup>3</sup>	1.000	1.000	1.000	0.000
ATHLETICS ASSISTANT <sup>3</sup>	0.000	0.000	0.000	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>2</sup>	2.000	0.000	0.000	0.000
OPERATIONS COORDINATOR	1.000	1.000	1.000	1.000
OPERATIONS MANAGER <sup>3</sup>	0.000	0.000	0.000	1.000
PART TIME POSITIONS <sup>3</sup>	51.000	51.000	51.000	50.500
PROGRAM COORDINATOR <sup>1,3</sup>	6.000	7.000	7.000	11.000
PROGRAM MANAGER <sup>3</sup>	1.000	1.000	1.000	5.000
RECREATION DIVISION DIRECTOR	2.000	2.000	2.000	2.000
RECREATION LEADER II <sup>3</sup>	1.000	1.000	1.000	0.000
RECREATION SPECIALIST <sup>3</sup>	7.000	7.000	7.000	2.000
SENIOR PROGRAM COORDINATOR <sup>3</sup>	1.000	1.000	1.000	0.000
SPECIAL EVENTS ASSISTANT <sup>3</sup>	0.000	0.000	0.000	1.000
<b>TOTAL</b>	<b>74.230</b>	<b>74.230</b>	<b>74.230</b>	<b>77.730</b>

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

2 - In FY 2023, as part of the General Government Market Study, two Office Assistant II positions were reclassified to an Administrative Assistant II.

3 - In FY 2024, a Special Events Assistant and two Program Coordinators will be added. In addition, the following organizational changes will occur:

- \*Administrative Assistant I - PT to a full time Athletics Assistant,
- \*One Senior Program Coordinator to Program Coordinator,
- \*Five Recreation Specialists to Program Coordinators,
- \*Assistant Program Coordinator to Program Coordinator,
- \*Recreation Leader II to Administrative Assistant II,
- \*Three Program Coordinator positions to Program Managers, and
- \*One Program Manager to Operations Manager.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 674,687	\$ 770,245	\$ 749,679	\$ 792,217
PERSONNEL BENEFITS	182,640	247,334	240,730	254,933
SUPPLIES	103,212	143,785	131,405	159,788
CAPITAL < \$5,000	21,446	20,185	18,447	19,985
REPAIR AND MAINTENANCE	86,277	102,476	93,653	94,296
OTHER SERVICES	3,876	23,934	21,873	26,434
CONTRACTED SERVICES	138,495	131,937	120,577	414,297
COST OF GOODS SOLD	167,859	144,140	131,730	144,140
CAPITAL EQUIPMENT	2,198	-	-	-
CAPITAL BUILDINGS AND GROUNDS	8,193	-	-	-
<b>TOTAL</b>	<b>\$ 1,388,882</b>	<b>\$ 1,584,036</b>	<b>\$ 1,508,095</b>	<b>\$ 1,906,090</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ASSISTANT DIRECTOR OF PARKS & RECREATION <sup>2</sup>	0.250	0.000	0.000	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	0.000	0.000	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	1.000	1.000	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	5.880	5.880	5.880
PLAYER ATTENDANT <sup>2</sup>	0.000	2.000	2.000	2.000
<b>TOTAL</b>	<b>19.410</b>	<b>20.160</b>	<b>20.160</b>	<b>20.160</b>

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

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

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 310,057	\$ 372,685	\$ 362,734	\$ 484,624
PERSONNEL BENEFITS	104,920	131,012	127,514	188,459
SUPPLIES	39,116	45,481	41,565	60,977
CAPITAL < \$5,000	2,517	9,100	8,316	19,370
REPAIR AND MAINTENANCE	3,450	6,869	6,278	7,069
OTHER SERVICES	2,403	6,900	6,306	9,265
CONTRACTED SERVICES	43,643	49,160	44,927	79,957
CAPITAL EQUIPMENT	2,256	-	-	-
<b>TOTAL</b>	<b>\$ 508,362</b>	<b>\$ 621,207</b>	<b>\$ 597,641</b>	<b>\$ 849,721</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ANIMAL CONTROL FIELD SUPERVISOR	1.000	1.000	1.000	1.000
ANIMAL CONTROL OFFICER <sup>1</sup>	6.000	6.000	7.000	7.000
ANIMAL SHELTER SUPERVISOR	1.000	1.000	1.000	1.000
ANIMAL SHELTER TECHNICIAN <sup>1, 2</sup>	0.000	0.000	1.000	2.000
<b>TOTAL</b>	<b>8.000</b>	<b>8.000</b>	<b>10.000</b>	<b>11.000</b>

1 - During FY 2023, one Animal Control Officer and one Animal Shelter Technician was added.

2 - In FY 2024, one Animal Shelter Technician will be added.





## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 691,729	\$ 972,798	\$ 792,924	\$ 1,117,715
PERSONNEL BENEFITS	223,529	314,205	231,564	388,140
SUPPLIES	57,189	84,641	73,753	88,585
CAPITAL < \$5,000	32,309	27,200	24,858	30,335
REPAIR AND MAINTENANCE	20,644	31,400	25,696	23,965
OTHER SERVICES	10,999	12,188	11,139	16,254
CONTRACTED SERVICES	23,265	145,699	132,584	81,172
CAPITAL EQUIPMENT	84,776	176,200	176,200	31,300
<b>TOTAL</b>	<b>\$ 1,144,440</b>	<b>\$ 1,764,331</b>	<b>\$ 1,468,719</b>	<b>\$ 1,777,466</b>



## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT I - PT	0.625	0.625	0.625	0.625
ADMINISTRATIVE ASSISTANT II <sup>4</sup>	0.000	0.000	0.000	1.000
ASSISTANT DIRECTOR OF TRANSFORM TEMPLE <sup>1</sup>	0.700	1.000	1.000	1.000
CODE COMPLIANCE MANAGER <sup>1</sup>	1.000	0.700	0.700	0.700
CODE COMPLIANCE OFFICER <sup>1,3</sup>	1.400	0.000	0.000	0.000
CODE COMPLIANCE OFFICER I <sup>3</sup>	0.000	1.000	1.000	1.000
CODE COMPLIANCE OFFICER II <sup>3</sup>	0.000	2.000	2.000	2.000
CREW LEADER I <sup>3</sup>	0.000	1.000	1.000	1.000
CUSTOMER SERVICE COORDINATOR <sup>1,4</sup>	0.850	1.000	1.000	0.000
DIRECTOR OF TRANSFORM TEMPLE	1.000	1.000	1.000	1.000
LEAD TRANSFORM TEMPLE AGENT <sup>4</sup>	1.000	1.000	1.000	2.000
OPERATIONS COORDINATOR <sup>4</sup>	0.000	0.000	0.000	1.000
PARKING ENFORCEMENT OFFICIAL <sup>2</sup>	1.000	2.000	2.000	2.000
PARKING MANAGER	1.000	1.000	1.000	1.000
SENIOR CODE COMPLIANCE OFFICER <sup>1</sup>	0.850	0.000	0.000	0.000
TRANSFORM TEMPLE AGENT <sup>3,4</sup>	5.000	6.000	6.000	7.000
TRANSFORM TEMPLE ASSISTANT <sup>3</sup>	2.000	0.000	0.000	0.000
TRANSFORM TEMPLE COORDINATOR	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>17.425</b>	<b>19.325</b>	<b>19.325</b>	<b>22.325</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 and Housing & Community Development are partially funded with Federal/State Grant Funds.

2 - In FY 2023, an additional Parking Enforcement Official was authorized and funded.

3 - As part of the General Government Market Study in FY 2023, the following changes occurred:

\*Three Code Compliance Officers were reclassified to one Code Compliance Officer I and two Code Compliance Officer II positions,

\*One Transform Temple Agent position was reclassified to a Crew Leader I position, and

\*Two Transform Temple Assistant positions were reclassified to Transform Temple Agent positions.

4 - In FY 2024, The Customer Service Coordinator position will be reclassified to a Customer Service Manager. In addition, an Administrative Assistant II, a Lead Transform Temple Agent, and a Transform Temple Agent will be added.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 10,834,186	\$ 10,725,243	\$ 10,438,879	\$ 11,809,120
PERSONNEL BENEFITS	2,867,560	3,076,603	2,994,458	3,406,432
SUPPLIES	478,748	483,347	441,731	503,880
CAPITAL < \$5,000	85,039	134,170	122,618	139,270
REPAIR AND MAINTENANCE	460,066	263,214	240,551	384,346
OTHER SERVICES	202,982	210,835	192,682	290,811
CONTRACTED SERVICES	332,708	298,855	273,124	368,054
CAPITAL EQUIPMENT	25,756	-	-	-
CAPITAL BUILDINGS AND GROUNDS	79,474	-	-	-
<b>TOTAL</b>	<b>\$ 15,366,519</b>	<b>\$ 15,192,267</b>	<b>\$ 14,704,042</b>	<b>\$ 16,901,913</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT II <sup>2,3</sup>	2.000	1.000	1.000	2.000
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	1.000	1.000	1.000
FIRE & EMERGENCY MANAGEMENT PROGRAM MANAGER <sup>2</sup>	0.000	1.000	1.000	1.000
FIRE & EMERGENCY MANAGEMENT SPECIALIST <sup>2</sup>	1.000	0.000	0.000	0.000
FIRE CAPTAIN	25.000	25.000	25.000	25.000
FIRE CHIEF	1.000	1.000	1.000	1.000
FIRE DRIVER <sup>3</sup>	34.000	34.000	34.000	35.000
FIREFIGHTER	55.000	55.000	55.000	55.000
PLANS REVIEWER/INSPECTOR <sup>1</sup>	0.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>125.000</b>	<b>126.000</b>	<b>126.000</b>	<b>128.000</b>

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

2 - As part of the General Government Market Study in FY 2023, one Administrative Assistant II position was reclassified to Executive Assistant I and the Fire & Emergency Manager Specialist was reclassified to Fire & Emergency Manager Program Manager.

3 - In FY 2024, one Administrative Assistant II position will be added and one Fire Captain position will be added for the Deputy Fire Marshal.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 492,739	\$ 687,185	\$ 668,837	\$ 714,418
PERSONNEL BENEFITS	157,636	221,753	215,832	228,934
SUPPLIES	12,666	25,002	22,849	27,348
CAPITAL < \$5,000	5,435	2,445	2,234	3,620
REPAIR & MAINTENANCE	18,417	919	840	919
OTHER SERVICES	9,413	37,196	33,993	43,713
CONTRACTED SERVICES	19,313	23,555	21,527	25,693
CAPITAL EQUIPMENT	5,507	-	-	-
<b>TOTAL</b>	<b>\$ 721,127</b>	<b>\$ 998,055</b>	<b>\$ 966,113</b>	<b>\$ 1,044,645</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 13,571,430	\$ 15,518,327	\$ 15,103,988	\$ 17,402,911
PERSONNEL BENEFITS	3,757,006	4,587,390	4,464,907	5,220,532
SUPPLIES	783,235	905,821	827,830	901,616
CAPITAL < \$5,000	83,970	114,135	104,308	64,350
REPAIR AND MAINTENANCE	330,717	336,021	307,090	369,076
OTHER SERVICES	439,169	635,423	580,713	1,351,805
CONTRACTED SERVICES	604,061	641,810	586,550	677,196
CAPITAL EQUIPMENT	160,866	-	-	-
<b>TOTAL</b>	<b>\$ 19,730,454</b>	<b>\$ 22,738,927</b>	<b>\$ 21,975,385</b>	<b>\$ 25,987,486</b>

## SUMMARY &amp; PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
ADMINISTRATIVE ASSISTANT II	4.000	0.000	0.000	0.000
ADMINISTRATIVE ASSISTANT III <sup>1</sup>	0.000	3.000	3.000	3.000
COMMUNITY SERVICE RECORDS TECHNICIAN	6.000	0.000	0.000	0.000
CORPORAL	18.000	18.000	18.000	18.000
CRIME ANALYST <sup>3</sup>	1.000	1.000	2.000	2.000
CRIME SCENE INVESTIGATOR I <sup>1,2</sup>	0.000	3.000	3.000	3.000
CRIME SCENE INVESTIGATOR II <sup>1</sup>	0.000	1.000	1.000	1.000
CRIME SCENE TECHNICIAN I <sup>1</sup>	2.000	0.000	0.000	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
EXECUTIVE ASSISTANT I	0.000	1.000	1.000	1.000
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
POLICE CHIEF	1.000	1.000	1.000	1.000
POLICE COMMUNICATIONS SUPERVISOR <sup>1</sup>	0.000	1.000	1.000	1.000
POLICE OFFICER <sup>2,3</sup>	113.000	119.000	117.000	117.000
POLICE RECORDS SPECIALIST <sup>1</sup>	0.000	6.000	6.000	6.000
POLICE RECORDS SUPERVISOR <sup>1</sup>	0.000	1.000	1.000	1.000
PROJECT MANAGER	1.000	1.000	1.000	1.000
PUBLIC RELATIONS COORDINATOR <sup>3</sup>	0.000	0.000	1.000	1.000
RECORDS TECHNICIAN SUPERVISOR <sup>1</sup>	2.000	0.000	0.000	0.000
SERGEANT	20.000	20.000	20.000	20.000
TELECOMMUNICATOR <sup>3</sup>	7.000	9.000	9.000	9.000
<b>TOTAL</b>	<b>192.625</b>	<b>202.625</b>	<b>202.625</b>	<b>202.625</b>

1 - 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, three Administrative Assistant II positions were reclassified to Administrative Assistant III positions, and one Administrative Assistant II position was reclassified to Executive Assistant I.

2 - In FY 2023, the following positions were 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).

3 - During FY 2023, two sworn Police Officer positions were reclassified to a Crime Analyst position and a Public Relations Coordinator position.



## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
CONTRACTED SERVICES	\$ 1,049,165	\$ 1,039,435	\$ 1,039,435	\$ 1,160,134
TOTAL	\$ 1,049,165	\$ 1,039,435	\$ 1,039,435	\$ 1,160,134

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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 2,746,035	\$ 3,184,413	\$ 3,099,389	\$ 3,378,233
PERSONNEL BENEFITS	893,715	1,092,245	1,063,082	1,235,939
SUPPLIES	687,491	853,461	779,978	984,014
CAPITAL < \$5,000	356,034	371,076	339,126	520,670
REPAIR AND MAINTENANCE	880,953	780,543	713,338	952,793
OTHER SERVICES	452,502	418,667	382,620	274,982
CONTRACTED SERVICES	3,698,691	3,811,422	3,483,259	4,050,571
CAPITAL EQUIPMENT	3,652	-	-	-
<b>TOTAL</b>	<b>\$ 9,719,073</b>	<b>\$ 10,511,827</b>	<b>\$ 9,860,792</b>	<b>\$ 11,397,202</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT I	1.000	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>1,2</sup>	2.000	2.000	2.000	2.000
CUSTOMER SERVICE REPRESENTATIVE II <sup>2</sup>	1.000	2.000	2.000	2.000
EQUIPMENT OPERATOR I <sup>3</sup>	0.000	0.000	0.000	1.000
EQUIPMENT OPERATOR II	1.000	1.000	1.000	1.000
FOREMAN II - SOLID WASTE	5.000	5.000	5.000	5.000
HEAVY DUTY TRUCK TECHNICIAN I <sup>3</sup>	0.000	0.000	0.000	1.000
MAINTENANCE COORDINATOR	1.000	1.000	1.000	1.000
MAINTENANCE WORKER - PT	0.000	0.000	0.000	0.000
MAINTENANCE WORKER <sup>3</sup>	5.000	5.000	5.000	4.000
OPERATIONS MANAGER II - SW <sup>2</sup>	1.000	0.000	0.000	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>1,2,3</sup>	42.000	44.000	44.000	46.000
SOLID WASTE OPERATIONS MANAGER <sup>2</sup>	0.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>64.500</b>	<b>67.500</b>	<b>67.500</b>	<b>70.500</b>

1 - In FY 2023, two Solid Waste Drivers and a Customer Service Representative I position were authorized and funded.

2 - As part of the General Government Market Study in FY 2023, the Operations Manager II - SW was retitled to Solid Waste Operations Manager, as well as one Customer Service Representative I position retitled to a Customer Service Representative II.

3 - In FY 2024, one Maintenance Worker position will be reclassified to an Equipment Operator I position. In addition, one Heavy Duty Truck Technician I position and two Solid Waste Driver positions will be added.

## SUMMARY

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
CAPITAL < \$5,000	\$ 41,155	\$ -	\$ -	\$ -
CONTRACTED SERVICES	59,024	500,000	500,000	895,000
CAPITAL BUILDINGS AND GROUNDS	232,823	303,750	303,750	453,000
CAPITAL EQUIPMENT	861,421	2,827,344	2,827,344	3,217,350
<b>TOTAL</b>	<b>\$ 1,194,423</b>	<b>\$ 3,631,094</b>	<b>\$ 3,631,094</b>	<b>\$ 4,565,350</b>

This department does not have any associated personnel.

## SUMMARY

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
PRINCIPAL RETIREMENT	\$ 307,820	\$ 341,811	\$ 341,811	\$ 45,997
INTEREST AND FISCAL CHARGES	15,902	24,304	24,304	2,368
<b>TOTAL</b>	<b>\$ 323,723</b>	<b>\$ 366,115</b>	<b>\$ 366,115</b>	<b>\$ 48,365</b>

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

## SUMMARY

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
OPERATING TRANSFERS OUT - DEBT SERVICE	\$ 4,026,049	\$ 1,935,673	\$ 1,935,673	\$ 2,166,379
OPERATING TRANSFERS OUT - TRC	-	-	-	343,800
<b>TOTAL</b>	<b>\$ 4,026,049</b>	<b>\$ 1,935,673</b>	<b>\$ 1,935,673</b>	<b>\$ 2,510,179</b>

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

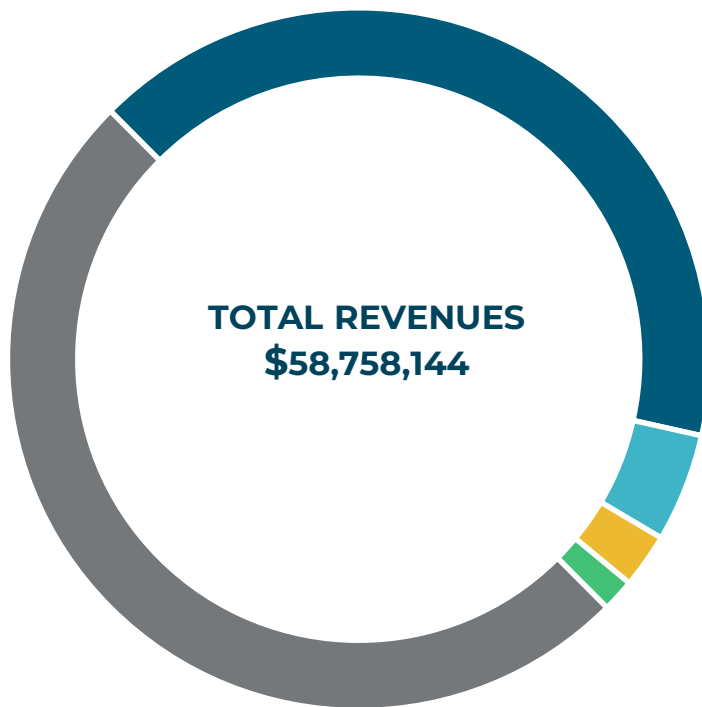


# **WATER & WASTEWATER FUND**



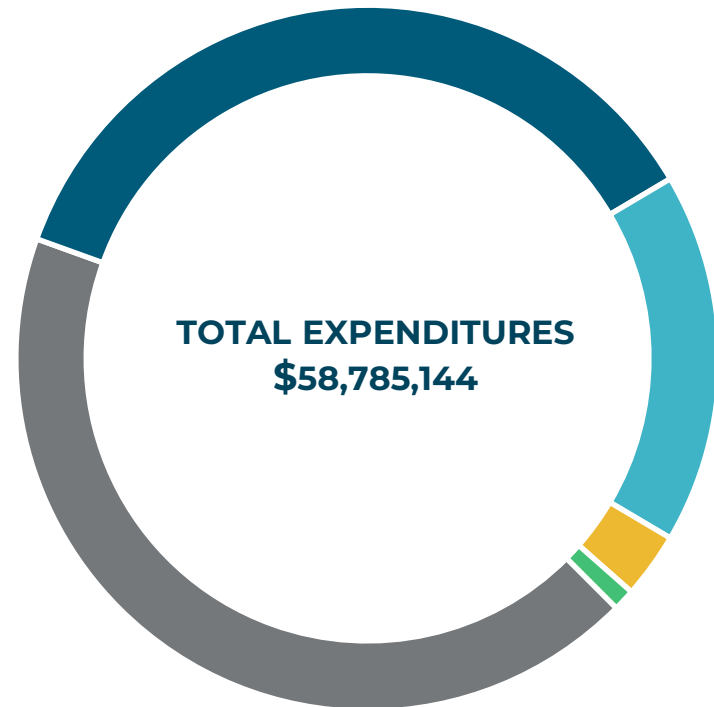
## REVENUES & EXPENDITURES

WATER &amp; WASTEWATER FUND REVENUES BY SOURCES



- Water Services - 50.25%
- Wastewater Services - 40.86%
- Interest Income - 4.85%
- Other - 2.63%
- Panda Reimbursements - 1.41%

WATER &amp; WASTEWATER FUND EXPENDITURES BY TYPE



- Operations - 43.66%
- Debt Service - 36.27%
- Personnel - 17.11%
- Capital - 2.93%
- Contingency - 0.01%

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 202-2024
Water - Residential	\$ 13,264,786	\$ 13,632,040	\$ 13,632,040	\$ 14,186,121
Water - Commercial	9,481,050	10,628,559	10,628,559	11,115,645
Water - Industrial	-	1,548,000	1,548,000	1,735,200
Water - Reclaimed	1,244,004	1,100,000	1,100,000	1,100,000
Water - Wholesale	2,903,411	1,310,400	1,310,400	1,405,050
Wastewater - Residential	9,538,065	11,816,439	11,816,439	12,968,167
Wastewater - Commercial	7,477,573	9,681,394	9,681,394	11,048,512
New Connects	217,425	200,000	200,000	204,000
Penalties	524,901	470,000	470,000	479,400
Reconnect Fees	315,990	300,000	300,000	306,000
Tap Fees	384,323	425,000	425,000	433,500
Other Charges	82,865	71,400	71,400	72,828
Liquid Waste Transport	4,900	5,000	5,000	5,100
Liquid Waste Manifest Pad	1,095	1,530	1,530	1,561
Sale of Assets	38,002	5,100	5,100	5,202
W&WW Over/Under	(43)	-	-	-
Insufficient Check Fee	9,840	8,000	8,000	8,160
IPP Surcharges	25,611	-	-	-
Insurance Claims	400	-	-	-
Other Charges / Panda Reimbursements	828,826	828,826	828,826	828,826
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 46,343,025</b>	<b>\$ 52,031,688</b>	<b>\$ 52,031,688</b>	<b>\$ 55,903,272</b>

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 202-2024
Interest Income	\$ 185,630	\$ 495,000	\$ 495,000	\$ 1,185,800
Premium on Bonds Payable	1,663,550	1,663,550	1,663,550	1,663,550
Insurance Claims	42,382	-	-	-
Other Revenues	-	15,000	15,000	15,000
Miscellaneous Reimbursements	8,005,076	-	-	17,522
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 9,896,638</b>	<b>\$ 2,173,550</b>	<b>\$ 2,173,550</b>	<b>\$ 2,881,872</b>
<b>REVENUE TOTAL - WATER &amp; WASTEWATER FUND</b>	<b>\$ 56,239,663</b>	<b>\$ 54,205,238</b>	<b>\$ 54,205,238</b>	<b>\$ 58,785,144</b>

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
PRINCIPAL RETIREMENT	\$ 10,703,047	\$ 12,888,614	\$ 11,858,214	\$ 13,258,514
INTEREST AND FISCAL CHARGES	7,764,098	6,911,608	7,485,681	7,666,197
AMORTIZATION AND BOND ISSUE	635,459	391,485	391,485	399,315
<b>TOTAL</b>	<b>\$ 19,102,604</b>	<b>\$ 20,191,707</b>	<b>\$ 19,735,380</b>	<b>\$ 21,324,026</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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 187,378	\$ 241,085	\$ 237,734	\$ 289,136
PERSONNEL BENEFITS	58,815	74,938	73,896	96,008
SUPPLIES	22,406	22,516	21,809	24,569
CAPITAL < \$5,000	1,565	3,210	3,109	10,515
REPAIR AND MAINTENANCE	3,415	7,808	7,563	8,686
OTHER SERVICES	8,419	12,375	11,986	15,140
CONTRACTED SERVICES	3,950	9,335	9,042	5,337
CAPITAL EQUIPMENT	-	-	-	40,800
<b>TOTAL</b>	<b>\$ 285,948</b>	<b>\$ 371,267</b>	<b>\$ 365,140</b>	<b>\$ 490,191</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT I <sup>1</sup>	1.000	0.000	0.000	0.000
ADMINISTRATIVE ASSISTANT II <sup>1</sup>	0.000	1.000	1.000	1.000
ENVIRONMENTAL PROGRAMS MANAGER	1.000	1.000	1.000	1.000
ENVIRONMENTAL PROGRAMS TECHNICIAN I <sup>1, 2</sup>	2.000	0.000	0.000	1.000
ENVIRONMENTAL PROGRAMS TECHNICIAN II <sup>1</sup>	0.000	1.000	1.000	1.000
ENVIRONMENTAL PROGRAMS TECHNICIAN III <sup>1</sup>	0.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>5.000</b>

1 - In FY 2023, as part of the General Government Market Study, the following changes occurred:

\*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.

2 - In FY 2024, one Environmental Programs Technician I position will be added.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 339,980	\$ 432,182	\$ 426,175	\$ 477,701
PERSONNEL BENEFITS	119,790	144,138	142,134	173,545
SUPPLIES	36,776	47,520	46,028	47,035
CAPITAL < \$5,000	190,657	392,500	380,176	495,500
REPAIR AND MAINTENANCE	45,733	58,100	56,276	63,130
OTHER SERVICES	5,462	6,483	6,279	28,547
CONTRACTED SERVICES	335,078	434,194	420,560	456,390
CAPITAL EQUIPMENT	-	33,200	33,200	49,200
<b>TOTAL</b>	<b>\$ 1,073,477</b>	<b>\$ 1,548,317</b>	<b>\$ 1,510,828</b>	<b>\$ 1,791,048</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
CONNECT & DISCONNECT TECHNICIAN <sup>3</sup>	2.000	2.000	2.000	0.000
FOREMAN II - METERS	1.000	1.000	1.000	1.000
METER MAINTENANCE SUPERVISOR	1.000	1.000	1.000	1.000
METER SERVICES TECHNICIAN <sup>1,3</sup>	0.000	0.000	0.000	2.000
METER TECHNICIAN <sup>2,3</sup>	3.000	0.000	4.000	5.000
<b>TOTAL</b>	<b>7.000</b>	<b>4.000</b>	<b>8.000</b>	<b>9.000</b>

1 - Position(s) is/are classified as a career ladder and consists of Meter Services Technician Apprentice, Meter Services Technician I, or Meter Services Technician II depending on qualifications.

2 - Position(s) is/are classified as a career ladder and consists of Meter Technician I, Meter Technician II, or Meter Technician III, depending on qualifications.

3 - In FY 2024, one Meter Technician position will be added. In addition, the Connect & Disconnect Technician positions will be retitled to Meter Services Technician.



## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 587,488	\$ 644,282	\$ 635,326	\$ 547,775
PERSONNEL BENEFITS	(319,392)	170,047	167,683	150,013
SUPPLIES	10,580	23,975	23,222	20,601
CAPITAL < \$5,000	4,959	6,950	6,732	6,000
REPAIR AND MAINTENANCE	10,081	7,976	7,726	8,076
OTHER SERVICES	100,089	120,928	117,131	120,071
CONTRACTED SERVICES	7,607,551	8,555,753	8,287,102	9,215,809
CAPITAL- SPECIAL PROJECTS	-	11,277	11,277	4,249
<b>TOTAL</b>	<b>\$ 8,001,356</b>	<b>\$ 9,541,188</b>	<b>\$ 9,256,200</b>	<b>\$ 10,072,594</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT II <sup>1</sup>	1.000	0.000	0.000	0.000
ASSISTANT DIRECTOR OF PUBLIC WORKS	1.000	1.000	1.000	1.000
CITY ENGINEER	0.330	0.330	0.330	0.300
DEPUTY CITY ENGINEER	0.400	0.400	0.400	0.500
DIRECTOR OF PUBLIC WORKS	0.700	0.700	0.700	0.450
EXECUTIVE ASSISTANT I <sup>1</sup>	0.000	1.000	1.000	1.000
EXECUTIVE SUPPORT COORDINATOR	1.000	1.000	1.000	1.000
GIS ANALYST	0.800	0.800	0.800	0.000
GIS TECHNICIAN	0.300	0.300	0.300	0.000
MARKETING COORDINATOR	0.750	0.750	0.750	0.750
PROJECT ENGINEER	0.000	0.000	0.000	0.000
SENIOR PROJECT ENGINEER	0.530	0.530	0.530	0.500
<b>TOTAL</b>	<b>6.810</b>	<b>6.810</b>	<b>6.810</b>	<b>5.500</b>

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

2 - In FY2024, funding allocations for the following positions will change:

- \*Two GIS Analysts from 40% Information Technology Services, 20% Drainage, 40% PW Adm to 100% Information Technology Services;
- \*GIS Technician from 40% Information Technology Services, 30% Drainage, 30% PW Admin to 100% Information Technology Services;
- \*City Engineer from 34% Engineering, 33% Drainage, 33% PW Admin to 70% Engineering and 30% PW Admin;
- \*Deputy City Engineer from 40% Engineering, 20% Drainage, 40% PW Admin to 50% Engineering and 50% PW Admin;
- \*Director of Public Works from 10% Engineering, 20% Drainage, 70% PW Admin to 45% Engineering, 10% Drainage, and 45% PW Admin; and
- \*Senior Project Engineer from 34% Engineering, 33% Drainage, 33% PW Admin to 50% Engineering and 50% PW Admin.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 53,612	\$ 71,271	\$ 70,280	\$ 77,554
PERSONNEL BENEFITS	16,893	20,781	20,492	23,070
SUPPLIES	582	1,540	1,492	1,463
CAPITAL < \$5,000	616	1,410	1,366	1,410
REPAIR AND MAINTENANCE	196	1,826	1,769	1,826
OTHER SERVICES	(4,657)	500	484	500
CONTRACTED SERVICES	5,684	8,326	8,065	7,519
<b>TOTAL</b>	<b>\$ 72,926</b>	<b>\$ 105,654</b>	<b>\$ 103,947</b>	<b>\$ 113,342</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 464,334	\$ 528,755	\$ 521,405	\$ 623,667
PERSONNEL BENEFITS	145,879	165,318	163,020	194,936
SUPPLIES	5,161	9,225	8,935	9,325
CAPITAL < \$5,000	2,589	10,620	10,287	10,620
REPAIR AND MAINTENANCE	22,313	7,751	7,508	8,451
OTHER SERVICES	78,547	239,203	231,692	327,603
CONTRACTED SERVICES	1,219,221	1,270,915	1,231,008	1,532,077
CAPITAL EQUIPMENT	-	-	-	66,000
<b>TOTAL</b>	<b>\$ 1,938,044</b>	<b>\$ 2,231,787</b>	<b>\$ 2,173,855</b>	<b>\$ 2,772,679</b>

## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
CASH CONTROL COORDINATOR <sup>1</sup>	0.000	0.000	0.000	1.000
COLLECTIONS COORDINATOR <sup>1</sup>	1.000	1.000	1.000	0.000
CUSTOMER CARE COORDINATOR <sup>1</sup>	0.000	0.000	0.000	1.000
CUSTOMER CARE SPECIALIST <sup>1</sup>	0.000	0.000	0.000	4.000
CUSTOMER CARE SPECIALIST - PT <sup>1</sup>	0.000	0.000	0.000	0.625
CUSTOMER SERVICE REPRESENTATIVE I <sup>1</sup>	4.000	4.000	4.000	0.000
CUSTOMER SERVICE REPRESENTATIVE I - PT <sup>1</sup>	0.625	0.625	0.625	0.000
CUSTOMER SERVICE REPRESENTATIVE II <sup>1</sup>	3.000	3.000	3.000	0.000
METERING SERVICES COORDINATOR <sup>1</sup>	0.000	0.000	0.000	1.000
UTILITY BILLING COORDINATOR <sup>1</sup>	0.000	0.000	0.000	1.000
UTILITY BILLING SPECIALIST <sup>1</sup>	0.000	0.000	0.000	1.000
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>11.625</b>

<sup>1</sup> - In FY 2024, the following reorganizational changes will occur:

- \*Collections Coordinator to Cash Control Coordinator,
- \*Customer Service Representative I positions to Customer Care Specialists,
- \*One Customer Service Representative II position to Utility Billing Coordinator,
- \*One Customer Service Representative II to Utility Billing Specialist, and
- \*One Customer Services Representative II to Metering Services Coordinator.

In addition, one Customer Care Coordinator position will be added.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 1,485,898	\$ 1,777,802	\$ 1,753,091	\$ 2,071,278
PERSONNEL BENEFITS	475,704	599,450	591,118	718,873
SUPPLIES	215,945	281,500	272,661	265,601
CAPITAL < \$5,000	30,155	30,978	30,005	28,600
REPAIR AND MAINTENANCE	507,514	396,696	384,240	394,596
OTHER SERVICES	69,262	91,301	88,434	79,483
CONTRACTED SERVICES	109,665	189,972	184,007	296,256
CAPITAL EQUIPMENT	-	334,420	334,420	264,575
CAPITAL BUILDINGS AND GROUNDS	-	250,000	250,000	153,840
<b>TOTAL</b>	<b>\$ 2,894,143</b>	<b>\$ 3,952,119</b>	<b>\$ 3,887,975</b>	<b>\$ 4,273,102</b>



## SUMMARY &amp; PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
CREW LEADER II - STREETS <sup>4</sup>	0.000	0.200	0.200	0.200
CREW LEADER - UTILITY SERVICES <sup>1</sup>	6.000	6.000	6.000	6.000
CUSTOMER SERVICE REPRESENTATIVE I <sup>6</sup>	1.500	1.000	1.000	1.000
CUSTOMER SERVICE REPRESENTATIVE II <sup>5, 6</sup>	0.000	1.000	1.000	1.000
EQUIPMENT OPERATOR I - STREETS <sup>4</sup>	0.000	0.200	0.200	0.200
EQUIPMENT OPERATOR II - STREETS <sup>4</sup>	0.000	0.200	0.200	0.200
FOREMAN II - STREETS <sup>4</sup>	0.000	0.200	0.200	0.200
FOREMAN II - UTILITY SERVICES <sup>2</sup>	2.000	2.000	2.000	2.000
MAINTENANCE WORKER - STREETS <sup>4</sup>	0.000	0.200	0.200	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	1.000	1.000	1.000	1.000
UTILITY TECHNICIAN - UTILITY SERVICES <sup>3, 7</sup>	20.000	20.000	20.000	23.000
<b>TOTAL</b>	<b>32.000</b>	<b>33.500</b>	<b>33.500</b>	<b>36.500</b>

1 - During FY 2023, position was changed to a career ladder and consists of Crew Leader I, Crew Leader II, or Crew Leader III positions depending on qualifications.

2 - During FY 2023 position was changed to a career ladder and consists of Foreman I, Foreman II, or Foreman III positions depending on qualifications.

3 - During FY 2023, position was changed to a career ladder and consists of Utility Technician Apprentice, Utility Technician I, Utility Technician II, Utility Technician III, Utility Technician IV, or Utility Technician V positions depending on qualifications.

4 - In FY 2023, a Concrete Crew was added. The crew consists 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 is split as follows: 40% Streets, 20% Drainage, 20% Wastewater Collection, and 20% Water Distribution.

5 - In FY 2023, an Customer Service Representative II position was authorized to assume utility dispatch services previously performed by Police. This position is split funded - 50% Wastewater Collection and 50% Water Distribution.

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

7 - In FY 2024, three Utility Technicians will be moved from Water Distribution to Wastewater Collection.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 1,258,178	\$ 1,794,662	\$ 1,769,716	\$ 1,807,138
PERSONNEL BENEFITS	405,812	607,066	598,628	599,222
SUPPLIES	136,101	161,882	156,799	157,276
CAPITAL < \$5,000	338,049	345,938	335,076	345,375
REPAIR AND MAINTENANCE	646,487	595,408	576,712	717,496
OTHER SERVICES	55,525	82,175	79,595	74,181
CONTRACTED SERVICES	84,233	121,424	117,611	123,517
CAPITAL EQUIPMENT	-	376,240	376,240	185,375
CAPITAL BUILDINGS AND GROUNDS	-	250,000	250,000	153,840
<b>TOTAL</b>	<b>\$ 2,924,384</b>	<b>\$ 4,334,795</b>	<b>\$ 4,260,377</b>	<b>\$ 4,163,420</b>

## SUMMARY &amp; PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
CREW LEADER II - STREETS <sup>4</sup>	0.000	0.200	0.200	0.200
CREW LEADER - UTILITY SERVICES <sup>1</sup>	5.000	5.000	5.000	5.000
CUSTOMER SERVICE REPRESENTATIVE I <sup>5</sup>	1.500	1.000	1.000	1.000
CUSTOMER SERVICE REPRESENTATIVE II <sup>5, 6</sup>	0.000	1.000	1.000	1.000
EQUIPMENT OPERATOR I - STREETS <sup>4</sup>	0.000	0.200	0.200	0.200
EQUIPMENT OPERATOR II - STREETS <sup>4</sup>	0.000	0.200	0.200	0.200
FOREMAN II - STREETS <sup>4</sup>	0.000	0.200	0.200	0.200
FOREMAN - UTILITY SERVICES <sup>2</sup>	2.000	2.000	2.000	2.000
IRRIGATION TECHNICIAN	1.000	1.000	1.000	1.000
MAINTENANCE WORKER - STREETS <sup>4</sup>	0.000	0.200	0.200	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	1.000	1.000	1.000	1.000
UTILITY TECHNICIAN - UTILITY SERVICES <sup>3, 7</sup>	20.000	20.000	20.000	17.000
WATER RESOURCES MODELER	0.750	0.750	0.750	0.750
<b>TOTAL</b>	<b>32.750</b>	<b>34.250</b>	<b>34.250</b>	<b>31.250</b>

1 - During FY 2023, position was changed to a career ladder and consists of Crew Leader I, Crew Leader II, or Crew Leader III positions depending on qualifications.

2 - During FY 2023 position was changed to a career ladder and consists of Foreman I, Foreman II, or Foreman III positions depending on qualifications.

3 - During FY 2023, position was changed to a career ladder and consists of Utility Technician Apprentice, Utility Technician I, Utility Technician II, Utility Technician III, Utility Technician IV, or Utility Technician V positions depending on qualifications.

4 - In FY 2023, a Concrete Crew was added. The crew consists 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 is split as follows: 40% Streets, 20% Drainage, 20% Wastewater Collection, and 20% Water Distribution.

5 - In FY 2023, an Customer Service Representative II position was authorized to assume utility dispatch services previously performed by Police. This position is split funded - 50% Wastewater Collection and 50% Water Distribution.

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

7 - In FY 2024, three Utility Technicians will be moved from Water Distribution to Wastewater Collection.

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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
CONTRACTED SERVICES	\$ 3,937,589	\$ 5,288,537	\$ 5,288,537	\$ 5,535,184
TOTAL	\$ 3,937,589	\$ 5,288,537	\$ 5,288,537	\$ 5,535,184

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.

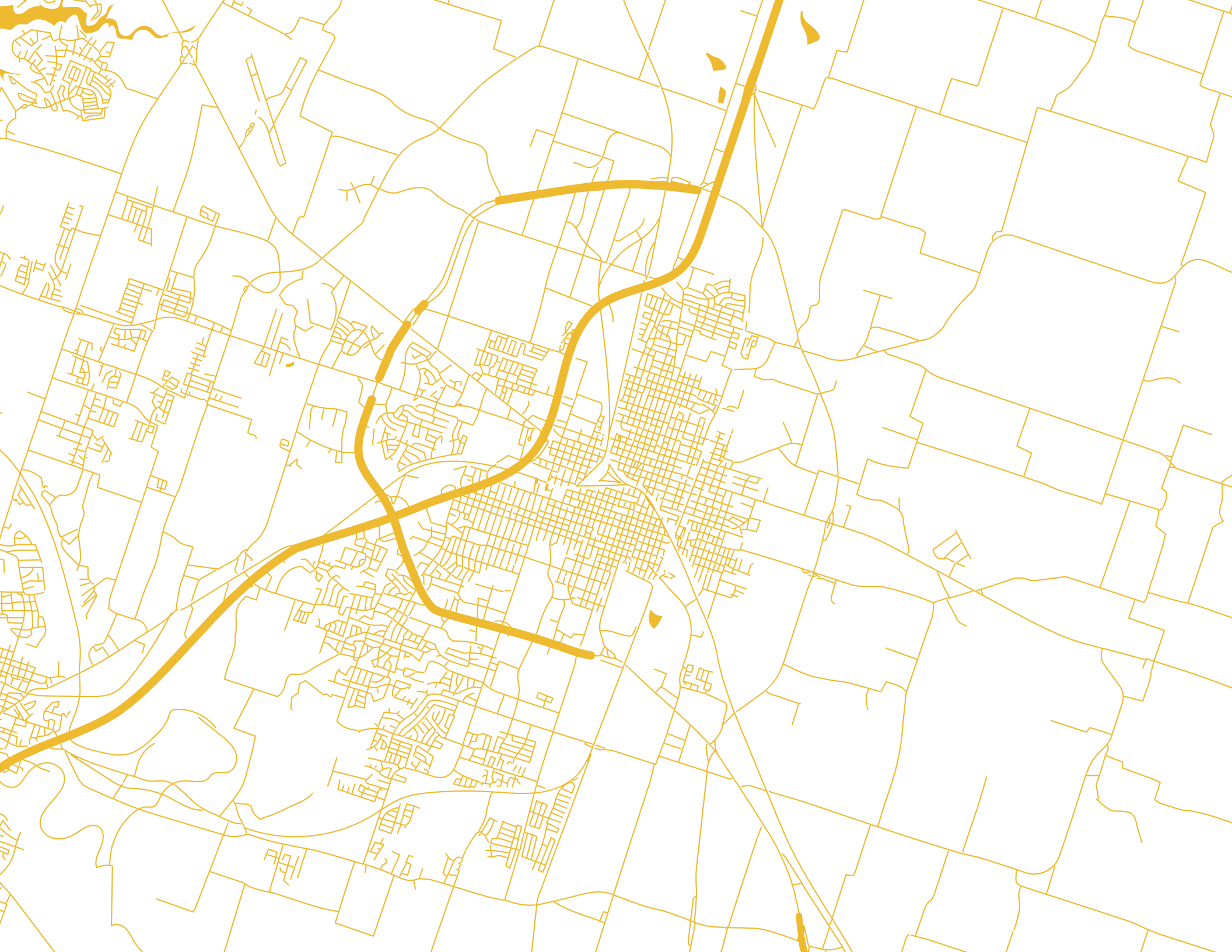
SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 1,173,727	\$ 1,514,192	\$ 1,493,145	\$ 1,676,878
PERSONNEL BENEFITS	348,995	467,998	461,493	532,800
SUPPLIES	1,360,739	1,373,841	1,330,702	1,453,530
CAPITAL < \$5,000	18,010	90,525	87,683	84,500
REPAIR AND MAINTENANCE	636,086	762,616	738,670	751,627
OTHER SERVICES	24,438	31,680	30,685	34,288
CONTRACTED SERVICES	1,868,384	2,021,414	1,957,942	2,905,635
CAPITAL EQUIPMENT	-	301,600	301,600	664,300
CAPITAL BUILDINGS AND GROUNDS	-	76,000	76,000	146,000
<b>TOTAL</b>	<b>\$ 5,430,379</b>	<b>\$ 6,639,866</b>	<b>\$ 6,477,919</b>	<b>\$ 8,249,558</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT II	1.000	1.000	1.000	1.000
LEAD WATER OPERATOR <sup>1, 3</sup>	2.000	3.000	3.000	3.000
TREATMENT PLANT DIVISION DIRECTOR	1.000	1.000	1.000	1.000
TREATMENT PLANT SERVICES MANAGER <sup>2</sup>	0.000	1.000	1.000	1.000
WATER OPERATOR <sup>2, 3, 4</sup>	19.000	18.000	18.000	20.000
<b>TOTAL</b>	<b>23.000</b>	<b>24.000</b>	<b>24.000</b>	<b>26.000</b>

1 - During FY 2023, position was changed to a career ladder and consists of Lead Water Operator I, Lead Water Operator II, or Lead Water Operator III positions depending on qualifications.

2 - During FY 2023, position was changed to a career ladder and consists of Water Operator Apprentice, Water Operator I, Water Operator II, Water Operator III, or Water Operator IV positions depending on qualifications.

3 - In FY 2023, a Treatment Plant Services Manager was authorized and funded. As part of the General Government Market Study, one Water Operator position was reclassified to a Lead Water Operator.

4 - In FY 2024, two Water Operator positions will be added.



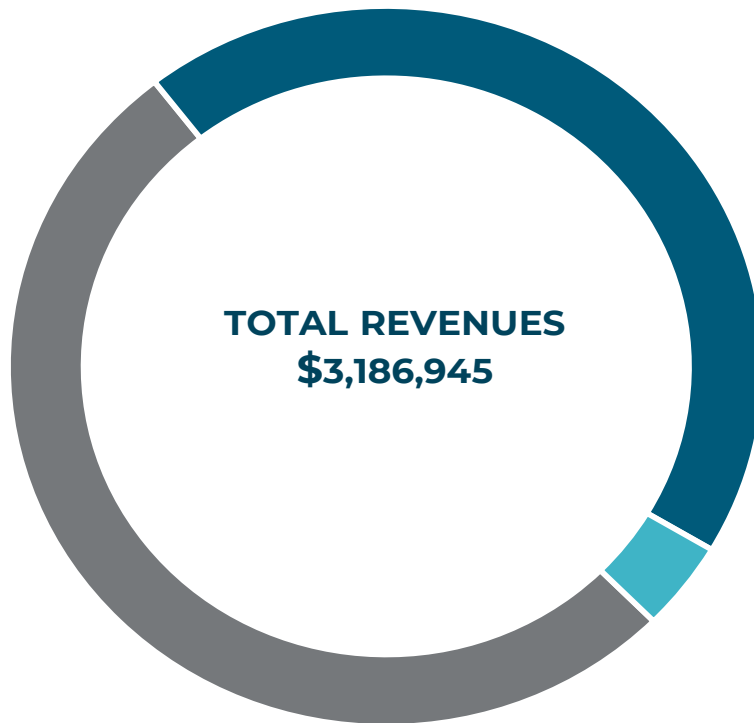
# **SPECIAL REVENUE FUND**





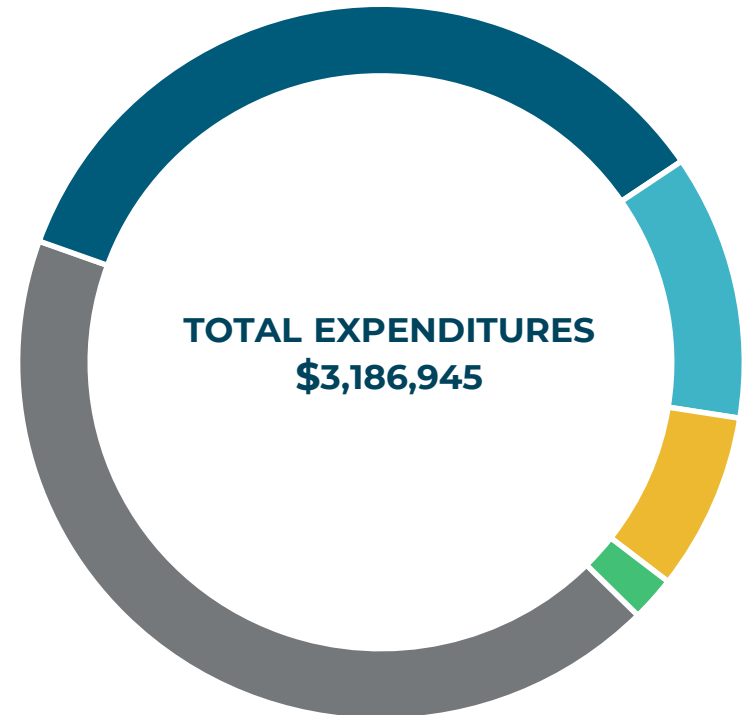
## REVENUES & EXPENDITURES

DRAINAGE FUND REVENUES BY SOURCES



- Drainage Fee: Residential - 51.72%
- Drainage Fee: Commercial - 43.95%
- Other - 4.33%

DRAINAGE FUND EXPENDITURES BY TYPE



- Personnel - 43.57%
- Transfers - 35.00%
- Operations - 11.91%
- Contingency - 8.99%
- Capital - 0.53%

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	YTD Actual @ 06/30/23	FORECAST 2022-2023	ADOPTED Budget 2023-2024
Drainage Fee - Commercial	\$ 1,378,153	\$ 1,373,600	\$ 1,046,279	\$ 1,398,703	\$ 1,400,563
Drainage Fee - Residential	1,600,997	1,646,153	1,195,444	1,646,903	1,648,344
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 2,979,150</b>	<b>\$ 3,019,753</b>	<b>\$ 2,241,723</b>	<b>\$ 3,045,606</b>	<b>\$ 3,048,907</b>
Interest Income	\$ 23,157	\$ 42,300	\$ 91,808	\$ 121,808	\$ 135,000
Sale of Assets	-	-	6,581	-	-
Misc. Reimbursements	-	-	-	-	3,038
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 23,157</b>	<b>\$ 42,300</b>	<b>\$ 98,390</b>	<b>\$ 121,808</b>	<b>\$ 138,038</b>
<b>REVENUE TOTAL - DRAINAGE FUND</b>	<b>\$ 3,002,307</b>	<b>\$ 3,062,053</b>	<b>\$ 2,340,113</b>	<b>\$ 3,167,414</b>	<b>\$ 3,186,945</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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 671,919	\$ 1,129,235	\$ 998,583	\$ 1,015,068
PERSONNEL BENEFITS	204,603	384,763	340,246	373,305
SUPPLIES	76,341	113,498	94,033	101,113
CAPITAL < \$5,000	47	5,750	4,764	5,750
REPAIR AND MAINTENANCE	88,172	192,553	159,530	185,474
OTHER SERVICES	20,975	47,150	39,064	44,315
CONTRACTED SERVICES	36,059	43,671	36,181	43,002
CAPITAL EQUIPMENT	135,244	120,440	120,440	16,900
CAPITAL BUILDINGS AND GROUNDS	149,971	-	-	-
CAPITAL- SPECIAL PROJECTS	-	-	-	286,531
CAPITAL- PROJECTS	725,299	-	-	-
<b>TOTAL</b>	<b>\$ 2,108,632</b>	<b>\$ 2,037,060</b>	<b>\$ 1,792,841</b>	<b>\$ 2,071,458</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT I <sup>1</sup>	1.250	0.000	0.000	0.000
ADMINISTRATIVE ASSISTANT II <sup>1</sup>	0.000	1.000	1.000	1.000
ADMINISTRATIVE ASSISTANT III <sup>1,2</sup>	0.000	0.250	0.250	0.000
ASSISTANT DIRECTOR OF PUBLIC WORKS <sup>1</sup>	0.000	0.330	0.330	0.330
CITY ENGINEER <sup>2</sup>	0.330	0.330	0.330	0.000
CREW LEADER II - DRAINAGE	1.000	1.000	1.000	1.000
CREW LEADER II - STREETS <sup>1</sup>	0.000	0.200	0.200	0.200
CREW LEADER III - HEAVY CONSTRUCTION <sup>1</sup>	0.000	2.000	2.000	2.000
(continued on next page)				

## SUMMARY &amp; PERSONNEL SCHEDULE

PERSONNEL SCHEDULE (continued from previous page)				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
DEPUTY CITY ENGINEER <sup>2</sup>	0.200	0.200	0.200	0.000
DIRECTOR OF PUBLIC WORKS <sup>2</sup>	0.200	0.200	0.200	0.100
EQUIPMENT MAINTENANCE & TRANSPORTER	0.400	0.400	0.400	0.400
EQUIPMENT OPERATOR I - DRAINAGE	5.000	5.000	5.000	5.000
EQUIPMENT OPERATOR I - STREETS <sup>1</sup>	0.000	0.200	0.200	0.200
EQUIPMENT OPERATOR II - CLEANER	2.000	2.000	2.000	2.000
EQUIPMENT OPERATOR II - PARKS	0.500	0.500	0.500	0.500
EQUIPMENT OPERATOR II - STREETS, DRAINAGE <sup>1</sup>	3.000	3.200	3.200	3.200
FOREMAN II - DRAINAGE	1.000	1.000	1.000	1.000
FOREMAN II - STREETS <sup>1</sup>	0.000	0.200	0.200	0.200
GIS ANALYST <sup>2</sup>	0.400	0.400	0.400	0.000
GIS TECHNICIAN <sup>2</sup>	0.300	0.300	0.300	0.000
HEAVY DUTY CONSTRUCTION CREW LEADER <sup>1</sup>	2.000	0.000	0.000	0.000
MAINTENANCE WORKER - STREETS <sup>1</sup>	0.000	0.200	0.200	0.200
PROJECT ENGINEER	0.000	0.000	0.000	0.000
SENIOR PROJECT ENGINEER <sup>2</sup>	0.430	0.430	0.430	0.000
STORMWATER SPECIALIST	1.000	1.000	1.000	1.000
STREET & DRAINAGE DIVISION DIRECTOR <sup>1</sup>	0.000	0.500	0.500	0.500
STREETS & DRAINAGE SERVICES MANAGER <sup>1</sup>	0.500	0.000	0.000	0.000
TRANSPORTATION DISPATCH MANAGER <sup>2</sup>	0.000	0.000	0.000	0.250
TRANSPORTATION DIVISION DIRECTOR	0.330	0.000	0.000	0.000
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>20.590</b>	<b>21.590</b>	<b>21.590</b>	<b>19.830</b>

1 - 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.

2 - In FY2024, one Administrative Assistant III position will be reclassified to a Transportation Dispatch Manager. Funding allocations for the following position will change:

\*City Engineer from 34% Engineering, 33% Drainage, 33% PW Admin to 70% Engineering and 30% PW Admin;

\*Deputy City Engineer from 40% Engineering, 20% Drainage, 40% PW Admin to 50% Engineering and 50% PW Admin;

\*Director of Public Works from 10% Engineering, 20% Drainage, 70% PW Admin to 45% Engineering, 10% Drainage, and 45% PW Admin;

\*Two GIS Analysts from 40% Information Technology, 20% Drainage, 40% PW Admin to 100% Information Technology;

\*GIS Technician from 40% Information Technology, 30% Drainage, 30% PW Admin to 100% Information Technology;

\*Senior Project Engineer from 34% Engineering, 33% Drainage, and 33% PW Admin to 50% Engineering and 50% PW Admin;

\*Senior Project Engineer position from 20% Engineering, 10% Drainage, 25% MCIP Bond Funds, 20% PW Admin, 25% Utility Revenue Bonds to 50% MCIP Bond Funds and 50% Utility Revenue Bonds.

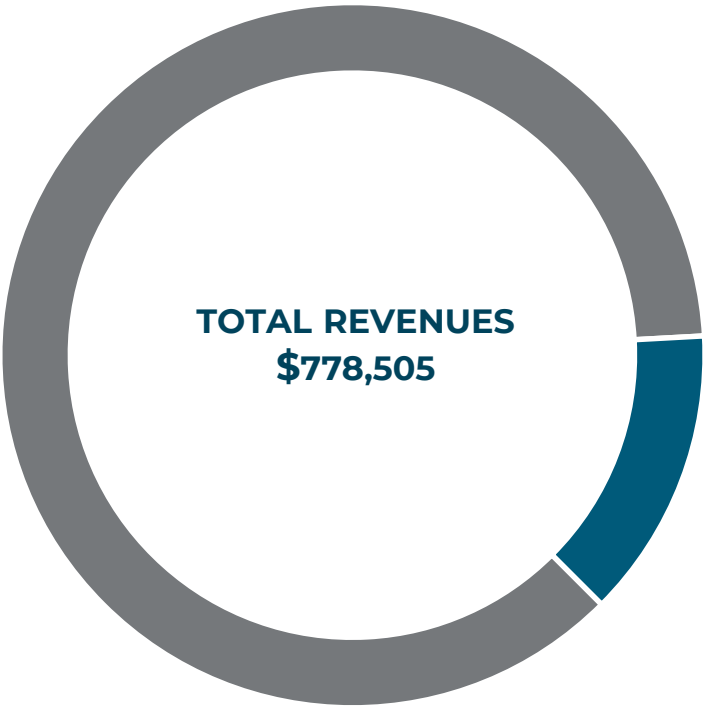
## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
OPERATING TRANSFERS OUT - DEBT SERVICE	\$ 785,896	\$ 778,857	\$ 778,857	\$ 780,857
OPERATING TRANSFERS OUT - GENERAL FUND	312,349	321,516	321,516	334,630
<b>TOTAL</b>	<b>\$ 1,098,245</b>	<b>\$ 1,100,373</b>	<b>\$ 1,100,373</b>	<b>\$ 1,115,487</b>

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

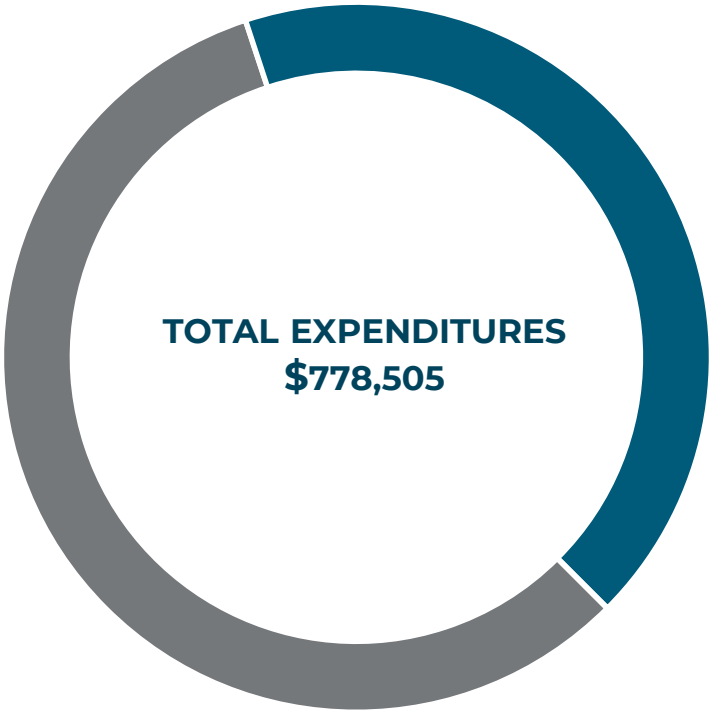
REVENUES & EXPENDITURES

FEDERAL/STATE GRANT FUND REVENUES BY SOURCES



- CDBG Federal Grant - 86.63%
- State Grants - 13.37%

FEDERAL/STATE GRANT FUND EXPENDITURES BY TYPE



- Operations - 57.44%
- Personnel - 42.56%

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
CDBG Federal Grant	\$ 764,641	\$ 1,779,980	\$ 1,779,980	\$ 674,406
HOME Grant Revenues	-	624,265	624,265	-
Federal Grants	5,050,310	4,052,058	4,052,058	-
State Grants	15,000	5,169,817	5,169,817	104,099
<b>TOTAL INTERGOVERNMENTAL REVENUES</b>	<b>\$ 5,829,951</b>	<b>\$ 11,626,120</b>	<b>\$ 11,626,120</b>	<b>\$ 778,505</b>
Transfer In - General Fund	\$ 44,650	\$ 121,086	\$ 121,086	\$ -
Transfer In - Capital Projects Fund	182,222	1,290,442	1,290,442	-
<b>TOTAL OTHER FINANCING SOURCES (TRANSFERS)</b>	<b>\$ 226,872</b>	<b>\$ 1,411,528</b>	<b>\$ 1,411,528</b>	<b>\$ -</b>
<b>REVENUE TOTAL - FEDERAL/STATE GRANT FUND</b>	<b>\$ 6,056,823</b>	<b>\$ 13,037,648</b>	<b>\$ 13,037,648</b>	<b>\$ 778,505</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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 51,700	\$ 61,922	\$ 61,922	\$ 39,513
PERSONNEL BENEFITS	9,665	11,873	11,873	7,788
SUPPLIES	956	1,000	1,000	1,000
CAPITAL <\$5,000	5,400	-	-	-
OTHER SERVICES	24,514	28,002	28,002	29,355
CONTRACTED SERVICES	8,889	11,500	11,500	57,225
<b>TOTAL</b>	<b>\$ 101,124</b>	<b>\$ 114,297</b>	<b>\$ 114,297</b>	<b>\$ 134,881</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
DIRECTOR OF HOUSING & COMMUNITY DEVELOPMENT	0.150	0.000	0.000	0.000
GRANT MANAGER	0.380	0.370	0.370	0.370
HOMELESS SERVICES COORDINATOR <sup>2</sup>	0.000	0.000	0.250	0.250
SENIOR PLANNER	0.250	0.300	0.300	0.000
SOCIAL NAVIGATOR <sup>1,2</sup>	0.000	0.250	0.000	0.000
<b>TOTAL</b>	<b>0.780</b>	<b>0.920</b>	<b>0.920</b>	<b>0.620</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 was authorized and funded.

2 - During FY 2023, the Social Navigator position was retitled to a Homeless Services Coordinator.

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 5,333	\$ -	\$ -	\$ -
PERSONNEL BENEFITS	1,078	-	-	-
<b>TOTAL</b>	<b>\$ 6,411</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
POLICE OFFICER	1.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>1.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

In FY 2023, the Crime Prevention Program was eliminated. The Police Officer previously funded within the Grant Fund is now funded within General Fund (Police).

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ -	\$ 42,138	\$ 42,138	\$ 37,913
PERSONNEL BENEFITS	-	8,111	8,111	7,514
SUPPLIES	-	4,004	4,004	228,105
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 54,253</b>	<b>\$ 54,253</b>	<b>\$ 273,532</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SOCIAL NAVIGATOR <sup>1,2</sup>	0.000	0.750	0.000	0.000
HOMELESS SERVICES COORDINATOR <sup>2</sup>	0.000	0.000	0.750	0.750
<b>TOTAL</b>	<b>0.000</b>	<b>0.750</b>	<b>0.750</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 was authorized and funded.

2 - During FY 2023, the Social Navigator position was retitled to a Homeless Services Coordinator.

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 37,674	\$ 77,459	\$ 77,459	\$ 70,198
PERSONNEL BENEFITS	7,050	14,850	14,850	13,805
OTHER SERVICES	4,800	8,400	8,400	9,900
CONTRACTED SERVICES	308,465	170,821	170,821	40,685
<b>TOTAL</b>	<b>\$ 357,989</b>	<b>\$ 271,530</b>	<b>\$ 271,530</b>	<b>\$ 134,588</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
GRANT MANAGER	0.370	0.150	0.150	0.000
HOUSING PROJECT MANAGER	0.000	0.000	0.000	1.000
NEIGHBORHOOD REVITALIZATION MANAGER	0.350	1.000	1.000	0.000
RESOURCE COORDINATOR	0.600	0.000	0.000	0.000
<b>TOTAL</b>	<b>1.520</b>	<b>1.150</b>	<b>1.150</b>	<b>1.000</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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 109,147	\$ 73,128	\$ 73,128	\$ 73,406
PERSONNEL BENEFITS	22,276	15,934	15,934	16,653
CONTRACTED SERVICES	-	2,343	2,343	1,346
<b>TOTAL</b>	<b>\$ 131,423</b>	<b>\$ 91,405</b>	<b>\$ 91,405</b>	<b>\$ 91,405</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ASSISTANT DIRECTOR OF TRANSFORM TEMPLE	0.300	0.000	0.000	0.000
CODE COMPLIANCE OFFICER	1.600	0.000	0.000	0.000
CODE COMPLIANCE MANAGER	0.000	0.300	0.300	0.300
CUSTOMER SERVICE COORDINATOR	0.150	0.000	0.000	0.000
SENIOR CODE COMPLIANCE OFFICER	0.150	1.000	1.000	1.000
<b>TOTAL</b>	<b>2.200</b>	<b>1.300</b>	<b>1.300</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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
CONTRACTED SERVICES	\$ 108,715	\$ 40,000	\$ 40,000	\$ 40,000
<b>TOTAL</b>	<b>\$ 108,715</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>

This department/division does not have any associated personnel.

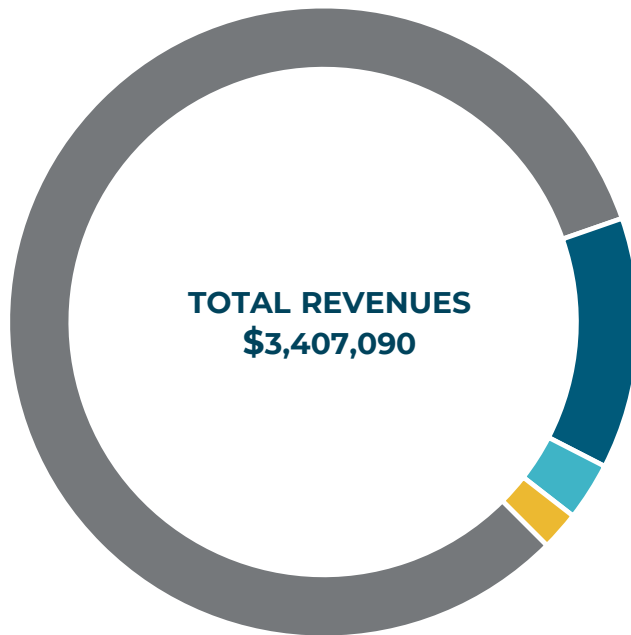
SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 38,029	\$ 46,037	\$ 46,037	\$ 46,286
PERSONNEL BENEFITS	14,821	19,053	19,053	18,287
SUPPLIES	25,227	2,750	2,750	6,200
CAPITAL < \$5,000	22,118	4,600	4,600	4,700
OTHER SERVICES	16,185	3,119	3,119	2,700
CONTRACTED SERVICES	20,863	35,750	35,750	25,926
CAPITAL EQUIPMENT	26,174	-	-	-
TOTAL	\$ 163,417	\$ 111,309	\$ 111,309	\$ 104,099
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
FAMILY VIOLENCE CASE MANAGER	1.000	1.000	1.000	1.000
TOTAL	1.000	1.000	1.000	1.000



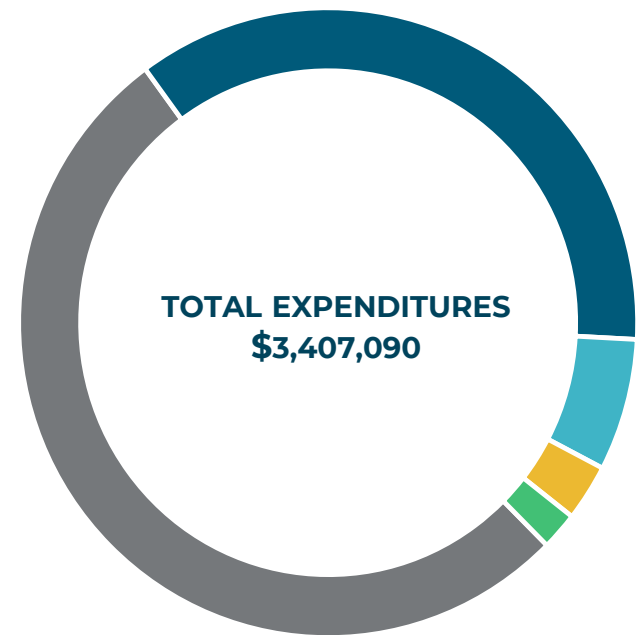
## REVENUES & EXPENDITURES

HOTEL/MOTEL TAX FUND REVENUES BY SOURCES



- Hotel Occupancy Taxes - 82.28%
- Charges for Services: Mayborn Center - 13.05%
- Other - 3.01%
- Charges for Services: Railroad Museum - 1.66%

HOTEL/MOTEL TAX FUND EXPENDITURES BY TYPE



- Personnel - 54.13%
- Operations - 36.59%
- Capital - 7.21%
- Transfers Out - 1.98%
- Debt Service - 0.09%

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
Penalty and Interest	\$ 4,507	\$ 1,671	\$ 5,650	\$ 5,876
Hotel/Motel Occupancy Tax	2,280,683	2,294,588	2,603,173	2,707,300
Bell County HOT	86,686	105,146	105,146	90,000
<b>TOTAL NON PROPERTY TAXES</b>	<b>\$ 2,371,876</b>	<b>\$ 2,401,405</b>	<b>\$ 2,713,969</b>	<b>\$ 2,803,176</b>
Facility Rental/Civic Center	\$ 114,456	\$ 108,252	\$ 144,000	\$ 125,000
Equipment Rental/Civic Center	34,473	27,712	58,000	40,000
Catering Fees/Civic Center	16,893	13,759	20,500	20,000
Temporary Service Charges	16,101	12,825	19,000	18,000
Tips/Gratuity Charges	12,809	7,397	18,000	15,000
Catering Food Service Sales/Civic Center	67,997	51,230	96,000	75,000
Catering Equipment Rentals	16,656	10,845	20,000	12,000
Food Sales	19,357	17,411	19,000	17,400
Beverage Sales	5,573	1,995	5,000	2,300
Alcoholic Beverage-Cash Sales	104,113	97,436	140,000	120,000
<b>TOTAL CHARGES FOR SERVICES - MAYBORN CENTER</b>	<b>\$ 408,428</b>	<b>\$ 348,862</b>	<b>\$ 539,500</b>	<b>\$ 444,700</b>

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
Museum/Fundraising	\$ 6,335	\$ 7,650	\$ 5,500	\$ 3,000
Museum/Facility Rental	19,070	15,300	17,500	15,000
Museum/Equipment Rental	25	306	100	-
Service Charges	600	-	1,200	-
Museum/Restricted Donations	1,077	-	250	-
Donations	1,449	1,020	600	1,000
Museum/Store Sales	18,811	17,208	18,000	17,000
Museum/Memberships	2,625	1,530	2,700	2,500
Museum/Admissions	13,944	9,690	17,000	18,000
<b>TOTAL CHARGES FOR SERVICES - MUSEUM</b>	<b>\$ 63,936</b>	<b>\$ 52,704</b>	<b>\$ 62,850</b>	<b>\$ 56,500</b>
Interest Income	\$ 12,704	\$ 18,330	\$ 89,000	\$ 100,000
Sale of Assets	19,940	-	-	-
Other Revenues	222	-	108	2,714
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 32,866</b>	<b>\$ 18,330</b>	<b>\$ 89,108</b>	<b>\$ 102,714</b>
Other Financing	\$ 11,894	\$ -	\$ -	\$ -
<b>TOTAL TRANSFER IN</b>	<b>\$ 11,894</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>REVENUE TOTAL - HOTEL/MOTEL TAX FUND</b>	<b>\$ 2,888,999</b>	<b>\$ 2,821,301</b>	<b>\$ 3,405,427</b>	<b>\$ 3,407,090</b>

## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
PRINCIPAL RETIREMENT	\$ 2,883	\$ 2,904	\$ 2,904	\$ 2,996
INTEREST AND FISCAL CHARGES	266	246	246	154
<b>TOTAL</b>	<b>\$ 3,149</b>	<b>\$ 3,150</b>	<b>\$ 3,150</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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 284,479	\$ 319,413	\$ 318,455	\$ 335,765
PERSONNEL BENEFITS	65,792	80,328	80,087	90,426
SUPPLIES	49,106	77,850	71,918	102,978
CAPITAL < \$5,000	1,775	1,400	1,293	34,000
OTHER SERVICES	47,699	108,797	100,507	149,527
CONTRACTED SERVICES	212,681	150,749	139,262	207,499
CAPITAL EQUIPMENT	47,633	-	-	-
<b>TOTAL</b>	<b>\$ 709,167</b>	<b>\$ 738,537</b>	<b>\$ 711,522</b>	<b>\$ 920,195</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
DESTINATION EXPERIENCE SPECIALIST	1.000	1.000	1.000	1.000
DESTINATION MARKETING COORDINATOR	1.000	1.000	1.000	1.000
DESTINATION MARKETING DIVISION DIRECTOR <sup>2</sup>	0.000	0.000	1.000	1.000
DESTINATION MARKETING MANAGER <sup>2</sup>	1.000	1.000	0.000	0.000
OFFICE ASSISTANT II - PT <sup>1</sup>	0.625	0.000	0.000	0.000
PROGRAM COORDINATOR <sup>1</sup>	1.000	0.000	0.000	0.000
SALES AND MARKETING SPECIALIST	2.000	2.000	2.000	2.000
<b>TOTAL</b>	<b>6.625</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>

<sup>1</sup> - In FY 2023, the Program Coordinator position was funded 100% in Recreation (General Fund). The part time Office Assistant II position was 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 92,264	\$ 109,721	\$ 109,392	\$ 73,093
PERSONNEL BENEFITS	23,408	37,354	37,242	24,956
SUPPLIES	2,566	3,350	3,095	3,900
CAPITAL < \$5,000	-	270	249	8,270
OTHER SERVICES	6,982	10,025	9,261	8,451
CONTRACTED SERVICES	2,380	5,324	4,918	10,324
<b>TOTAL</b>	<b>\$ 127,599</b>	<b>\$ 166,044</b>	<b>\$ 164,157</b>	<b>\$ 128,994</b>
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
OFFICE ASSISTANT II <sup>1,2</sup>	0.500	1.000	1.000	0.000
MAIN STREET MANAGER	1.000	1.000	1.000	1.000
<b>TOTAL</b>	<b>1.500</b>	<b>2.000</b>	<b>2.000</b>	<b>1.000</b>

1 - In FY 2023, the part time Office Assistant II position was made full time.

2 - In FY 2024, the Office Assistant II position will be moved from Main Street Program to Planning.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 386,228	\$ 597,327	\$ 595,535	\$ 619,601
PERSONNEL BENEFITS	112,670	163,960	163,468	181,254
SUPPLIES	20,028	25,170	23,252	27,374
CAPITAL < \$5,000	2,186	128,525	118,731	192,205
REPAIR AND MAINTENANCE	20,518	36,218	33,458	37,288
OTHER SERVICES	14,296	18,800	17,367	30,572
CONTRACTED SERVICES	113,873	144,705	133,678	154,825
COST OF GOODS SOLD	77,921	79,783	73,704	93,263
CAPITAL EQUIPMENT	11,413	60,000	60,000	156,000
CAPITAL BUILDINGS AND GROUNDS	11,514	-	-	89,500
CAPITAL- SPECIAL PROJECTS	-	-	-	-
<b>TOTAL</b>	<b>\$ 770,647</b>	<b>\$ 1,254,488</b>	<b>\$ 1,219,194</b>	<b>\$ 1,581,882</b>



## SUMMARY & PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ADMINISTRATIVE ASSISTANT I <sup>1</sup>	1.000	0.000	0.000	0.000
ADMINISTRATIVE ASSISTANT II <sup>1</sup>	0.000	1.000	1.000	1.000
CREW LEADER I - EVENTS <sup>2</sup>	1.000	1.000	1.000	0.000
CUSTODIAN <sup>2</sup>	2.000	2.000	2.000	0.000
EVENT COORDINATOR	1.000	1.000	1.000	1.000
EVENT MAINTENANCE WORKER <sup>2</sup>	0.000	0.000	0.000	2.000
EVENT SPECIALIST <sup>2</sup>	0.000	0.000	0.000	1.000
FOOD & BEVERAGE COORDINATOR	1.000	1.000	1.000	1.000
FOOD & BEVERAGE SPECIALIST <sup>1</sup>	1.000	2.000	2.000	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>12.750</b>	<b>13.750</b>	<b>13.750</b>	<b>13.750</b>

1 - In FY 2023, one Food & Beverage Specialist was authorized and funded. As part of the General Government Market Study, one Administrative Assistant I position was reclassified to an Administrative Assistant II position.

2 - In FY 2024, the following title changes will occur: Crew Leader I - Events to Events Specialist and Custodian to Event Maintenance Worker.

## 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 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SALARIES	\$ 260,768	\$ 317,554	\$ 316,601	\$ 401,901
PERSONNEL BENEFITS	75,809	88,192	87,927	117,393
SUPPLIES	29,293	36,950	34,134	41,820
CAPITAL < \$5,000	3,737	8,450	7,806	2,450
REPAIR AND MAINTENANCE	19,183	25,413	23,477	26,523
OTHER SERVICES	35,651	38,270	35,354	47,052
CONTRACTED SERVICES	51,996	58,925	54,435	57,678
COST OF GOODS SOLD	11,708	10,630	9,820	10,500
CAPITAL EQUIPMENT	3,652	5,500	5,500	-
CAPITAL BUILDINGS AND GROUNDS	-	158,500	158,500	-
<b>TOTAL</b>	<b>\$ 491,797</b>	<b>\$ 748,384</b>	<b>\$ 733,555</b>	<b>\$ 705,317</b>

## SUMMARY &amp; PERSONNEL SCHEDULE

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
ASSISTANT DIRECTOR OF LIBRARY <sup>2</sup>	0.000	0.000	0.000	0.500
CUSTODIAN <sup>1</sup>	1.000	0.000	0.000	0.000
DIRECTOR OF LIBRARY <sup>2</sup>	0.000	0.000	0.000	0.500
FACILITY MANAGER <sup>2</sup>	0.000	0.000	0.000	0.500
MAINTENANCE TECHNICIAN <sup>1</sup>	0.000	1.000	1.000	1.000
MAINTENANCE WORKER - PT <sup>1</sup>	0.000	0.625	0.625	0.625
MUSEUM ARCHIVIST <sup>2</sup>	1.000	1.000	1.000	0.000
MUSEUM ASSISTANT <sup>1</sup>	0.000	1.000	1.000	1.000
MUSEUM COORDINATOR <sup>1</sup>	1.000	0.000	0.000	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>1</sup>	0.625	0.000	0.000	0.000
<b>TOTAL</b>	<b>6.625</b>	<b>6.625</b>	<b>6.625</b>	<b>7.125</b>

1 - In FY 2023, as part of the General Government Market Study, the following changes occurred: Custodian reclassified to Maintenance Technician, Senior Convention Center Worker - PT reclassified to a Maintenance Worker - PT, and the Museum Coordinator to Museum Assistant.

2 - In FY 2024, an Assistant Director of Library and a Facility Manager position will be added that will be funded 50% Hotel/Motel Fund (Railroad) and 50% General Fund (Library). The Director of Library position will change funding from 100% General Fund (Library) to 50% Hotel/Motel Fund (Railroad) and 50% General Fund (Library). The Museum Archivist will move from Hotel/Motel Fund (Railroad) to General Fund (Library).

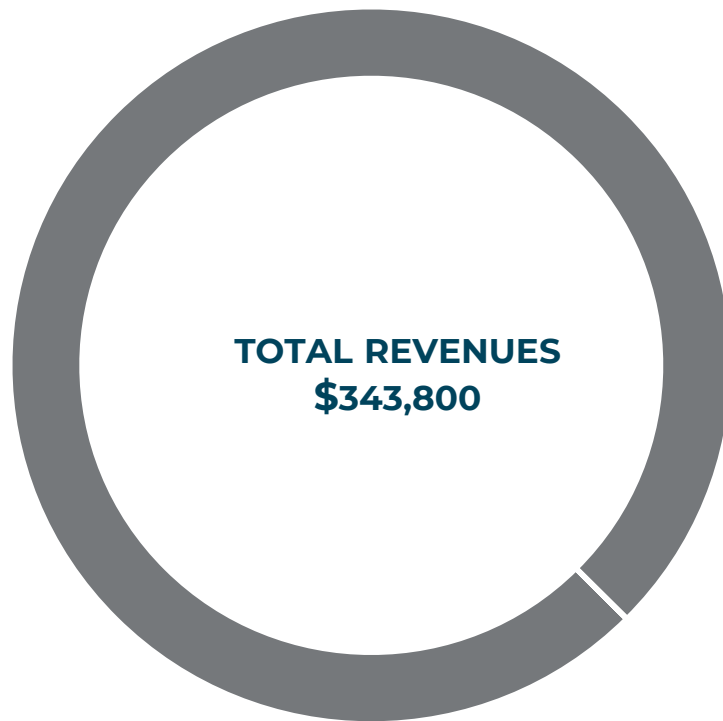
## SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
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.

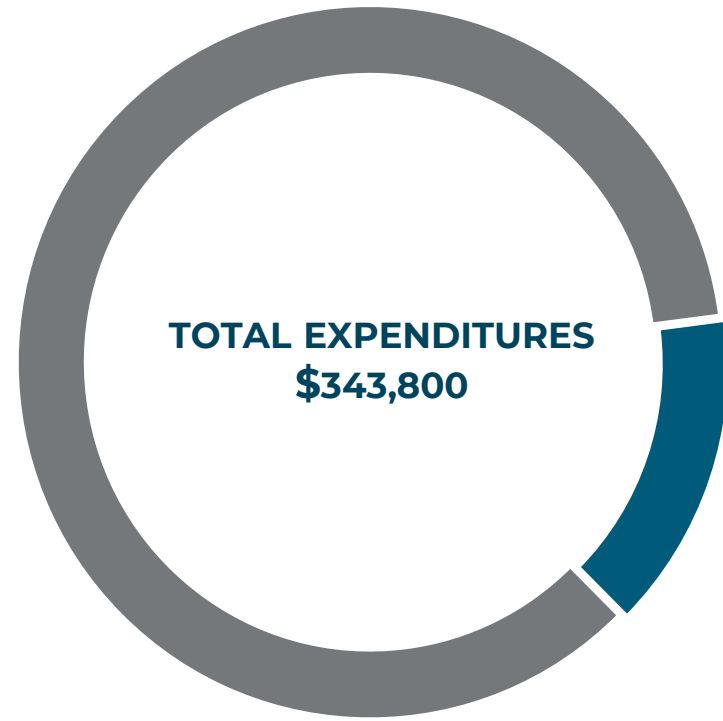
## REVENUES & EXPENDITURES

TEMPLE REVITALIZATION CORPORATION  
REVENUES BY SOURCES



- Other Financing Sources (Transfers) - 100.00%

TEMPLE REVITALIZATION CORPORATION  
EXPENDITURES BY TYPE



- Operations - 85.46%
- Capital - 14.54%

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
Contributed Capital / Land	\$ 138,282	\$ -	\$ -	\$ -
<b>TOTAL CONTRIBUTED CAPITAL</b>	<b>\$ 138,282</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Other Financing	\$ 35,000	\$ 433,400	\$ 433,400	\$ 343,800
<b>TOTAL TRANSFER IN</b>	<b>\$ 35,000</b>	<b>\$ 433,400</b>	<b>\$ 433,400</b>	<b>\$ 343,800</b>
<b>REVENUE TOTAL - TEMPLE REVITALIZATION CORPORATION</b>	<b>\$ 173,282</b>	<b>\$ 433,400</b>	<b>\$ 433,400</b>	<b>\$ 343,800</b>

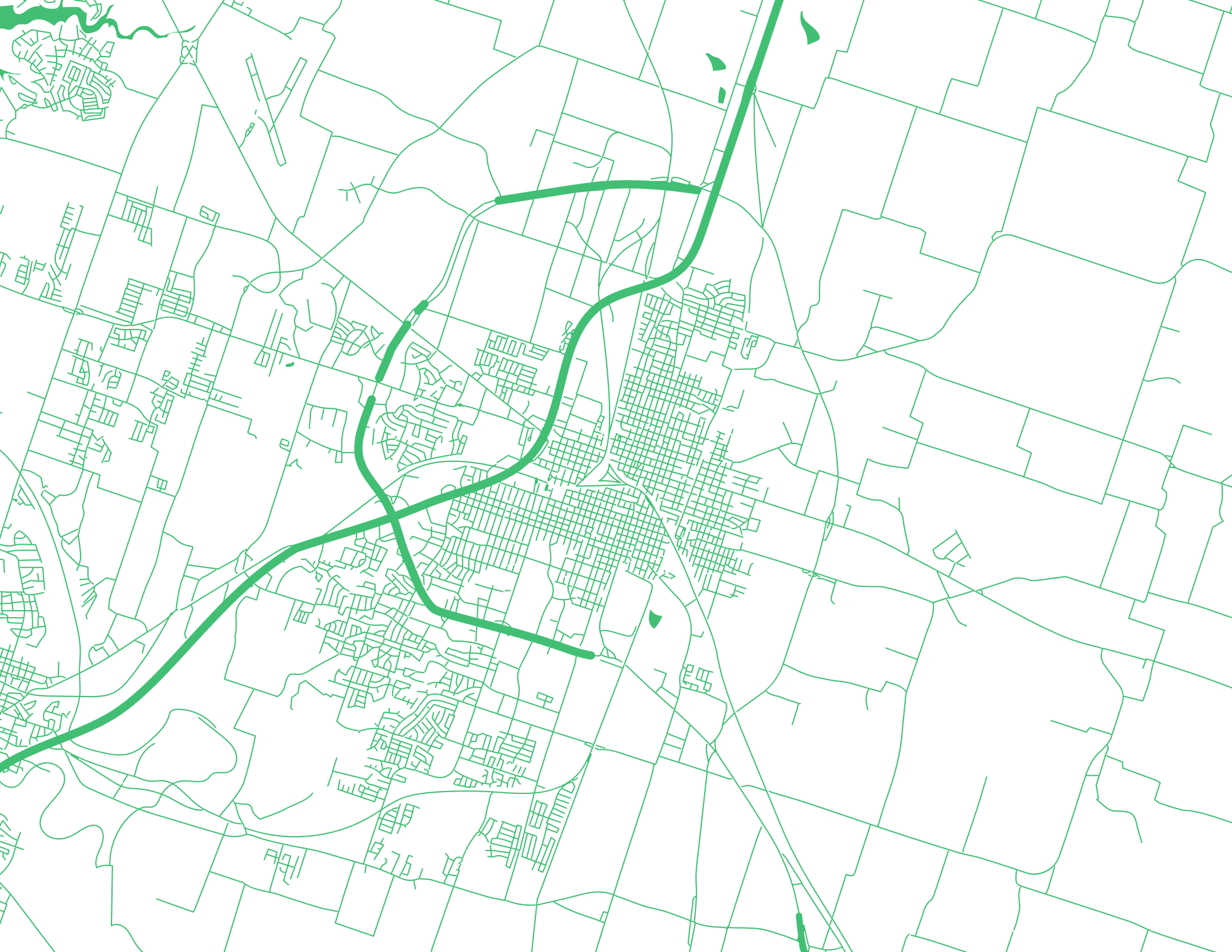
## SUMMARY & PERSONNEL SCHEDULE

The Temple Revitalization Corporation (TRC) serves all the citizens of the City of Temple and is governed by a board composed of the City of Temple's elected Council. It was created to aid, assist, and act on behalf of the City in the performance of its governmental functions, to promote the common good and general welfare of the City, including the sale, purchase, development, redevelopment, and revitalization of real property to help promote, develop, encourage, and maintain employment, commerce, economic development, and public facility development in the City.

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
SUPPLIES	\$ -	\$ -	\$ -	\$ 5,200
OTHER SERVICES	-	3,000	3,000	3,600
CONTRACTED SERVICES	7,325	123,200	123,200	285,000
CAPITAL LAND	138,282	307,200	307,200	50,000
<b>TOTAL</b>	<b>\$ 145,607</b>	<b>\$ 433,400</b>	<b>\$ 433,400</b>	<b>\$ 343,800</b>

This department does not have any associated personnel.



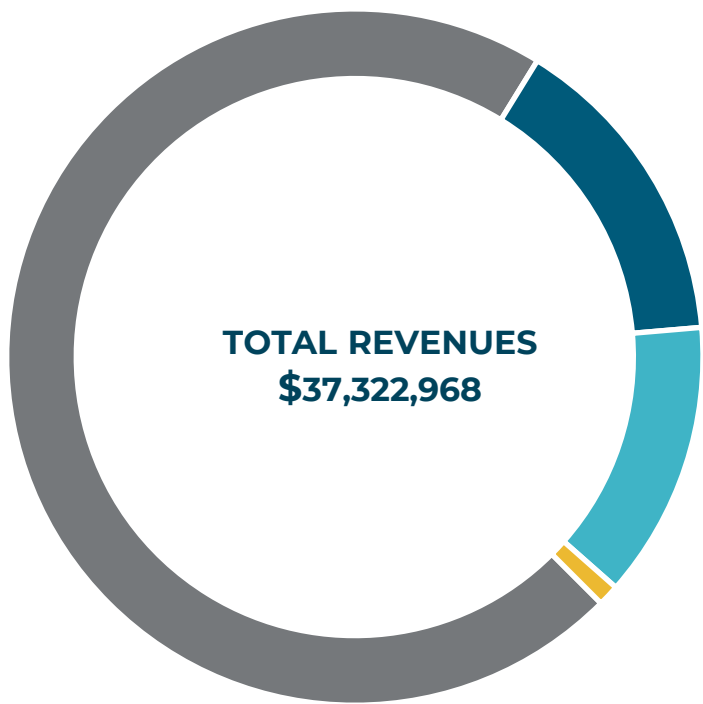


# REINVESTMENT ZONE NO. 1 FUND



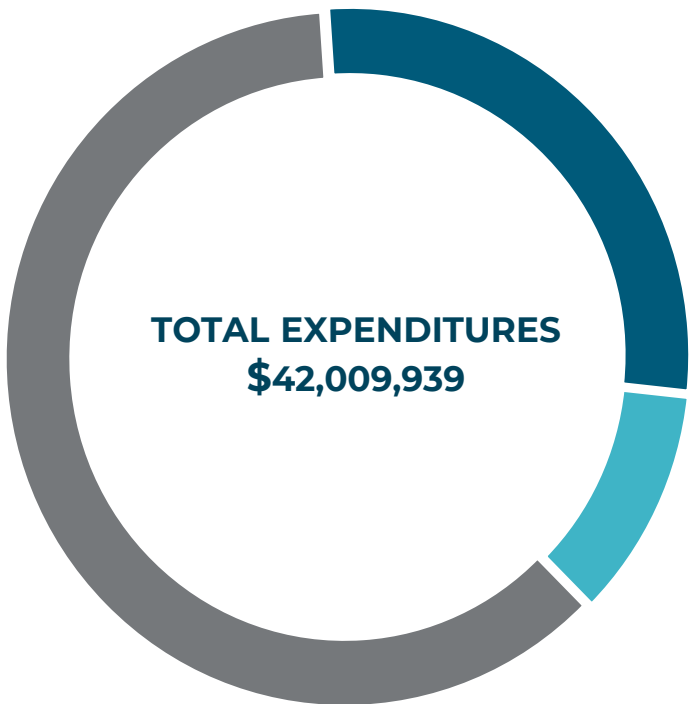
REVENUES & EXPENDITURES

REINVESTMENT ZONE NO. 1 FUND REVENUES BY SOURCES



- Ad Valorem Taxes - 71.28%
- Interest & Other - 14.79%
- Intergovernmental Revenue - 13.53%
- License & Permits - 0.40%

REINVESTMENT ZONE NO. 1 FUND EXPENDITURES BY TYPE



- Capital - 61.43%
- Debt Service - 27.78%
- Operations - 10.79%

## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED <sup>1</sup> Budget 2022-2023	FORECAST 2022-2023	ADOPTED <sup>1</sup> Budget 2023-2024
Current AD Valorem	\$ 19,947,017	\$ 23,642,139	\$ 24,064,459	\$ 26,602,968
Delinquent AD Valorem	127,427	-	111,776	-
<b>TOTAL TAXES</b>	<b>\$ 20,074,444</b>	<b>\$ 23,642,139</b>	<b>\$ 24,176,235</b>	<b>\$ 26,602,968</b>
Temple & Cen Tex Railway Inc.	\$ 215,364	\$ 150,000	\$ 150,000	\$ 150,000
<b>TOTAL LICENSE &amp; PERMITS</b>	<b>\$ 215,364</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>
State Grants	\$ 50,000	\$ 50,000	\$ 50,000	\$ 5,050,000
<b>TOTAL INTERGOVERNMENTAL REVENUE</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 5,050,000</b>
Interest Income	\$ 499,751	\$ 870,000	\$ 3,395,865	\$ 520,000
City Leases	14,603	-	15,000	-
Sale of Land	-	-	-	-
Other Revenues	434,000	-	2,000	5,000,000
Miscellaneous Reimbursements	1,705	-	-	-
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 950,059</b>	<b>\$ 870,000</b>	<b>\$ 3,412,865</b>	<b>\$ 5,520,000</b>
Bond Proceeds	\$ 52,705,000	\$ 40,000,000	\$ 40,000,000	\$ -
Original Issue Premium	2,984,705	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (TRANSFERS)</b>	<b>\$ 55,689,705</b>	<b>\$ 40,000,000</b>	<b>\$ 40,000,000</b>	<b>\$ -</b>
<b>REVENUE TOTAL - REINVESTMENT ZONE NO. 1 FUND</b>	<b>\$ 76,979,572</b>	<b>\$ 64,712,139</b>	<b>\$ 67,789,100</b>	<b>\$ 37,322,968</b>

1 - As amended in the Financing Plan approved by the Reinvestment Zone No. 1 Board on 06/28/23 and Council on 07/20/23.

## 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 2022	BUDGET <sup>1</sup> 2023	ESTIMATE <sup>1</sup> 2023	ADOPTED <sup>1</sup> 2024
OTHER SERVICES	\$ 819,319	\$ 1,873,152	\$ 1,873,152	\$ 1,004,211
CONTRACTED SERVICES	7,866,944	3,957,449	3,957,449	3,528,785
LAND ACQUISITION	752,549	405,000	405,000	-
CAPITAL - RAIL MAINTENANCE	127,185	203,062	203,062	100,000
CAPITAL - ROAD MAINTENANCE	-	303,516	303,516	200,000
CAPITAL - ALL OTHER	34,093,106	124,126,500	124,126,500	25,505,000
PRINCIPAL RETIREMENT	5,315,000	4,195,000	4,195,000	4,350,000
INTEREST AND FISCAL CHARGES	3,477,800	5,491,898	5,491,898	7,321,943
AMORTIZATION & BOND ISSUE	682,742	-	-	-
<b>TOTAL</b>	<b>\$ 53,134,645</b>	<b>\$ 140,555,577</b>	<b>\$ 140,555,577</b>	<b>\$ 42,009,939</b>

This department does not have any associated personnel.

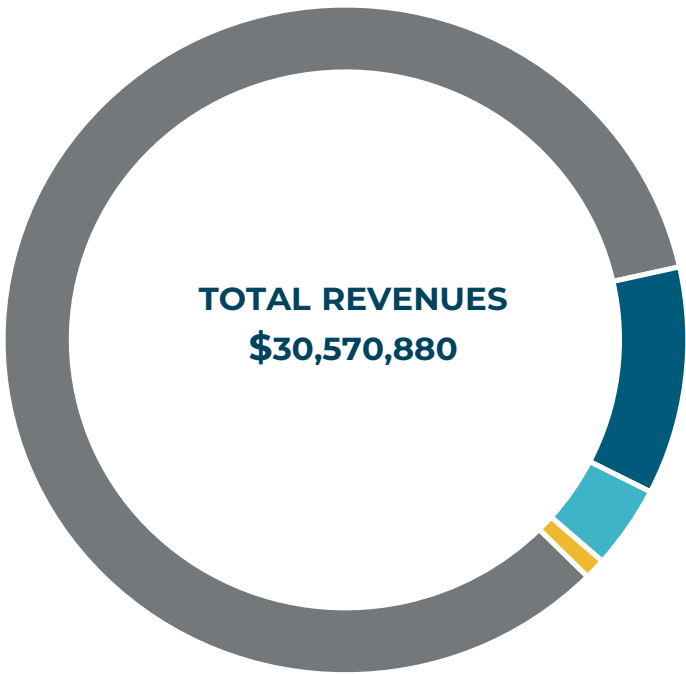
<sup>1</sup> - As amended in the Financing Plan approved by the Reinvestment Zone No. 1 Board on 06/28/23 and Council on 07/20/23.

# DEBT SERVICE FUND



REVENUES & EXPENDITURES

DEBT SERVICE FUND REVENUES BY SOURCES



- Ad Valorem Taxes - 84.32%
- Transfers - 9.86%
- Intergovernmental Revenues - 4.41%
- Interest and Other - 1.41%

DEBT SERVICE FUND EXPENDITURES BY TYPE



- Debt Service - 100.00%



## REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2021-2022	AMENDED Budget 2022-2023	FORECAST 2022-2023	ADOPTED Budget 2023-2024
Current AD Valorem	\$ 17,846,835	\$ 21,284,959	\$ 20,917,204	\$ 26,406,931
Discount Current Tax	(434,557)	(406,282)	(523,792)	(1,011,823)
Delinquent AD Valorem	45,554	215,000	49,635	266,737
Penalty and Interest	217,583	115,000	166,715	115,000
<b>TOTAL TAXES</b>	<b>\$ 17,675,415</b>	<b>\$ 21,208,677</b>	<b>\$ 20,609,762</b>	<b>\$ 25,776,845</b>
Interest Income	\$ 39,042	\$ 180,000	\$ 409,177	\$ 431,200
TX Pass Through Financing	1,344,934	1,057,480	1,348,047	1,348,047
<b>TOTAL INTEREST AND OTHER</b>	<b>\$ 1,383,976</b>	<b>\$ 1,237,480</b>	<b>\$ 1,757,224</b>	<b>\$ 1,779,247</b>
Transfer In	\$ 2,854,685	\$ 2,782,082	\$ 2,782,082	\$ 3,014,788
<b>TOTAL OTHER FINANCING SOURCES (TRANSFERS)</b>	<b>\$ 2,854,685</b>	<b>\$ 2,782,082</b>	<b>\$ 2,782,082</b>	<b>\$ 3,014,788</b>
<b>REVENUE TOTAL - DEBT SERVICE FUND</b>	<b>\$ 21,914,076</b>	<b>\$ 25,228,239</b>	<b>\$ 25,149,068</b>	<b>\$ 30,570,880</b>

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2022	BUDGET 2023	ESTIMATE 2023	ADOPTED 2024
PRINCIPAL RETIREMENT	\$ 13,764,515	\$ 15,561,217	\$ 15,561,217	\$ 17,586,507
INTEREST AND FISCAL CHARGES	8,204,748	9,667,022	9,667,022	12,984,373
TOTAL	\$ 21,969,263	\$ 25,228,239	\$ 25,228,239	\$ 30,570,880

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 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, replace, repair or maintain 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 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. City of Temple standard practice is a 20-year amortization.
- **Combination Tax & Revenue Certificate of Obligation Bonds (COs)** - An instrument of public debt issued without

voter approval 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. City of Temple standard practice is a 7-year amortization.
- **Utility Revenue Bonds (URs)** - An instrument of public debt issued without voter approval 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.

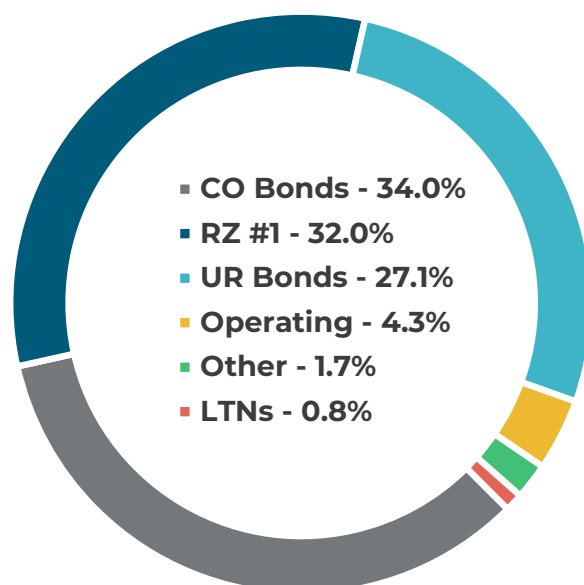
The City of Temple **Strategic Plan** focuses on ensuring facilities, equipment and resources will meet future needs. Many of its goals and initiatives call for the development of various master plans to help direct future growth and development and guide investment for critical community assets. Capital improvement projects can emerge from a variety of sources, including staff recommendation, but the main source of project identification and prioritization comes from the creation of master plans that originated through goals and initiatives tied directly to four of the five focus areas of the strategic plan.

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

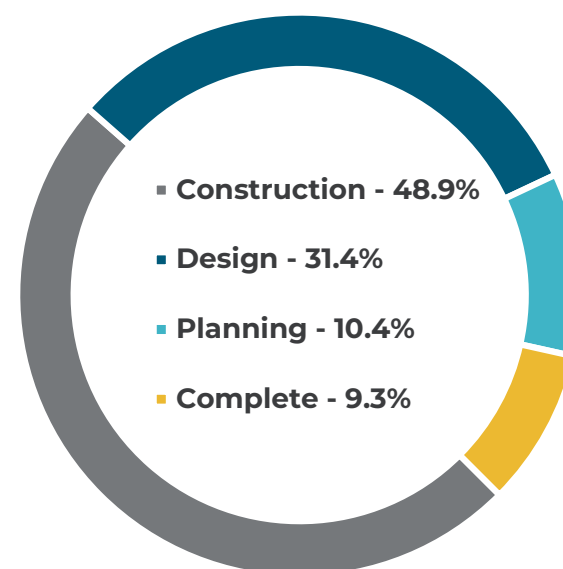
### PROGRAM SUMMARY

The FY 2023 Capital Improvement Program Team is currently managing 431 projects for a total of \$553,393,571 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 2023 Capital Improvement Program Projects Underway/Scheduled as of June 30, 2023. 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, 2023. 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>							
102355	Replace 2011 F-350 Bucket Truck - Asset #13376		LTNs	\$ 99,997	\$ 99,997	Complete	Dec-22
102444	Replace 2016 Residential Sideload - Asset #14275		LTNs	319,898	319,898	Complete	Dec-22
102445	Replace 2016 Residential Sideload - Asset #14276		LTNs	319,898	319,898	Complete	Dec-22
102496	Additional Residential Sideload Refuse Truck		LTNs	339,200	350,975	Complete	May-23
102497	Additional Residential Sideload Refuse Truck		LTNs	339,200	350,975	Complete	May-23
102498	Replace 2016 Residential Sideload - Asset #14277		LTNs	329,198	350,975	Complete	Mar-23
102499	Replace 2016 Residential Sideload - Asset #14278		LTNs	329,198	350,975	Complete	Mar-23
102500	Additional Commercial Frontload Refuse Truck		LTNs	319,200	309,121	Complete	Mar-23
102597	Replace 1999 Motor Grader, Streets - Asset #10392		LTNs	250,700	-	Planning	Dec-23
102598	Replace 2010 Backhoe, Streets - Asset #13278		LTNs	136,773	136,773	Complete	May-23
102599	Additional Backhoe - Reconstruction Crew		LTNs	136,772	136,773	Complete	May-23
102867	Additional Commercial Rolloff Refuse Truck		LTNs	172,000	161,885	Substantially Complete	July-23
102868	Replace 2018 Residential Sideload - Asset #14504		LTNs	378,000	374,366	Ordered	June-24
102869	Replace 2018 Residential Sideload- Asset #14540		LTNs	430,000	426,619	Ordered	June-24
102870	Replace 2014 Commercial Sideload - Asset #13694		LTNs	327,000	323,775	Ordered	June-24
102872	Replace Patch Truck, Streets - Asset #13235		LTNs	208,250	185,356	Complete	May-23
<b>Places and Spaces</b>							
102249	NPD - Ave D Connection and Alleys	Design & ROW	COs & URs	\$ 1,665,000	\$ 685,300	Engineering	Sept-24
102410	Pepper Creek Trail Extension	Design	COs	239,400	239,400	On Hold	TBD
102626	NPD - Knob Creek Trail	Design	COs	87,900	78,300	Engineering	Sept-23
102627	NPD - 1st Street Sidewalk		COs	1,367,100	102,100	Engineering	Apr-24
102649	NPD - Ferguson Park District Zoning and Infill Standards		COs	59,815	41,300	Complete	Mar-23
102655	NPD - Bird Creek District Plan		COs & URs	156,500	156,499	Engineering	Oct-23
102707	NPD - Temple Heights District Plan		COs & URs	111,700	111,700	Engineering	Aug-23
102720	NPD - District Identification, Phase I		COs	1,000,000	113,380	Engineering	Mar-24
102725	NPD - Las Cruces District Plan		COs & URs	214,000	137,800	In Progress	Aug-23
102925	NPD - Barnhardt District Plan		COs & URs	164,800	164,800	Engineering	Jan-24
102959	NPD - Nugent Ave Improvements, 3rd Street -14th Street		COs	4,000,000	-	Planning	TBD
102960	NPD - Jones Park Improvements		COs	3,460,000	-	Planning	TBD
102961	NPD - Oaks at Westwood District Plan		COs	115,000	-	Planning	TBD
102962	NPD - Woodlawn District Plan		COs	70,000	-	Planning	TBD
102963	NPD - IH35 Corridor Plan		COs	250,000	-	Planning	TBD
102964	NPD - District Identification, Phase II		COs	1,000,000	-	Planning	TBD
102965	3rd Street Miller Park Trail		COs	1,600,000	-	Planning	TBD
102966	Pickleball and Tennis Courts - Crossroads		COs	1,400,000	-	Planning	TBD
102967	Dog Park Near Miller Park		COs	653,000	-	Planning	June-24
102970	Southwest Community Park	Design	COs	1,000,000	-	Planning	TBD
102977	Driving Range Renovations - Sammons Golf Course	Design	COs	35,000	-	Planning	Dec-23
102979	NPD - District Identification, Phase III		COs	1,000,000	-	Planning	TBD
102906	South Temple Park Land		COs	1,538,249	1,538,248	Complete	Mar-23
<b>Public Safety (with related Facilities and Equipment)</b>							
102684	Replace 2004 Fire Engine, Upgrade to Truck - Asset #11887		COs	\$ 1,375,000	\$ 1,350,802	Construction	Nov-23
102888	Additional Traffic Blocking Vehicle - Fire		COs	155,000	148,843	Substantially Complete	July-23
102944	Mobile Command Post Vehicle		COs	1,500,000	1,404,252	Ordered	July-25
102955	Replace Fire Truck		COs	994,000	-	Planning	Nov-24

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

Project #	Project	Phase	Funding Source	Project Budget	Actual Commit / Spent	Status	Scheduled Completion
<b>Public Safety (with related Facilities and Equipment)</b>							
102442	Public Safety Training Campus	Design	COs	1,658,020	1,511,973	Engineering	May-24
102501	Roof Replacement and Renovation - Fire Station #3		COs	453,174	439,951	Substantially Complete	July-23
102665	Public Safety Training Skills Pad		COs	4,206,980	174,080	Engineering	Apr-24
102719	Add Restrooms and Workout Area - Fire Station #6		COs	170,000	-	Planning	TBD
102721	Fire Station Alerting Systems		COs	420,000	77	In Progress	Apr-24
102722	Fire Training Burn Props		COs	1,265,000	1,130,150	In Progress	Sept-23
102723	Simunition Shoot House		COs	3,650,000	180,031	Engineering	Aug-24
102733	Roof Replacement - Police Department		COs	277,733	277,733	Complete	Mar-23
102902	Renovation - Fire Station #2		COs	100,000	30,675	Construction	Dec-23
102952	Additional Restrooms - Fire Stations 2,4 & 6	Design	COs	35,000	-	Planning	Mar-24
102953	Renovations - Fire Station #7	Design	COs	30,000	-	Planning	Mar-24
102954	Property Purchase (Future Fire Station #9)		COs	2,000,000	-	Planning	TBD
102956	Property Purchase (Future Fire Station #10)		COs	2,000,000	-	Planning	TBD
<b>Drainage Improvements (Smart Growth)</b>							
101777	Drainage Master Plan Modeling Assessment		COs & Operating	\$ 1,379,450	\$ 1,379,450	Substantially Complete	July-23
102171	Friars Creek Railroad Berm		COs & Operating	1,928,441	1,914,543	Construction	Aug-23
102233	Westgate Railroad Berm	Design & ROW	COs	179,460	179,460	Complete	Mar-23
<b>Facilities Improvements (Smart Growth)</b>							
102298	New Solid Waste and Recycling Facility		COs	\$ 14,060,000	\$ 13,986,646	Construction	Sept-23
102299	Service Center Expansion and Site Renovations		COs & URs	3,659,945	122,540	Engineering	July-24
102301	Replace Air Handlers & Control Systems - Library		COs	1,810,000	1,775,960	Construction	Sept-23
102302	12th Street Shop Renovations - Code Enforcement		COs	136,000	128,773	Complete	Mar-23
102304	Security - City Hall Building		COs	65,000	6,860	In Progress	Dec-23
102384	Parks and Recreation Maintenance Building		COs	987,411	870,040	Construction	Sept-23
102439	Replace HVAC - Historic Post Office		COs	1,460,000	124,201	Engineering	Dec-24
102443	Animal Shelter Expansion		COs	5,014,532	4,867,810	Construction	Oct-23
102687	Repair Building Envelope - Lanier Center		COs	260,500	243,127	Construction	Sept-23
102730	Roof Replacement - Fleet Services		COs	405,000	-	Planning	Mar-24
102949	Replace HVAC - PARD Administration		COs	225,000	-	Planning	May-24
102950	Elevator Refurbishment - Historic Post Office		COs	150,000	-	Planning	Mar-24
102951	The ReSource Hub		COs	40,000	-	Planning	Mar-24
<b>Mobility Improvements (Smart Growth)</b>							
101606	Kegley Road, Phase II		COs	\$ 8,734,408	\$ 8,632,283	Construction	Aug-23
101607	Kegley Road, Phase III & IV		COs	11,766,863	1,118,683	Engineering	Dec-24
101713	N Pea Ridge, Phase I		COs	11,194,900	1,326,090	Engineering	Apr-25
101714	Outer Loop West, Phase I	Design & ROW	COs;URs & Grant	13,307,330	3,398,059	Construction	Sept-25
101715	Poison Oak, Phase I & II		COs & URs	12,211,629	12,167,648	Construction	Apr-25
101874	South Pea Ridge Road		COs	7,685,000	932,334	Engineering	Oct-25
101985	Azalea Drive - 31st Street to Lowes Drive		COs	1,522,096	1,392,132	Construction	Feb-24
102010	Georgetown Railroad Trail, Phase I		COs & Grant	2,388,800	368,469	Engineering	Aug-25
102024	Blackland Road Extension		COs & URs	9,141,200	7,601,567	Construction	Aug-23
102025	Hartrick Bluff Road Reconstruction		COs	9,025,627	1,646,922	Engineering	Dec-25
102293	Pavement Preservation Program		COs	4,900,000	3,504,824	Construction	Aug-23
102296	N 42nd Street Reconstruction	Design & ROW	COs & URs	1,592,600	452,400	Engineering	Mar-25
102425	Lake Point Drive Extension	30% Design & ROW	COs	1,566,231	1,176,123	Engineering	Sept-23



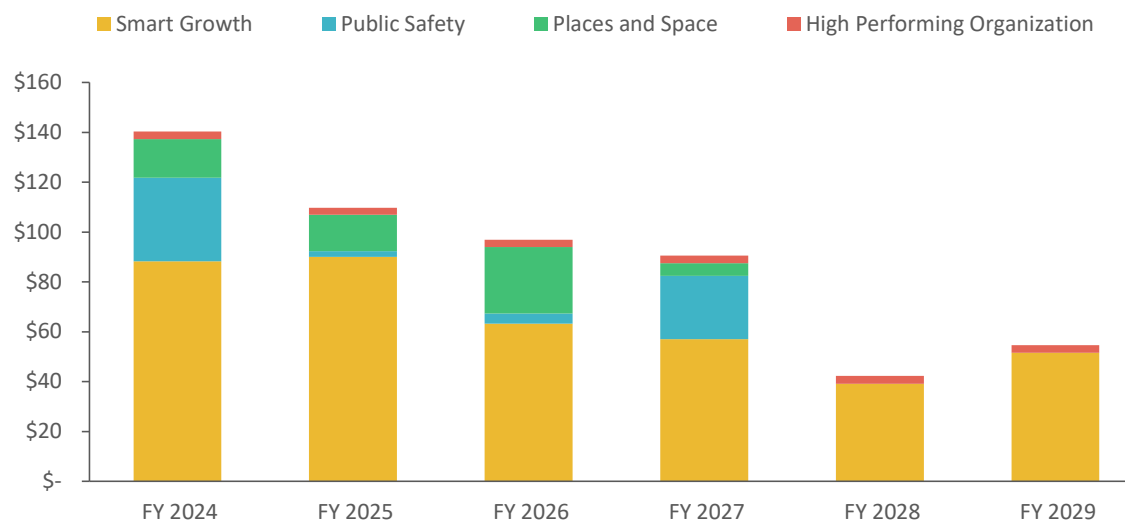
## CAPITAL IMPROVEMENT PROGRAM SUMMARY

Project #	Project	Phase	Funding Source	Project Budget	Actual Commit / Spent	Status	Scheduled Completion
<b>Mobility Improvements (Smart Growth) - cont'd</b>							
102426	Apache Sidewalks		COs & Grant	542,599	142,332	Construction	Sept-23
102427	South 1st Street Sidewalks (Ave M - Ave R)		COs & Grant	477,253	46,300	Substantially Complete	July-23
102664	Signal - SH 317 at Orion		COs	343,000	68,279	Engineering	Aug-23
102702	Pedestrian Signal - West Central @ 1st Street		COs & Grant	93,970	25,952	Substantially Complete	July-23
102726	East Central Sidewalks		COs & Grant	511,778	43,150	Engineering	Apr-24
102727	Barnhardt Road Reconstruction		COs & URs	8,146,800	626,200	Engineering	Jan-24
102876	Pavement Preservation Program		COs	2,500,000	-	Planning	May-24
102897	24th Street Overpass and Pedestrian Improvements		COs	3,138,600	186,200	Engineering	May-24
102917	Loop 363 Conductor Replacement		COs	850,000	12,500	Planning	TBD
102918	Beyond the Bend Developer Participation Agreement		COs	1,322,673	-	Planning	TBD
102957	Midway Drive Reconstruction	30% Design	COs	1,125,000	-	Planning	TBD
102958	Signal Upgrades		COs	150,000	-	Planning	June-24
<b>Utility Improvements (Smart Growth)</b>							
100608	Charter Oak Waterline Replacement, Phase II		URs	\$ 4,848,931	\$ 9,542,422	Complete	Mar-23
101081	Leon River Interceptor, Phase II	Design	URs	1,008,700	923,370	Engineering	Dec-23
101614	WTP Improvements - Task 3 - Lagoon Improvements		URs	4,926,987	426,987	Engineering	Mar-24
101628	Williamson Creek Trunk Sewer		URs	8,671,409	8,577,823	Construction	Nov-24
101933	Bird Creek Interceptor, Phase IV (A & B)		URs	14,489,050	14,484,454	Construction	Oct-23
101935	Downtown Utility Assessment		URs	267,814	267,814	Engineering	Aug-23
101949	Temple Heights Area Utility Improvements	Final Design	URs	1,271,495	1,124,500	Engineering	June-24
101952	Apache Elevated Storage Tank Rehabilitation		URs	1,082,600	974,589	Construction	Aug-23
102027	Membrane Water Treatment Plant Expansion		URs & Operating	50,959,123	50,932,389	Construction	Aug-23
102188	Lower Knob Creek Trunk Sewer and Action World Lift Station		URs	999,700	362,243	Engineering	Dec-23
102242	317 Wastewater Extension, North and South		URs	1,700,000	442,792	Engineering	May-24
102243	Lorraine/Tower Road/Loop 363 16" Water Line Improvements		URs	820,131	81,181	Engineering	June-24
102244	IH35 to Range Road & Lucius McCelvey 12" Water Line		URs	2,803,219	2,801,300	Complete	Mar-23
102255	Ave G Pump Station Improvements		URs	8,876,930	8,714,241	Construction	July-24
102289	Temple-Belton Wastewater Treatment Plant Expansion	Re-Design of Phase II	URs	727,390	331,878	Engineering	July-24
102359	Portion of Knob Creek Phase 4 with Ave C Road		URs	627,768	621,831	Complete	May-23
102399	SSES - CMOM Document Development		URs	130,964	130,964	Complete	Dec-22
102400	Northwest 36" Transmission Main	Design & ROW	URs	1,300,000	992,910	Engineering	Nov-23
102470	SSES - Little Elm / Williamson Creek and Leon River Assessment		URs	1,473,861	1,473,861	Complete	June-23
102472	Knob Creek Trunk Sewer, Phase I		URs	13,645,000	324,047	Construction	Aug-25
102483	SH 317 Ground Storage and Pump Station	Design	URs	400,000	366,350	Engineering	Aug-23
102487	Adams Ave 12" Water Line - 317 to Pepper Creek Tank	Design & ROW	URs	2,550,000	2,016,753	Construction	Jan-24
102643	SSES - Manhole Rehabilitation		URs	409,241	406,390	Complete	Mar-23
102661	Bird Creek Interceptor, Phase IV C		URs	8,300,000	8,287,998	Construction	May-24
102682	25th Street Elevated Storage Tank Rehabilitation		URs	836,400	787,096	Construction	Aug-23
102705	Replace Traveling Screens at Water Treatment Plant		URs	608,977	608,976	Complete	May-23
102877	SSES - Pipeline Rehabilitation		URs	1,630,000	1,621,203	Construction	Nov-23
102880	SSES - Pipeline Rehabilitation		URs	565,000	552,030	Construction	Nov-23
102881	SSES - Manhole Rehabilitation		URs	500,000	499,932	In Progress	Dec-23
102882	SSES - Pepper Creek Assessment		URs	1,460,564	1,460,564	In Progress	May-24
102886	Water Line Pipe Bursting or Replacing		URs	1,000,000	78,976	In Progress	Dec-24

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

While more than \$51,000,000 in current projects near completion, the FY 2024 Adopted Budget includes an additional \$140,400,000 in non-routine capital expenditures and a total of \$534,450,000 in planned projects across the FY 2024-2029 Business Plan.

### CAPITAL IMPROVEMENT PROGRAM FY 2024 - FY 2029



	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
High Performing Organization - Equipment [LTN]	\$ 3,200,000	\$ 2,900,000	\$ 2,900,000	\$ 3,000,000	\$ 3,200,000	\$ 3,100,000	\$ 18,300,000
Smart Growth - Facilities [CO]	12,500,000	9,000,000	-	-	1,100,000	2,500,000	25,100,000
Public Safety [CO]	33,500,000	2,400,000	4,000,000	25,500,000	-	-	65,400,000
Places and Spaces [CO]	15,500,000	14,500,000	26,720,000	5,000,000	-	-	61,720,000
Smart Growth - Mobility [CO]	32,700,000	30,000,000	23,230,000	18,000,000	13,000,000	13,000,000	129,930,000
Smart Growth - Utilities [UR]	43,000,000	51,000,000	40,000,000	39,000,000	25,000,000	36,000,000	234,000,000
<b>TOTAL</b>	<b>\$ 140,400,000</b>	<b>\$ 109,800,000</b>	<b>\$ 96,850,000</b>	<b>\$ 90,500,000</b>	<b>\$ 42,300,000</b>	<b>\$ 54,600,000</b>	<b>\$ 534,450,000</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 the City's FMIS (Fleet Management Information System) 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

Invest in the continued maintenance and replacement of the City's fleet equipment.

### PROJECT PRIORITIZATION

All replacement/upgrade recommendations are prioritized by the year in which they are funded. Criteria includes age, hours/mileage, maintenance costs, asset condition and expected useful life of the equipment. All additions are prioritized in the same year that the additional personnel needed to operate the equipment has been planned for in the Financial Plan.

### 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

### FUNDING SOURCE

With an average useful life of approximately seven years, the FY 2024 Budget and Financial Plan include funding for the \$18.3M Equipment CIP with the issuance of Limited Tax Notes.

### OPERATING IMPACTS

It is assumed that replacements do not add to the operating costs in that 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 \$1,186 in FY 2024 with an estimated 10% increase per year. Fuel (diesel) is budgeted at \$3.90 per gallon in FY 2024 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 2024	QTY	FY 2025	QTY	FY 2026	QTY	FY 2027	QTY	FY 2028	QTY	FY 2029	Total
<b>AIRPORT</b>													
1 Avgas Fueling Truck	-	\$ -	-	\$ -	1	\$ 350,000 (↻)	-	\$ -	-	\$ -	-	\$ -	\$ 350,000
<b>PARKS</b>													
2 Heavy Equipment Replacements	3	\$ 442,500 (↻)	-	\$ -	1	\$ 153,400 (↻)	-	\$ -	1	\$ 159,600 (↻)	1	\$ 151,500 (↻)	\$ 907,000
<b>INFORMATION TECHNOLOGY</b>													
3 Mobile Data Laptop Systems	-	\$ -	140	\$ 450,000 (↻)	-	\$ -	-	\$ -	-	\$ -	150	\$ 500,000 (↻)	\$ 950,000
4 Traffic Intersection Video Surveillance	-	-	1	250,000 +	1	250,000 +	1	250,000 +	-	-	-	-	750,000
<b>SOLID WASTE</b>													
5 Residential Refuse Vehicles (13 Routes)	2	\$ 997,600 (↻)	-	\$ -	1	\$ 519,000 (↻)	-	\$ -	2	\$ 944,000 (↻)	1	\$ 481,400 (↻)	\$ 2,942,000
6 Residential Refuse Vehicles - Route Plan	2	934,800 +	-	-	-	-	2	992,100 +	2	1,011,900 +	-	-	2,938,800
7 Frontload Refuse Vehicles (7 Routes)	-	-	-	-	2	783,200 (↻)	1	399,500 (↻)	-	-	4	1,732,200 (↻)	2,914,900
8 Frontload Refuse Vehicles - Route Plan	1	376,400 +	-	-	-	-	1	399,500 +	-	-	-	-	775,900
9 Rolloff Refuse Vehicles (8 Routes)	-	-	1	182,100 (↻)	-	-	1	241,400 (↻)	-	-	-	-	423,500
10 Rolloff Refuse Vehicles - Route Plan	-	-	1	232,100 +	-	-	1	189,500 +	-	-	1	197,100 +	618,700
11 Brush/Bulk Refuse Vehicles (7 Routes)	-	-	2	575,400 (↻)	1	240,400 (↻)	1	299,300 (↻)	-	-	-	-	1,115,100
12 Sideload Refuse Vehicles (2 Routes)	-	-	-	-	-	-	-	-	1	452,500 (↻)	-	-	452,500
13 Rear Loader - 2 Man Litter Crew	-	-	-	-	1	205,600 +	-	-	-	-	-	-	205,600
<b>STREETS &amp; TRAFFIC CONTROL</b>													
14 Heavy Equipment Replacements	3	\$ 419,800 (↻)	3	\$ 631,250 (↻)	1	\$ 126,000 (↻)	1	\$ 137,800 (↻)	1	\$ 140,600 (↻)	-	-	\$ 1,455,450
15 Heavy Equipment Additions	-	-	3	\$ 576,500 +	2	260,100 +	-	-	2	426,500 +	-	-	1,263,100
<b>STREETS &amp; TRAFFIC CONTROL</b>													
16 Contingency		\$ 28,900		\$ 2,650		\$ 12,300		\$ 90,900		\$ 64,900		\$ 37,800	\$ 237,450
<b>TOTAL FUNDED BY LTNs FOR EQUIPMENT</b>		<b>\$ 3,200,000</b>		<b>\$ 2,900,000</b>		<b>\$ 2,900,000</b>		<b>\$ 3,000,000</b>		<b>\$ 3,200,000</b>		<b>\$ 3,100,000</b>	<b>\$ 18,300,000</b>

OPERATING IMPACTS	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Traffic Intersection Video Surveillance	\$ -	\$ 4,794	\$ 9,780	\$ 14,865	\$ 20,052	\$ 25,343	\$ 74,835
Solid Waste Additions	169,958	218,132	274,390	565,280	902,568	1,046,105	3,176,433
Streets and Traffic Control Additions	-	72,584	126,614	132,961	196,195	207,623	735,976
<b>TOTAL EQUIPMENT RELATED OPERATING IMPACTS</b>	<b>\$ 169,958</b>	<b>\$ 295,510</b>	<b>\$ 410,784</b>	<b>\$ 713,106</b>	<b>\$ 1,118,815</b>	<b>\$ 1,279,071</b>	<b>\$ 3,987,244</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 \$350,000**

### 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 \$145,000 to \$160,000 per mower. The Fleet department is forecasting the replacement of five of these mowers within the six year planning window, along with the replacement of a dump truck in FY 2026.

#### **Line 2 - Heavy Equipment Replacements at \$907,000**

### 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 \$950,000**

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 purpose 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 \$750,000**



## EQUIPMENT PROJECT DESCRIPTIONS

### SOLID WASTE

The solid waste department currently has five different route types:

- residential sideload refuse and recycling,
- residential brush and bulk refuse,
- commercial frontload refuse,
- commercial sideload refuse, and
- commercial roll-off refuse.

A total of 43 frontline trucks and 11 spares run these routes. As reflected in the replacement funding schedule, the typical life of the frontload and sideload vehicles is 6-8 years and the typical life of the brush and roll-off vehicles is 8-10 years.

**Line 5 – Residential Refuse Vehicles at \$2,942,000**

**Line 7 – Frontload Refuse Vehicles at \$2,914,900**

**Line 9 – Rolloff Refuse Vehicles at \$423,500**

**Line 11 – Brush/Bulk Refuse Vehicles at \$1,115,100**

**Line 12 – Sideload Refuse Vehicles at \$452,500**



Utilizing recommendations from the 2021 Solid Waste Master Plan, along with staff knowledge of operations and projected growth, staff developed a timeline for the addition of new solid wastes routes into the business plan. Implementation of the Solid Waste Route Plan has been met with delays due to industry-wide challenges of increased pricing, steel surcharges and extended lead times on new equipment. The below Solid Waste fleet additions represent the proposed future additional routes, but are scheduled a year in advance of the route plan to help mitigate these delays.

**Line 6 – Residential Refuse Vehicles - Route Plan at \$2,938,800**

**Line 8 – Frontload Refuse Vehicles – Route Plan at \$775,900**

**Line 10 – Rolloff Refuse Vehicles – Route Plan at \$618,700**

**Line 13 – Rear Loader for Litter Crew at \$205,600**

### STREETS & TRAFFIC CONTROL

The Streets and Traffic Control departments regularly utilize heavy equipment in their day to day operations maintaining 1,174 lane miles and 71 signals. The Fleet department is forecasting the replacement of four dump trucks, one haul truck, one motor grader, one loader, and a bull dozer within the six-year planning window.

**Line 14 – Heavy Equipment Replacements at \$1,455,450**

Two new bucket trucks have been slated for FY 2025, one to support additional traffic signal maintenance and the other to support an additional Forestry Crew. A new patch truck is being added to support a requested additional Patch Crew in FY 2025. A small bucket truck and 6-yard dump truck are planned for the proposed Alley Maintenance Crew in FY 2026. The proposed Construction Crew in FY 2028 will require a dump truck, roller and backhoe for daily operations.

**Line 15 – Heavy Equipment Additions at \$1,263,100**



## 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 1,000+ city employees as they administer needed City services for our community. Construction is substantially complete on the new Solid Waste Complex and the Animal Shelter Expansion is well underway. The Service Center Expansion is scheduled for funding in July with the issuance of FY 2023 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 now 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

Invest in the continued maintenance of and improvement to the City's facilities.



### PROJECT PRIORITIZATION

Project prioritization is tightly tied to the project purpose for the facilities improvements staff has identified: safety of the space first, functionality of the building and/or equipment second, followed by an overall high standard of quality third.

### 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 2024 Budget and Financial Plan include funding for the \$25.1M 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 2024, it is estimated that each additional square foot of new facilities will run approximately \$4.47 per year to maintain. Currently, the Arbor of Hope Transformation Campus consists of multiple buildings designed at approximately 64,000 square feet. For planning purposes only, Finance has estimated future Satellite Libraries at 5,000 square feet each. The operating impacts identified are related to the facility only. Where known, the necessary personnel, operating capital and programming costs related to these new facilities are included in the Financial Plan Fund Summaries.



## FACILITIES FUNDING SCHEDULE

FACILITIES IMPROVEMENTS		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
1	Arbor of Hope Transformation Campus	\$ 7,000,000	\$ 5,400,000	\$ -	\$ -	\$ -	\$ -	\$ 12,400,000
2	Sammons Clubhouse Renovations	1,200,000	-	-	-	-	-	1,200,000
3	Parking Lot at Central Fire Station	750,000	-	-	-	-	-	750,000
4	Satellite Library - South Temple	575,000	2,500,000	-	-	-	-	3,075,000
5	The ReSource Hub	400,000	-	-	-	-	-	400,000
6	Awning at Fleet Services	350,000	-	-	-	-	-	350,000
7	Fire Station #7 Interior Renovations	305,000	-	-	-	-	-	305,000
8	Fire Station #2, #4, & #6 Additional Restrooms	240,000	-	-	-	-	-	240,000
9	Fire Station #6 Additional Workout Area	150,000	-	-	-	-	-	150,000
10	Patsy Luna Building Renovations	150,000	-	-	-	-	-	150,000
11	Sammons Community Center Flooring	120,000	-	-	-	-	-	120,000
12	Satellite Library - West Temple	325,000	-	-	-	250,000	2,500,000	3,075,000
13	Historic Post Office Renovations	-	600,000	-	-	-	-	600,000
14	Schematic Design for Central Library	-	-	-	-	600,000	-	600,000
15	Jeff Hamilton Building Renovations	-	-	-	-	250,000	-	250,000
16	Project Contingency	935,000	500,000	-	-	-	-	1,435,000
TOTAL FUNDED BY COs FOR FACILITIES		\$ 12,500,000	\$ 9,000,000	\$ -	\$ -	\$ 1,100,000	\$ 2,500,000	\$ 25,100,000

OPERATING IMPACTS		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
TOTAL FACILITIES RELATED OPERATING IMPACTS		\$ -	\$ 317,683	\$ 327,213	\$ 337,030	\$ 347,141	\$ 383,465	\$ 1,712,531

## FACILITIES PROJECT DESCRIPTIONS

### ARBOR OF HOPE TRANSFORMATION CAMPUS

In April of 2022, the Cities of Killeen and Temple partnered together to address homelessness throughout the county. Over the course of the following year, the cities worked with Marbut and Associates Consulting to develop Operation RISE – Robust Interagency Strategic Engagement, A Strategic Plan to Reduce Homelessness in Bell County. The development of the plan included the participation of a number of social service agencies, homeless service providers, stakeholders and individuals with lived experience. The final plan includes many recommendations for both communities and the county at large, including the construction of two transformational campuses, one on each side of the county. These campuses and the services provided therein will be managed by an independent non-profit organization called the Arbor of Hope. This organization will be the driving force behind empowerment-based programs, campus operations and outreach efforts across Bell County. An effort to address homelessness on this scale is truly unique and unprecedented. Moving forward, we look forward to implementing programs that will impact our unhoused citizens in an equally unprecedented way.

**Line 1 - Arbor of Hope Transformation Campus at \$12,400,000**

**Line 16 - Project Contingency at \$1,435,000**

### SAMMONS CLUBHOUSE RENOVATIONS

The clubhouse renovations will include the creation of a more efficient kitchen with expanded seating that overlooks the golf course, a reduction in the size of the pro shop that more appropriately aligns with golfer needs, and the addition of an indoor putting & driving area that can be used for lessons and rentals.

**Line 2 - Sammons Clubhouse Renovations at \$1,200,000**

### PARKING LOT AT CENTRAL FIRE STATION

Demolition of the existing structures next to Central Fire Station on 3rd Street will create additional City parking for future use.

**Line 3 - Parking Lot at Central Fire Station at \$750,000**

### LIBRARY FACILITIES

The Library Master Plan, adopted in April of 2023, recommends conveniently located service outlets be established within an 8 to 10 minute drive from customers' homes and workplaces. Satellite branches in the west, east, and south regions of the City would provide space for programming, collections, and community collaboration in smaller footprint facilities of roughly 5,000 square feet. With a potential location identified, the satellite branch in South Temple is in the plan in FY 2025. While a satellite branch in West Temple is not programmed until FY 2029, funding for land for this branch is being allocated in FY 2024.

**Line 4 - Satellite Library - South Temple at \$3,075,000**

**Line 12 - Satellite Library - West Temple at \$3,075,000**



## FACILITIES PROJECT DESCRIPTIONS

Built in 1975 as a bank originally, the current layout of the Library is insufficient at providing exceptional service, without exception. The recently completed Library Master Plan is proposing that Schematic Architectural Services be considered to eventually phase out all leased space on the third floor and open up the entire first and second floors as Library space, thereby converting the entire building into the City of Temple Library.

**Line 14 - Schematic Design for Central Library at \$600,000**

### THE RESOURCE HUB

This project will re-envision the existing equipment storage facility behind Gober Party House into a co-located community facility, The ReSource Hub. Improvements will include enhanced functionality of the recycling drop off area and a multi-use citizen home resource center.

**Line 5 - The ReSource Hub at \$400,000**

### AWNING AT FLEET SERVICES

The addition of a large awning spanning across all five bay doors on the west side of Fleet Services would provide additional covered space for Automotive Technicians to service vehicles and complete minor repairs quickly when larger repairs are utilizing shop bays.

**Line 6 - Awning at Fleet Services at \$350,000**

### 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 renovations, to include additional restrooms, will refresh the facility and make it a more productive working and living environment for fire personnel. The business plan also includes additional restroom facilities at Fire Stations #2, #4, and #6, as well as a workout area at Fire Station #6. These facilities were built in the 80s and 90s and the design at that time did not include multi-gender restrooms. Fire Station #6 is the oldest and smallest of these stations and lacks adequate space for a workout facility.

**Line 7 - Fire Station #7 Interior Renovations at \$305,000**

**Line 8 - Fire Station #2, #4 & #6 Additional Restrooms at \$240,000**

**Line 9 - Fire Station #6 Additional Workout Area at \$150,000**

The solid surface flooring at Sammons Community Center, which was installed in 2017, is failing due to ground water vapor issues. Staff is recommending the installation of a vapor barrier and the replacement of the solid surface flooring in FY 2024 to eliminate the safety issue and restore the floor's suitability for dancing and other regularly programmed functions.

**Line 11 - Sammons Community Center Flooring at \$120,000**

Built in 1987, the Jeff Hamilton Building and Patsy Luna Building in Wilson Park are in need of upgrades to extend their useful lives and serviceability into the future. Improvements will include stabilization of the foundation of the Jeff Hamilton Building, upgrades to the building envelopes, and finish upgrades throughout the buildings.

**Line 10 - Patsy Luna Building Renovations at \$150,000**

**Line 15 - Jeff Hamilton Building Renovations at \$250,000**

The top two floors of the City's Historic Post Office, constructed in 1912, currently house community resource departments. Reconfiguration and finish upgrades to all three floors of the building will enable more productive use of this landmark building.

**Line 13 - Historic Post Office Renovations at \$600,000**

# 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 2023, the City completed 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.



## STRATEGIC INITIATIVES

- 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, facility improvements and specialized equipment have a useful life beyond 20 years, so the FY 2024 Budget and Financial Plan include funding for the \$65.4M Public Safety CIP with the issuance of Certificate of Obligation Bonds.

## OPERATING IMPACTS

Operating impacts related to Public Safety Facilities are developed in the same manner as previously listed in the Equipment CIP section. For FY 2024, it is estimated that each additional square foot of new facilities will run approximately \$4.47 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 estimated future Fire Station #9 at 9,200 square feet (based on the average size of the existing eight stations) and Downtown Police Campus Expansion at 25,000 square feet (adding 50% more space than currently exists). The operating impacts identified are related to the facility only. Where known, the necessary personnel, operating capital and programming costs related to these new facilities are included in the Financial Plan Fund Summaries.

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

+ Addition    ↑ Upgrade    (↻) Replacement

PUBLIC SAFETY - FACILITIES		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
1	Indoor Range and Evidence Storage	\$ 15,500,000	\$ -	\$ -	\$ -	-	-	\$ 15,500,000
2	Public Safety Training Campus Classroom	12,500,000	-	-	-	-	-	12,500,000
3	Downtown Police Campus Expansion	-	-	1,500,000	13,500,000	-	-	15,000,000
4	Fire Station #9 - West/Southwest	-	-	800,000	7,200,000	-	-	8,000,000
5	Outdoor Sniper Range	-	-	250,000	2,000,000	-	-	2,250,000
6	Project Contingency	2,304,000	120,000	300,000	900,000	-	-	3,624,000
TOTAL PUBLIC SAFETY - FACILITIES		\$ 30,304,000	\$ 120,000	\$ 2,850,000	\$ 23,600,000	\$ -	\$ -	\$ 56,874,000

PUBLIC SAFETY - EQUIPMENT		QTY	FY 2024	QTY	FY 2025	QTY	FY 2026	QTY	FY 2027	QTY	FY 2028	QTY	FY 2029	Total
7	Aircraft Rescue & Firefighting Truck	1	\$ 1,284,000 (↻)	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	\$ 1,284,000
8	Fire Engine Replacements	1	1,100,000 (↻)	1	1,100,000 (↻)	1	1,150,000 (↻)	-	-	-	-	-	-	3,350,000
9	Squad Vehicle Replacements	2	680,000 (↻)	-	-	-	-	-	-	-	-	-	-	680,000
10	Squad Vehicle - West Side and South Side	1	132,000 +	1	540,000 +	-	-	-	-	-	-	-	-	672,000
11	Special Weapons Armored Tactical Vehicle	-	-	1	400,000 ↑	-	-	-	-	-	-	-	-	400,000
12	Surveillance Vehicle for Special Investigations Unit	-	-	1	240,000 ↑	-	-	-	-	-	-	-	-	240,000
13	Ladder Truck for Fire Station #9	-	-	-	-	-	-	1	1,900,000 +	-	-	-	-	1,900,000
TOTAL PUBLIC SAFETY - EQUIPMENT			\$ 3,196,000		\$ 2,280,000		\$ 1,150,000		\$ 1,900,000		\$ -		\$ -	\$ 8,526,000

TOTAL FUNDED BY COs FOR PUBLIC SAFETY	\$ 33,500,000	\$ 2,400,000	\$ 4,000,000	\$ 25,500,000	\$ -	\$ -	\$ 65,400,000
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OPERATING IMPACTS	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
Public Safety - Facilities	\$ -	\$ 92,920	\$ 95,708	\$ 98,579	\$ 273,597	\$ 281,805	\$ 842,609
Public Safety - Equipment	\$ 12,866	\$ 28,956	\$ 32,768	\$ 63,056	\$ 111,078	\$ 127,605	376,330
TOTAL PUBLIC SAFETY RELATED OPERATING IMPACTS	\$ 12,866	\$ 121,876	\$ 128,476	\$ 161,635	\$ 384,675	\$ 409,411	\$ 1,218,939

## 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 2 – Public Safety Training Classroom at \$12,500,000**

The existing 40+ 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 classroom capacity and storage space for the range. Renovating the outdated range into a long-range marksmanship range will round-out the training elements required to sustain and sharpen law enforcement critical mission skills needed to protect our community.

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 project resolves both of these space needs.

#### **Line 1 - Indoor Range and Evidence Storage at \$15,500,000**

#### **Line 5 - Outdoor Sniper Range at \$2,250,000**

#### **Line 6 – Project Contingency \$3,624,000**

The City's Downtown Police Department facility was constructed 20 years ago. With the growth of the City, the per capita increase demands more public safety support services, including the housing of more crime-associated evidence. The expansion of the current Police Department facility will provide for needed evidence storage, secured parking, and staff services needed to support the City's growth.

#### **Line 3 – Downtown Police Campus Expansion at \$15,000,000**

The current SWAT vehicle is a 2008 Armored Ford F550 that is due for replacement. It will be upgraded with increased carrying capacity for both passengers and equipment. The armored vehicle is used in high-risk police operations and critical incidents to provide increased protection against high-caliber weapons for police personnel and citizens.

#### **Line 11 – Special Weapons Armored Tactical Vehicle at \$400,000**

The current surveillance vehicle, a 2003 Ford E-250, is scheduled for replacement in FY 2025 due to its age and outdated equipment. This unit will be upgraded to meet the departments needs, prioritizing occupant convenience, comfort, and connectivity along with comprehensive communication tools and the latest technology in surveillance equipment.

#### **Line 12 – Surveillance Vehicle for Special Investigations Unit at \$240,000**

PUBLIC SAFETY PROJECT DESCRIPTIONS

PUBLIC SAFETY – FIRE

The Temple Fire and Rescue Master Plan recommends 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 southeast 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 to increased incident density. Factors considered in the station #9 recommendation include fire engine companies out of service, call concurrency, and higher EMS call volume. Factors considered in the station #10 recommendation include reducing gaps between stations 2 and 4, as well as forecasted growth and development in the area. The funding plan includes design (FY 26) and construction (FY 27) of station #9.

Line 4 – Fire Station #9 - West/Southwest at \$8,000,000

Line 13 - Ladder Truck for Fire Station #9 at \$1,900,000

Engine 2 and Engine 4 are both 2008 Crimson Spartan Gladiator engines in Fire’s fleet. Staff is recommending procurement of the replacement of Engine 4 as early as FY 2024 in order to address industry-wide challenges of increased pricing, steel surcharges, and extended lead times on new equipment. Replacement of Engine 2 will follow in FY 2025 and replacement of Engine 8, a 2012 Crimson Spartan Gladiator, has been accelerated in the business plan to FY 2026.

Line 8 – Fire Engine Replacements at \$3,350,000

The Fire department has two 2012 Ford F550 squad vehicles designed to transport the necessary tools, equipment, and personnel to perform a vehicle extrication at the scene of an entrapment.. Replacement of both squad vehicles in 2024 is based on forecasted mileage and maintenance needs.

Line 9 – Squad Vehicle Replacements at \$680,000

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 sides of town and will help

TFR meet staffing needs related to ISO guidelines.

Line 10 – Squad Vehicles - West Side and South Side at \$672,000

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 FY 2024.

Line 7 – Aircraft Rescue and Firefighting Truck at \$1,284,000





## PLACES AND SPACES CAPITAL IMPROVEMENT PROGRAM

### PROGRAM EXECUTION

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 began in 2019 through an extensive mapping exercise and review of key neighborhood features to identify distinct 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 11 plans completed, each has resulted in a variety of projects within each district.

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, 25 neighborhood parks, 14 pocket parks, and 10 open spaces. Each park consists of unique recreational amenities of varying age, quality and deterioration, including over 30 pavilions. The Parks, Recreation, Open Space and Trails Master Plan was updated in FY 2020 and emphasizes recreation, sustainability, conservation, health and well-being and provides inclusive recreational opportunities for all. Projects include:

- new park locations, to include the purchase of park land in south Temple, development of the Southwest Community Park plan, and a new Dog Park
- trail system improvements, such as repairs to the Upper Trail at Lions Park and the expansion of Prairie Park Trail
- improvements at existing parks, consisting of playgrounds and exercise equipment, basketball and tennis courts, pavilions, shade structures and landscaping
- facility improvements, to include upgrades to the Summit Recreation Center, park restrooms, and parking.

As projects from The 2019 Parks Master Plan and the Neighborhood Planning Districts were being prioritized, the FY 2023 budget allocated \$75M in multi-year funding to the Places and Spaces Capital Improvement Program to enable the program to succeed.

### STRATEGIC INITIATIVES

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 2020 Parks Master Plan projects and the Neighborhood Planning District projects have been prioritized into the Places and Spaces Capital Improvement Program. Projects were scored based on **Plan Priority** (priority within the individual district plan), **City Priority** (staff’s collective institutional knowledge of the projects’ abilities to improve community wellbeing and functionality of the physical city), **Neighborhood Impact/Connectivity** (impact on the over reaching neighborhoods environment, character, or function), **Partnerships** (opportunity with other public or private organizations to improve community wellbeing and functionality), **Project Dependency** (interrelationship or phasing with other CIP projects), **Safety** (addresses vehicular/bicycle/pedestrian safety or reduces exposure to property damage or loss), **Additional Funding Sources** (funding identified outside the traditional City financing mechanisms).

The seven areas are assigned a value based on the selected category resulting in a total project score helping the CIP team allocate funding to support projects that will provide the most meaningful impact on the Temple community.

## PLACES AND SPACES CAPITAL IMPROVEMENT PROGRAM

### 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 2024 Budget and Financial Plan include funding for the \$61.7M Places and Spaces CIP with the issuance of Certificate of Obligation Bonds.

### 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 later in the Mobility CIP, it is estimated that each additional lane mile in FY 2024 will cost approximately \$2,681 per year to maintain. Improvements such as the 0.75 mile stretch of Avenue D, to include 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 2024, it is estimated that each additional acre of a new park land will cost approximately \$4,287 per year to maintain. Though the operating impacts of several new trails are included in the analysis, the development of two new parks within the business plan, Southwest Community Park (FY 25, FY 27) at approximately 100 acres and Prairie Park (FY 26) at approximately 10 acres, will have the most significant impact on operating costs.

## PLACES AND SPACES FUNDING SCHEDULE

PLACES AND SPACES PROJECTS	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
<b>NEIGHBORHOOD PLANNING DISTRICTS</b>							
1 14th Street Improvements with Trail	\$ 4,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,700,000
2 Avenue D Connections and Alley	2,400,000	-	-	-	-	-	2,400,000
3 Story Book Grove Development	2,100,000	-	-	-	-	-	2,100,000
4 District Identification	1,000,000	1,000,000	1,000,000	-	-	-	3,000,000
5 Neighborhood Concept Plans	185,000	440,000	350,000	-	-	-	975,000
6 Corridor Concept Plans	250,000	150,000	300,000	150,000	-	-	850,000
7 Avenue N Improvements - Henderson to SW Development	-	5,300,000	-	-	-	-	5,300,000
8 Rail Line Linear Park & Trail Development	-	-	9,100,000	-	-	-	9,100,000
<b>PARKS AND RECREATION</b>							
9 Trail, West Temple Park Interior to Prairie View	1,322,300	-	-	-	-	-	1,322,300
10 Playground Replacements	1,293,200	-	874,200	-	-	-	2,167,400
11 Park Amenity Expansions	620,400	-	5,853,050	-	-	-	6,473,450
12 Miller Springs Boardwalk and Scenic Overlook	505,000	-	-	-	-	-	505,000
13 Sammons Golf Course Improvements	100,000	-	913,050	-	-	-	1,013,050
14 Park Restroom Additions	112,800	-	352,500	-	-	-	465,300
15 Southwest Community Park Development	-	6,500,000	-	4,731,000	-	-	11,231,000
16 Prairie Park Development	-	500,000	2,602,000	-	-	-	3,102,000
17 Summit Recreation Center Improvements	-	-	2,063,750	-	-	-	2,063,750
18 Curtis B. Elliot Drive and Parking	-	-	705,000	-	-	-	705,000
19 Public Art Initiative	-	-	500,000	-	-	-	500,000
20 Upper Trail, Lions Park	-	-	493,500	-	-	-	493,500
21 Project Contingency	911,300	610,000	1,612,950	119,000	-	-	3,253,250
<b>TOTAL FUNDED BY COs FOR PLACES AND SPACES</b>	<b>\$ 15,500,000</b>	<b>\$ 14,500,000</b>	<b>\$ 26,720,000</b>	<b>\$ 5,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 61,720,000</b>

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>\$ 12,596</b>	<b>\$ 450,122</b>	<b>\$ 516,215</b>	<b>\$ 981,479</b>	<b>\$ 1,001,109</b>	<b>\$ 1,021,131</b>	<b>\$ 3,982,652</b>

## PLACES AND SPACES PROJECT DESCRIPTIONS

### NEIGHBORHOOD PLANNING DISTRICTS

The Love Where You Live Program expanded during FY 2023 from 18 to 24 Neighborhood Planning Districts (NPD) which form the core of the community. The district boundaries were developed through an extensive mapping exercise and review of key neighborhood features. These plans look at the existing conditions of the district and engage its residents to identify neighborhood concerns, values, vision, and goals. A strong emphasis is placed on improving the quality of life in each neighborhood. Each district will receive a conceptual design including development concepts, neighborhood identification, architectural standards, mobility and pedestrian improvements, park and trail recommendations, and an action plan that summarizes the recommendations derived from the project findings. To date, eleven concept plans have been completed and four more are underway.

#### Line 5 – Neighborhood Concept Plans at \$975,000

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 \$250,000 per district.

#### Line 4 – District Identification at \$3,000,000

There are several significant corridors throughout Temple, both developed and undeveloped. Through the neighborhood planning process, ten corridors have been identified to include in the Love Where You Live Program. Studies in these corridors will have a specific focus on desired improvements and development opportunities by working alongside property owners to identify concerns, values, vision, and goals for each corridor.

#### Line 6 – Corridor Concept Plans at \$850,000

### DISTRICT PROJECTS

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 Avenue D Connections and Alley project consists of roadway, alley and pedestrian improvements for Avenue D within the Ferguson Park Neighborhood Planning District. Currently, Avenue D is a narrow roadway with no pedestrian 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. 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



## PLACES AND SPACES PROJECT DESCRIPTIONS

safety for pedestrians and motorists and the landscaping will significantly improve the overall aesthetics of this roadway corridor.

### **Line 2 - Avenue D Connections and Alley at \$2,400,000**

The 14th Street pedestrian improvements consist of a 12-foot trail, split rail fence, landscaping, and pedestrian lighting along 14th Street from Adams Avenue to Avenue H. There are currently no pedestrian improvements along this major corridor making it unsafe for pedestrians who utilize this roadway to reach key destinations. This trail will enhance the overall quality of life for the Ferguson Park Neighborhood residents by providing recreational opportunities and safe connectivity both within the neighborhood and to adjacent neighborhoods.

### **Line 1 - 14th Street Improvements with Trail at \$4,700,000**

The upgrade and expansion of Avenue N will provide a needed east-west collector through the Crestview Neighborhood. The proposed roadway is 70' of right-of-way to provide sufficient space for additional on-street parking opportunities and side paths on both sides of the roadway. The improvements will connect residents from Loop 363 in the east over to the 24th Street Bridge on the west and eventually into the heart of the community.

### **Line 7 - Avenue N Improvements at \$5,300,000**

#### **NEW PARK DEVELOPMENT**

Southwest Community Park is located between South Pea Ridge and Poison Oak and is approximately 92 acres of open space. With design funded in FY 2023, a cohesive plan for this park will be finalized with input from the surrounding community. Amenities could include interior trails, a dog park, a splash pad, a playground with shade, basketball courts, a pump track, and more.

### **Line 15 – Southwest Community Park Development at \$11,231,000**

Located off Tower Road, Prairie Park is approximately 10 acres of remnant prairie grass open space. The current plan calls for a trail with interpretive signage, a large pavilion, and a parking lot outside of the native grass

area. This park will attract science classes from local schools and park enthusiasts alike.

### **Line 16 – Prairie Park Development at \$3,102,000**

City property located at 102 West Barton Ave, adjacent to the Temple Public Library, will be transformed into an education park and sculpture garden themed with characters from children's literature. An opportunity for public art, Story Book Grove will support the transition between the Civic and North End Subdistrict rounding out a corridor of City services, attractions and public green spaces downtown for workers and residents.

### **Line 3 - Story Book Grove Development at \$2,100,000**

The Rail Line Linear Park and Trail project consists of pedestrian improvements alongside the BNSF railway from Optimist Park to French Avenue within the Historic Neighborhood Planning District with a future expansion that will extend the trail to connect to downtown at Santa Fe Plaza. The proposed project includes construction of a 10-foot concrete trail, signage, and fencing between the railway and the trail. Working with



## PLACES AND SPACES PROJECT DESCRIPTIONS

the railroad company to develop a green space buffer, a trail along the railway in the Historic Neighborhood Planning District will create a safe and functional recreational area that provides pedestrian connectivity from the existing park to key destinations within Temple.

### **Line 8 – Rail Line Linear Park and Trail Development at \$9,100,000**

#### **PLAYGROUND EQUIPMENT UPGRADES**

Playground equipment has a long life and can last for 20+ years, if properly maintained and used. The addition of shade over playgrounds not only allows for use on hot days, but also extends the life of the playground. The CIP team is recommending playground equipment replacements at Nettles Park, Gober Recreation Center, Colquit Park, West Temple Park, Hodge Park, and Western Hills Park.

### **Line 10 – Playground Replacements at \$2,167,400**

#### **PARK AMENITY EXPANSIONS**

As growth continues for the City of Temple, the use of our parks and their amenities has also become increasingly popular. Several area parks will see the expansion of amenities such as additional trails, playgrounds, pavilions, sport courts, exercise stations, splash pads, and more. The CIP team is planning for new amenities at Von Rosenberg Park, Waterford Park, Wilson Park, Spanish Southwest Park, Walker Park and Jackson Park.

### **Line 11 – Park Amenity Expansions at \$6,473,450**

### **Line 9 – Trail, West Temple Park Interior to Prairie View at \$1,322,300**

### **Line 20 – Upper Trail, Lions Park at \$493,500**

### **Line 21 – Project Contingency at \$3,253,250**

#### **FACILITY IMPROVEMENTS**

Built in 1972, the Summit Recreation Center is a multi-use facility for all ages with amenities that include a rock climbing wall, seasonal outdoor pool, hot tubs and saunas, tennis and racquetball courts, strength and cardio equipment, classes, basketball courts, and more. A strategic plan for this facility was funded in FY 2023 to aid staff in developing a cohesive plan for improvements and additions to this facility to include pickleball courts, an outdoor exercise area, and a playground.

### **Line 17 – Summit Recreation Center Improvements at \$2,063,750**

The addition of restroom facilities at Walker Park and Marvin Fenn Park have also been prioritized into the Places & Spaces funding plan.

### **Line 14 – Park Restroom Additions at \$465,300**

Curtis B. Elliot Drive serves the Wilson Recreation Center, the Temple Community Clinic, Clark Pool, Korampai Soccer Fields, Northam Baseball Fields, the Patsy Luna Building, and the Blackmon Center. Both the road and parking lot are in need of repair.

### **Line 18 – Curtis B. Elliot Drive and Parking at \$705,000**

#### **SAMMONS GOLF COURSE IMPROVEMENTS**

Sammons Golf Course will undergo a Master Plan in FY 2024. The plan will address operational and programming improvements, as well as other facility related renovations to the tee boxes, bunkers, and driving range. A placeholder for construction funding of these improvements is allocated in FY 2026.

### **Line 13 – Sammons Golf Course Improvements at \$1,013,050**

#### **PUBLIC ART INITIATIVE**

A committee of staff and citizens will be assembled to help develop the plan to begin including public art around the City in our parks, on City property, or in City right-of-way.

### **Line 19 – Public Art Initiative at \$500,000**

#### **MILLER SPRINGS NATURE CENTER**

This approximately 260 acre area is a joint venture between the cities of Temple and Belton along with the United States Army Corps of Engineers (USACE). Visitors can enjoy hiking, jogging, mountain biking, kayaking, picnicking, wildlife observation, fishing, ecological studies, and more. When the cities of Temple and Belton joined with USACE in 2018 to keep the area open, the ADA path that leads to the observation deck was already in disrepair and in need of replacement.

### **Line 12 – Miller Springs Boardwalk and Scenic Overlook at \$505,000**

## MOBILITY CAPITAL IMPROVEMENT PROGRAM

### 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 was completed in the summer of FY 2022. The project included 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. The team focused on 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.

### STRATEGIC INITIATIVES

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 2024 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 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
<b>ACTIVE &amp; MULTIMODAL</b>							
1 Georgetown Railroad Trail, Phase II^	\$ 1,183,520	\$ 1,420,225	\$ -	\$ -	\$ -	\$ -	\$ 2,603,745
<b>CAPACITY &amp; CONNECTIVITY</b>							
2 Poison Oak Road, Phase II	\$ 7,650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,650,000
3 North 42 <sup>nd</sup> Street Reconstruction	4,950,000	-	-	-	-	-	4,950,000
4 Little River Road Widening	3,970,000	-	-	-	-	-	3,970,000
5 Hartrick Bluff Road Reconstruction (Additional Funding)	3,355,000	-	-	-	-	-	3,355,000
6 Outer Loop West, Phase II^	-	9,900,000	-	-	-	-	9,900,000
7 Hartrick Bluff Reconstruction (South of 93)	-	600,000	-	-	-	-	600,000
8 Designation of I-14, City Participation	-	-	-	1,500,000	-	-	1,500,000
<b>MOBILITY MASTER PLAN</b>							
9 Veteran's Memorial Boulevard^	5,000,000	-	-	-	-	-	5,000,000
10 Young Avenue and Lower Troy Road (Loop to City Limits)	1,250,000	3,000,000	8,600,000	-	-	-	12,850,000
11 Martin Luther King Jr Drive (Adams Ave to Ave F)	361,900	3,619,000	-	-	-	-	3,980,900
12 Henderson Street Reconstruction and Bridge	150,000	3,000,000	-	-	-	-	3,150,000
13 Martin Luther King Jr Drive (French Ave to Loop 363)	-	826,280	8,262,800	-	-	-	9,089,080
14 Ave H Overpass Improvements	-	-	-	3,000,000	-	-	3,000,000
15 Lake Point Drive Extension	-	-	-	-	400,000	7,600,000	8,000,000
16 Mobility Master Plan, Future Projects	-	-	-	7,000,000	6,080,020	-	13,080,020
<b>OPERATIONS &amp; MAINTENANCE</b>							
17 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
18 Signal Replacements, Upgrades, and Additions	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
<b>PLANNING</b>							
19 Cost Sharing Agreements	1,500,000	3,900,000	3,000,000	3,000,000	3,000,000	2,000,000	16,400,000
20 Contingency	529,580	934,495	567,200	700,000	719,980	600,000	4,051,255
<b>TOTAL FUNDED BY COs FOR MOBILITY</b>	<b>\$ 32,700,000</b>	<b>\$ 30,000,000</b>	<b>\$ 23,230,000</b>	<b>\$ 18,000,000</b>	<b>\$ 13,000,000</b>	<b>\$ 13,000,000</b>	<b>\$ 129,930,000</b>

^ Funding designated for potential grant match, if awarded

OPERATING IMPACTS	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
<b>TOTAL MOBILITY RELATED OPERATING IMPACTS</b>	<b>\$ 27,614</b>	<b>\$ 28,167</b>	<b>\$ 28,730</b>	<b>\$ 29,305</b>	<b>\$ 29,891</b>	<b>\$ 30,488</b>	<b>\$ 174,194</b>

## MOBILITY PROJECT DESCRIPTIONS

### 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 2024, it is estimated that each additional lane mile will cost approximately \$2,681 per year to maintain. Hartrick Bluff Reconstruction (South of 93) is only scheduled for design at this point, although reconstruction of the roadway could be a potential future project from the Master pPan list. Poison Oak Road Phase II will add approximately 1.2 lane miles to the streets system. Though North 42nd Street and Little River Road are a part of the existing system, the reconstruction of both will include widening and additional lanes for a total of 1.3 added lane miles. Once design is complete, the impact of future roadway reconstruction can be more accurately determined. Estimates are included at this time for Lower Troy Road, Henderson Street and others.

### ACTIVE & MULTIMODAL

The Georgetown Railroad Trail project would create a 10' wide, 4 mile long shared-use path along the right-of-way of the former railroad. This rails-to-trails project is categorized as a Priority Trail in the City of Temple Trails Master Plan for its potential to connect key destinations and neighboring communities. The design will include safety lighting and signage at all street crossings to minimize risk to pedestrians and cyclists and encourage use by students. Phase I of the trail, which will go from South 5th Street to South 31st Street, has been approved for funding from TxDOT through the Highway Safety Improvement Program. Staff recently received City Council approval to apply for additional funding from TxDOT through the Transportation Alternatives Program for Phase II of the trail, which will lead from South 31st Street to Temple City limits at the Leon River. The funding plan allows for professional services and environmental documentation to begin in FY 2024 with potential grant matching funds of 20% prioritized in FY 2025.

**Line 1 – Georgetown Railroad Trail, Phase II at \$2,603,745**

### CAPACITY & CONNECTIVITY

The Poison Oak Road Realignment, Phase II project consists of roadway improvements from Charter Oak Elementary School to Old Waco Road. Improvements include an expanded pavement section, pedestrian facilities, drainage conveyance, water utilities, street lighting, landscaping, and an elevated bridge structure over Hog Pen Creek. Improvements will take this rural road and turn it into a minor arterial providing an alternate east-west route.

**Line 2 – Poison Oak Road, Phase II at \$7,650,000**

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 (2) 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 3 – North 42nd Street Reconstruction at \$4,950,000**

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.

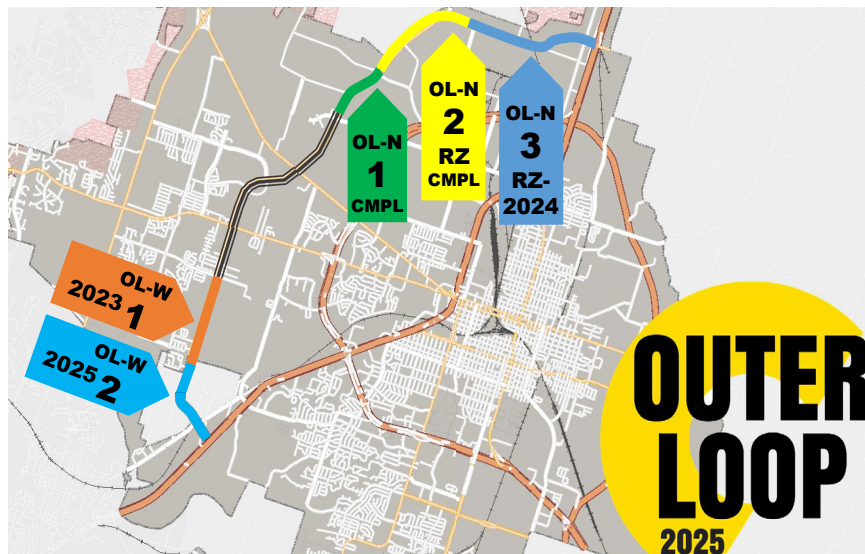
**Line 8 – Designation of I-14, City Participation at \$1,500,000**

## PROJECT DESCRIPTIONS

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 (KTMO) Calls for Projects in 2018 and was awarded \$8,300,000 in funding. This section was recently put out to bid and is scheduled for completion in the spring of FY 2025.



Outer Loop West, Phase II (OL-W2) will be submitted for funding through the next Killeen-Temple Metropolitan Planning Organization (KTMO) Calls for Projects.

### **Line 6 - Outer Loop West, Phase II at \$9,900,000**

The Hartrick Bluff Road reconstruction project consists of roadway improvements from FM 93 to Waters Dairy Road. Improvements include an expanded pavement section with continuous left-turn lane, pedestrian facilities, drainage conveyance, and water utilities. Improvement will take this rural road and turn it into a collector providing service to residential subdivisions along this corridor including recently annexed areas south of FM 93. Construction was previously funded in FY 2021, however the projection met initial delays with rights-of-way and utility relocations. During that time the intersection met TxDOT warrant for a signal with extended turn lanes causing the project to require re-design, along with additional right-of-way and construction funding.

### **Line 5 - Hartrick Bluff Road Reconstruction at \$3,355,000**

To better serve new development in the area south of FM 93, staff is recommending 30% design of the next phase of Hartrick Bluff. This design will provide an evaluation of needed ROW and assess the impact of possible construction should the need for road improvements continue to accelerate in this area.

### **Line 7 - Hartrick Bluff Road Reconstruction (South of 93) at \$600,000**

In FY 2019, the Temple Independent School District (TISD) requested that the City begin the design process for the future extension of Canyon Creek / Blackland Road eastward to provide needed connectivity and utilities to a new school site. As a direct result, FY 2020 saw increased planning and development activity along with voluntary annexations in this area resulting in needed improvements to Little River Road which serves as a connector between Blackland Road and I-14 / Loop 363. Design and right-of-way acquisition are currently underway.

### **Line 4 - Little River Road Widening at \$3,970,000**

## MOBILITY PROJECT DESCRIPTIONS

### MOBILITY MASTER PLAN

The Mobility Master Plan is a long-range planning tool that provided staff with multimodal priority projects to best support City growth. Several recommended projects are either already in the business plan, such as the continued build out of the Outer Loop, or are currently underway, such as the widening of Pea Ridge Road. The CIP team is recommending the addition of the below projects into the business plan in order allocate funding to support projects that will provide the most meaningful impact on the Temple community.

**Line 9 - Veteran's Memorial Boulevard at \$5,000,000**

**Line 10 - Young Avenue and Lower Troy Road at \$12,850,000**

**Line 11 - Martin Luther King Jr Drive (Adams Ave to Ave F) at \$3,980,900**

**Line 12 - Henderson Street Reconstruction and Bridge at \$3,150,000**

**Line 13 - Martin Luther King Jr Drive (French Ave to Loop 363) at \$9,089,080**

**Line 14 - Ave H Overpass Improvements at \$3,000,000**

**Line 15 - Lake Point Drive Extension at \$8,000,000**

For planning purposes, the team has included placeholders in the funding schedule to accommodate future project recommendations and a contingency for fluctuating material and construction costs.

**Line 16 - Mobility Master Plan, Future Projects at \$13,080,020**

**Line 20 - Project Contingency at \$4,051,255**

### 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 18 - Signal Replacements, Upgrades, and Additions at \$1,800,000**

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 17 - Pavement Preservation and Reconstruction at \$15,000,000**

### COST SHARING AGREEMENTS

Texas Local Government Code Section 212.072 allows for City participation with a developer in the cost of construction:

- at a level not to exceed 30% of the cost of the public improvements in the development;
- at 100% of the total costs for any oversizing of improvements required by a municipality, including but not limited to, increased capacity of improvements to anticipate other future development in the area.

With continued development, the City has seen an increase in requests for cost sharing agreements by developers. For planning purposes, the team has included a placeholder in the funding schedule to ensure the City is prepared to continue its participation in future agreements.

**Line 19 - Cost Sharing Agreements at \$16,400,000**







# 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 ongoing 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 INITIATIVES

- 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 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 2024 Budget and Financial Plan include funding for the \$234M Water and Wastewater CIP with the issuance of Utility Revenue Bonds.

## UTILITIES FUNDING SCHEDULE

LINE	PURPOSE	WATER PROJECTS	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
WATER TREATMENT & STORAGE									
1	Rehabilitation	Water Treatment Plant - Clarifier #4 Rehabilitation	\$ -	\$ -	\$ 950,000	\$ -	\$ -	\$ -	\$ 950,000
2	Rehabilitation	Elevated Storage Tank Rehabilitations	-	-	850,000	2,500,000	2,500,000	-	5,850,000
3	Growth & Capacity	Conventional Plant Onsite Chlorine Generation	-	-	-	-	-	1,000,000	1,000,000
785 WATER PRESSURE PLANE									
4	Growth & Capacity	New Elevated Storage Tank, Little River Road	-	-	-	-	-	4,000,000	4,000,000
876 WATER PRESSURE PLANE									
5	Rehabilitation	Ave G Ground Storage and Pump Station Rehabilitation	-	300,000	-	6,000,000	-	-	6,300,000
6	Growth & Capacity	North East Loop 363 Water Line Projects	-	-	-	400,000	3,000,000	-	3,400,000
7	Rehabilitation	Temple Heights District Utility Improvements	-	-	-	-	-	8,000,000	8,000,000
835 WATER PRESSURE PLANE									
8	Growth & Capacity	Northwest 36" Transmission Main	-	14,600,000	-	-	-	-	14,600,000
9	Rehabilitation	West Temple Distribution Line Upgrades (Phases II - IV)	-	-	-	850,000	2,950,000	4,150,000	7,950,000
720 WATER PRESSURE PLANE									
10	Growth & Capacity	SH 317 Ground Storage and Pump Station	-	6,100,000	-	-	-	-	6,100,000
OTHER WATER SYSTEM IMPROVEMENTS									
11	Rehabilitation	Distribution System Improvements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
12	Mobility	Mobility Related Utility Improvements	2,260,000	4,000,000	-	1,500,000	-	2,800,000	10,560,000
<b>TOTAL WATER PROJECTS FUNDED BY UR BONDS</b>			<b>\$ 3,260,000</b>	<b>\$ 26,000,000</b>	<b>\$ 2,800,000</b>	<b>\$ 12,250,000</b>	<b>\$ 9,450,000</b>	<b>\$ 20,950,000</b>	<b>\$ 74,710,000</b>
<b>OPERATING IMPACTS</b>			<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>TOTAL</b>
<b>TOTAL WATER RELATED OPERATING IMPACTS</b>			<b>\$ -</b>	<b>\$ 98,880</b>	<b>\$ 101,846</b>	<b>\$ 104,902</b>	<b>\$ 108,049</b>	<b>\$ 113,145</b>	<b>\$ 526,822</b>

### OPERATING IMPACTS

Scheduled improvements related to water treatment and distribution include rehabilitation of existing facilities, construction of 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 savings into the operating budget. However, the addition of new water facilities, such as Onsite Chlorine Generation, a New Elevated Storage Tank and the 317 Ground Storage and Pump Station, will come with added operational costs.

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 currently \$1.48.

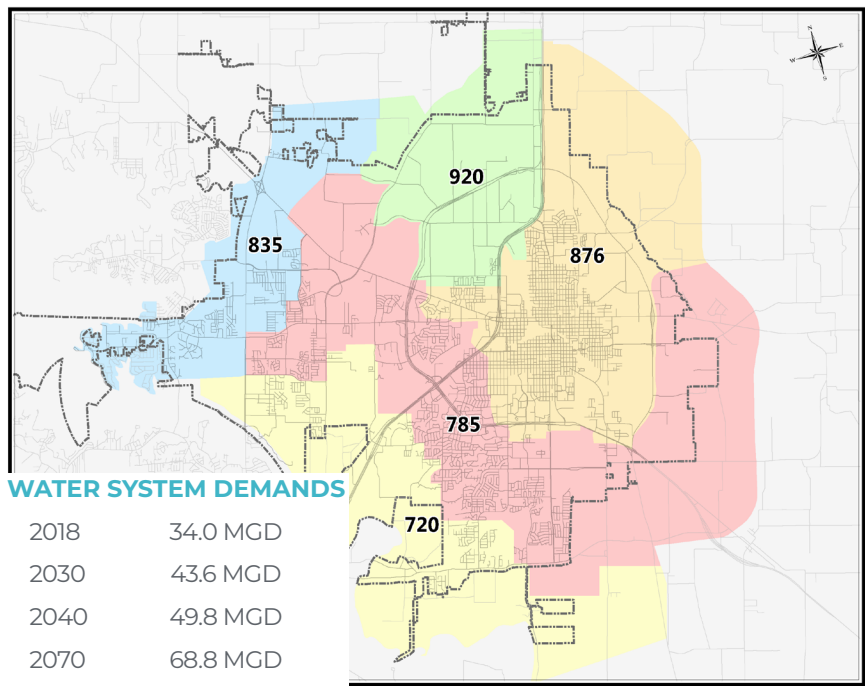


# UTILITIES PROJECT DESCRIPTIONS

## 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 up 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 this 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.



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 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 70,000 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 2026.

### Line 1 - Water Treatment Plant - Clarifier #4 Rehabilitation at \$950,000

Chlorine has been a standard chemical in water treatment for decades. In the last year, due to several domestic and global factors, the cost of chlorine has nearly doubled. These increased operational costs have staff thinking outside the box to produce the needed chemical on-site. A placeholder for this project is proposed in FY 2029 as staff works to further develop the idea.

### Line 3 - Conventional Plant Onsite Chlorine Generation at \$1,000,000

## 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 \$5,850,000

# UTILITIES PROJECT DESCRIPTIONS

## 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 Ave G Ground Storage Tanks hold 7.0 MG of water. These tanks, along with the Ave G Pump Station, are a critical component of the City's water system. Therefore City staff is recommending the rehabilitation of this facility within the next 5 years putting construction of needed improvements in FY 2027.

**Line 5 - 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 6 - North East Loop 363 Water Line Projects at \$3,400,000**

Existing water distribution lines in the Temple Heights District are being prioritized for replacement in FY 2029.

**Line 7 - Temple Heights District Utility Improvements at \$8,000,000**

### 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 10 - SH 317 Ground Storage and Pump Station at \$6,100,000**

Staff has identified waterline 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 estimated eight project phases is underway.

**Line 9 - West Temple Distribution Line Upgrades at \$7,950,000**

### 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 the design of projects in this area which has resulted in the potential need for a New Elevated Storage Tank along Little River Road within the six year planning window.

**Line 4 - New Elevated Storage Tank, Little River Road at \$4,000,000**

### 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 36" transmission main going from the Membrane Plant to the SH 317 Ground Storage Tanks and Pump Station.

**Line 8 - Northwest 36" Transmission Main at \$14,600,000**

### OTHER WATER SYSTEM IMPROVEMENTS

The Mobility Section discusses new roadways, along with roadway extensions and upgrades. It is only prudent to add, replace or upgrade utilities during the road construction process. Funding for the utility portion of these mobility improvements is identified here along with additional funding for various localized distribution system failures that may present themselves throughout the year. These failures often require more extensive capital repairs in the form of pipe bursting, replacement, or upgrade.

**Line 11 - Distribution System Improvements at \$6,000,000**

**Line 12 - Mobility Related Utility Improvements at \$8,060,000**



## UTILITIES CAPITAL IMPROVEMENT PROGRAM





## UTILITIES FUNDING SCHEDULE

LINE	PURPOSE	WASTEWATER PROJECTS	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
LEON RIVER BASIN WASTEWATER PROJECTS									
13	Growth & Capacity	Leon River Trunk Sewer, Phase II	\$ -	\$ 11,960,000	\$ -	\$ -	\$ -	\$ -	\$ 11,960,000
14	Growth & Capacity	Upper Leon River Trunk Sewer	-	6,440,000	-	-	-	-	\$ 6,440,000
PEPPER CREEK BASIN WASTEWATER PROJECTS									
15	Growth & Capacity	West Airport Trunk Sewer Improvements	-	6,600,000	-	-	-	-	6,600,000
KNOB CREEK BASIN WASTEWATER PROJECTS									
16	Growth & Capacity	Knob Creek Interceptor Improvements (multi-phase)	-	-	6,750,000	10,700,000	3,150,000	-	20,600,000
LITTLE RIVER BASIN WASTEWATER PROJECTS									
17	Growth & Capacity	Little River, Center Trunk Sewer	-	-	3,150,000	-	-	-	3,150,000
18	Growth & Capacity	Little River, East Trunk Sewer	-	-	2,250,000	-	-	-	2,250,000
SANITARY SEWER EVALUATION SURVEYS AND PROJECTS									
19	Rehabilitation	Sanitary Sewer Evaluation Survey Future Projects	-	-	-	-	-	9,721,000	9,721,000
20	Rehabilitation	SSES Bird Creek Assessment - Resulting Projects	-	-	5,050,000	5,517,000	-	-	10,567,000
21	Rehabilitation	SSES Friars Creek Assessment - Resulting Projects	-	-	-	10,533,000	1,125,000	-	11,658,000
22	Rehabilitation	SSES Knob Creek Assessment - Resulting Projects	-	-	-	-	11,275,000	5,329,000	16,604,000
WASTEWATER TREATMENT PLANT PROJECTS									
23	Growth & Capacity	Doshier Wastewater Treatment Plant Expansion	-	-	20,000,000	-	-	-	20,000,000
24	Growth & Capacity	Temple-Belton Wastewater Treatment Plant Expansion, Phase II	39,740,000	-	-	-	-	-	39,740,000
<b>TOTAL WASTEWATER PROJECTS FUNDED BY UR BONDS</b>			<b>\$ 39,740,000</b>	<b>\$ 25,000,000</b>	<b>\$ 37,200,000</b>	<b>\$ 26,750,000</b>	<b>\$ 15,550,000</b>	<b>\$ 15,050,000</b>	<b>\$ 159,290,000</b>
<b>OPERATING IMPACTS</b>			<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>TOTAL</b>
<b>TOTAL WASTEWATER RELATED OPERATING IMPACTS</b>			<b>\$ 62,712</b>	<b>\$ 64,593</b>	<b>\$ 98,358</b>	<b>\$ 101,309</b>	<b>\$ 104,348</b>	<b>\$ 107,479</b>	<b>\$ 538,799</b>
<b>TOTAL UTILITY PROJECTS FUNDED BY UR BONDS</b>			<b>\$ 43,000,000</b>	<b>\$ 51,000,000</b>	<b>\$ 40,000,000</b>	<b>\$ 39,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 36,000,000</b>	<b>\$ 234,000,000</b>

### OPERATING IMPACTS

Scheduled improvements related to wastewater treatment and collection include the expansion of existing facilities, construction of 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 on 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 the plants. Flow increases are 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 currently \$2.09.

# UTILITIES PROJECT DESCRIPTIONS

## WASTEWATER SYSTEM

The City of Temple is served by two sewerage systems, the Temple-Belton Wastewater Treatment Plant (TBWWTP) and the Doshier Farm Wastewater Treatment Plant (DFWWTP). Within each of these sewerage systems is a network of gravity lines, pressurized force mains, and lift stations. Gravity flow is the most economic means of conveyance in a wastewater collection system, so these 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.

### TBWWTP

- Cedar Creek Basin
- Leon River Basin
- Pepper Creek Basin
- Bird Creek Basin
- Friars Creek Basin
- Little River Basin
- Boggy Creek Basin

### DFWWTP

- Knob Creek Basin
- Williamson Creek Basin
- Little Elm Creek Basin

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 are included in the wastewater funding schedule utilizing the most recent opinions of probable cost.



### 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 13 - Leon River Trunk Sewer, Phase II at \$11,960,000**

**Line 14 - Upper Leon River Trunk Sewer at \$6,440,000**

# UTILITIES PROJECT DESCRIPTIONS

## PEPPER CREEK BASIN

Due to proposed new higher density development in this area, staff is recommending upsizing the West Airport Trunk Sewer in FY 2025 ahead of the proposed growth.

**Line 15 - West Airport Trunk Sewer Improvements at \$6,600,000**

## 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 are 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 17 - Little River, Center Trunk Sewer at \$3,150,000**

**Line 18 - Little River, East Trunk Sewer at \$2,250,000**

## 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 upsizing of the primary gravity wastewater lines

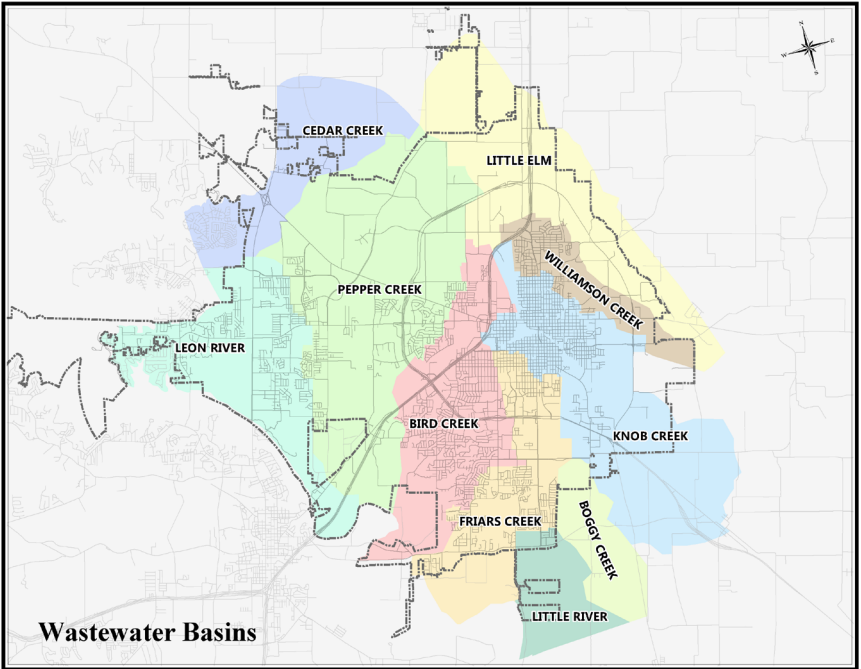
within the upper portion of the Knob Creek Basin will increase capacity and are considered high priority. Final design of these improvements is complete with Phase I of construction beginning in FY 2022. Phase II-IV are prioritized within the six year planning window.

**Line 16 - Knob Creek Interceptor Improvements at \$20,600,000**

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

## 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 and 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 21 - SSES Bird Creek Assessment - Resulting Projects \$10,567,000
- Line 22 - SSES Friars Creek Assessment - Resulting Projects \$11,658,000
- Line 23 - SSES Knob Creek Assessment - Resulting Projects \$16,604,000

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 20 - Sanitary Sewer Evaluation Survey Future Projects at \$9,721,000

## 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 FY 2020. Estimated inflow thresholds had not yet hit the TCEQ trigger for construction of Phase II as of FY 2022, but the pollutant loading of ammonia and biochemical oxygen demand (BOD) had both cities preparing for Phase II of the expansion in FY 2023. New TCEQ regulations related to phosphorus limits have pushed the project into FY 2024 to allow time for a redesign of the expansion to accommodate these new parameters.

- Line 25 - TBWWTP Expansion, Phase II at \$39,740,000

## DOSHIER FARM WASTEWATER TREATMENT PLANT

Doshier Farm WWTP handles the bulk of the industrial park effluent wastewater flows. 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 24 - Doshier Wastewater Treatment Plant Expansion at \$20,000,000



# 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, 2023/2024 tax roll                      \$ 7,762,481,688

Limit on amount designated for debt  
service per \$100 assessed valuation                      x        \$1.20

Legal debt service limit                                      \$     93,149,780

Actual amount to be expended  
by Debt Service Fund for general  
obligation debt service during the year  
ended September 30, 2023                                      \$    26,208,047

FISCAL YEAR	TAX RATE		
	M & O	I & S	TOTAL
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
2024	0.2670	0.3460	0.6130

## SCHEDULE OF OUTSTANDING DEBT BY TYPE - ALL FUNDS

Description	Outstanding 9/30/2023	Principal		Outstanding 9/30/2024	Interest Payments
		Additions	Reductions		
<b>Tax Supported Debt</b>	\$ 323,890,000	\$ 97,400,000	\$ 17,413,571	\$ 403,876,429	\$ 12,948,034
<b>Notes Payable</b>	2,048,770	-	172,936	1,875,834	19,840
<b>Lease Liability</b>	108,364	-	57,706	50,658	2,486
<b>Water &amp; Wastewater Fund</b>	219,258,638	43,000,000	13,258,527	249,000,111	7,659,558
<b>Reinvestment Zone No. 1</b>	172,725,000	-	4,350,000	168,375,000	7,319,943
<b>Total Debt - All Funds</b>	<b>\$ 718,030,772</b>	<b>\$ 140,400,000</b>	<b>\$ 35,252,740</b>	<b>\$ 823,178,032</b>	<b>\$ 27,949,861</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	\$ 800,000	\$ -	\$ 800,000	\$ -	\$ 40,000
General Obligation Refunding Bonds, Series 2014	5,685,000	-	1,580,000	4,105,000	252,600
General Obligation Refunding & Improvement Bonds, Series 2015	23,045,000	-	1,195,000	21,850,000	1,008,700
General Obligation Refunding Bonds, Series 2016	5,725,000	-	830,000	4,895,000	256,700
General Obligation Refunding Bonds, Series 2017	15,250,000	-	1,130,000	14,120,000	709,750
General Obligation Refunding Bonds, Series 2020	680,000	-	-	680,000	12,045
	51,185,000	-	5,535,000	45,650,000	2,279,795
Certificate of Obligations					
Certificates of Obligation, Series 2012	5,885,000		505,000	5,380,000	172,132
Certificates of Obligation, Taxable Series 2012	3,180,000	-	305,000	2,875,000	99,396
Certificates of Obligation, Series 2014	16,890,000	-	1,295,000	15,595,000	482,662
Certificates of Obligation, Series 2016	15,125,000	-	855,000	14,270,000	726,450
Certificates of Obligation, Series 2017	24,100,000	-	1,145,000	22,955,000	861,138
Certificates of Obligation, Series 2017	2,895,000	-	155,000	2,740,000	104,919
Certificates of Obligation, Series 2019	13,730,000	-	670,000	13,060,000	379,200
Certificates of Obligation, Series 2020	12,865,000	-	670,000	12,195,000	286,150
Certificates of Obligation, Series 2020	3,590,000	-	175,000	3,415,000	79,250
Certificates of Obligation, Series 2021	43,370,000	-	1,065,000	42,305,000	1,357,832
Certificates of Obligation, Series 2021	3,725,000	-	145,000	3,580,000	121,688
Certificates of Obligation, Series 2022A	38,055,000	-	1,095,000	36,960,000	1,821,650
Certificates of Obligation, Series 2023A	41,340,000	-	2,070,000	39,270,000	2,058,598
Certificates of Obligation, Series 2023B	38,360,000	-	-	38,360,000	1,804,591
Certificates of Obligation, Series 2024	-	94,200,000	-	94,200,000	-
	263,110,000	94,200,000	10,150,000	347,160,000	10,355,656
Contractual Obligations					
Limited Tax Notes, Series 2019	550,000	-	175,000	375,000	22,000
Limited Tax Notes, Series 2020	1,635,000	-	385,000	1,250,000	48,500
Limited Tax Notes, Series 2021	2,150,000	-	410,000	1,740,000	56,800
Limited Tax Notes, Series 2022	2,260,000	-	330,000	1,930,000	104,750
Limited Tax Notes, Series 2023	3,000,000	-	428,571	2,571,429	80,533
Limited Tax Notes, Series 2024	-	3,200,000	-	3,200,000	-
	9,595,000	3,200,000	1,728,571	11,066,429	312,583
	\$ 323,890,000	\$ 97,400,000	\$ 17,413,571	\$ 403,876,429	\$ 12,948,034

## TAX DATA AND GENERAL OBLIGATION BOND BALANCE

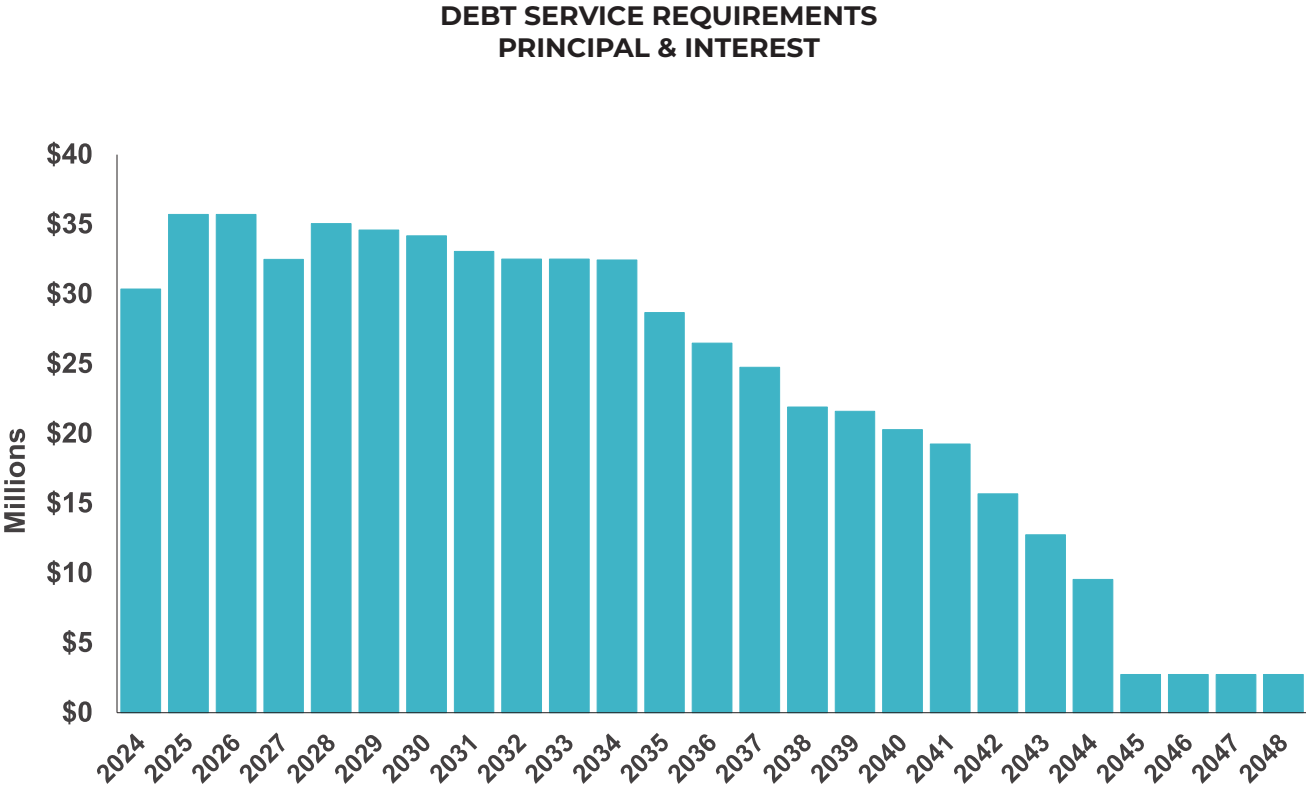
Property value and assessed value are both based on 100% of the market value. The rate is \$0.6130 per \$100 valuation divided as follows:

Interest and Sinking Fund Tax Rate	\$0.3460
Maintenance and Operations Tax Rate	<u>0.2670</u>
TOTAL	<u><u>\$0.6130</u></u>

### BONDS OUTSTANDING:

2012 - General Obligation Refunding Bonds, Mature 2024	\$ 800,000
2012 - Certificates of Obligation, Mature 2033	5,885,000
2012 - Certificates of Obligation, Taxable Series, Mature 2032	3,180,000
2014 - General Obligation Refunding Bonds, Mature 2026	5,685,000
2014 - Certificates of Obligation, Mature 2034	16,890,000
2015 - General Obligation Refunding & Improvement Bonds, Mature 2035	23,045,000
2016 - Certificates of Obligation, Mature 2036	15,125,000
2016 - General Obligation Refunding Bonds, Mature 2029	5,725,000
2017 - Certificates of Obligation,[TCIP] Mature 2037	24,100,000
2017 - Certificates of Obligation, [Drainage] Mature 2037	2,895,000
2017 - General Obligation Refunding Bonds, Mature 2034	15,250,000
2019 - Certificates of Obligation, Mature 2039	13,730,000
2019 - Limited Tax Notes, Mature 2026	550,000
2020 - General Obligation Refunding Bonds, Mature 2031	680,000
2020 - Certificates of Obligation, Mature 2040	12,865,000
2020 - Certificates of Obligation, Mature 2040	3,590,000
2020 - Limited Tax Notes, Mature 2027	1,635,000
2021 - Certificates of Obligation, Mature 2041	43,370,000
2021 - Certificates of Obligation, Mature 2041	3,725,000
2021 - Limited Tax Notes, Mature 2028	2,150,000
2022A - Certificates of Obligation, Mature 2042	38,055,000
2022 - Limited Tax Notes, Mature 2029	2,260,000
2023A - Certificates of Obligation, Mature 2043	41,340,000
2023B - Certificates of Obligation, Mature 2048	38,360,000
2023 - Limited Tax Notes, Mature 2030	<u>3,000,000</u>
BONDS OUTSTANDING 10/1/2023	323,890,000
Principal Retirements Through 9/30/2024	(17,413,571)
Principal Additions Through 9/30/2024	<u>97,400,000</u>
TOTAL BONDS OUTSTANDING 9/30/2024	403,876,429
Sinking Fund Balance as of 9/30/2024	<u>(374,717)</u>
NET BALANCE OF BONDS OUTSTANDING	<u><u>\$ 403,501,712</u></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%) \$800,000		2012 Series Cert of Obligations (2.00-3.00%) \$5,885,000		2012 Taxable Series Cert of Obligations (1.50-3.50%) \$3,180,000		2014 Series General Obligation Refunding (2.00-5.00%) \$5,685,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2024	\$ 800,000	\$ 40,000	\$ 505,000	\$ 172,132	\$ 305,000	\$ 99,396	\$ 1,580,000	\$ 252,600
2025	-	-	520,000	161,400	315,000	91,389	2,520,000	189,400
2026	-	-	540,000	145,800	325,000	82,727	1,585,000	63,400
2027	-	-	555,000	129,600	335,000	73,384	-	-
2028	-	-	575,000	112,950	350,000	63,334	-	-
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	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-	-
2047	-	-	-	-	-	-	-	-
2048	-	-	-	-	-	-	-	-
	\$ 800,000	\$ 40,000	\$ 5,885,000	\$ 1,015,732	\$ 3,180,000	\$ 545,868	\$ 5,685,000	\$ 505,400

Continued



## SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2014 Series Cert of Obligations (1.00%-3.00%) \$16,890,000		2015 Series GO Refunding & Improvement (2.00%-5.00%) \$23,045,000		2016 Series Cert of Obligations (2.00%-5.00%) \$15,125,000		2016 Series General Obligation Refunding (2.00%-5.00%) \$5,725,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
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	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-	-
2047	-	-	-	-	-	-	-	-
2048	-	-	-	-	-	-	-	-
	\$ 16,890,000	\$ 3,141,976	\$ 23,045,000	\$ 6,779,800	\$ 15,125,000	\$ 5,428,950	\$ 5,725,000	\$ 922,800

Continued

## TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2017 Series Cert of Obligations (3.00%-5.00%) \$24,100,000		2017 Series Cert of Obligations (3.00%-5.00%) \$2,895,000		2017 Series General Obligation Refunding (4.00%-5.00%) \$15,250,000		2019 Series Cert of Obligations (2.00% - 4.00%) \$13,730,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2024	\$ 1,145,000	\$ 861,138	\$ 155,000	\$ 104,919	\$ 1,130,000	\$ 709,750	\$ 670,000	\$ 379,200
2025	1,200,000	803,888	165,000	97,169	1,185,000	653,250	695,000	352,400
2026	1,260,000	743,888	175,000	88,919	1,245,000	594,000	725,000	324,600
2027	1,320,000	680,888	180,000	80,169	2,255,000	531,750	750,000	295,600
2028	1,375,000	628,088	190,000	72,969	1,130,000	419,000	780,000	265,600
2029	1,725,000	573,088	195,000	65,369	1,480,000	362,500	815,000	234,400
2030	1,780,000	521,338	205,000	59,519	1,550,000	288,500	845,000	201,800
2031	1,850,000	450,138	210,000	51,319	-	211,000	865,000	184,900
2032	1,925,000	376,138	220,000	42,919	1,690,000	211,000	880,000	167,600
2033	1,980,000	318,388	225,000	36,319	1,760,000	143,400	900,000	150,000
2034	2,040,000	258,988	235,000	29,569	1,825,000	73,000	915,000	132,000
2035	2,105,000	197,788	240,000	22,519	-	-	935,000	112,556
2036	2,165,000	134,638	245,000	15,319	-	-	955,000	91,519
2037	2,230,000	69,688	255,000	7,969	-	-	975,000	70,032
2038	-	-	-	-	-	-	1,000,000	48,094
2039	-	-	-	-	-	-	1,025,000	24,344
2040	-	-	-	-	-	-	-	-
2041	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-	-
2047	-	-	-	-	-	-	-	-
2048	-	-	-	-	-	-	-	-
	\$ 24,100,000	\$ 6,618,082	\$ 2,895,000	\$ 774,966	\$ 15,250,000	\$ 4,197,150	\$ 13,730,000	\$ 3,034,645

Continued

## TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2019 Series Limited Tax Notes (3.00% - 4.00%) \$550,000		2020 Series General Obligation Refunding (0.35% - 1.98%) \$680,000		2020 Series Cert of Obligations (2.00% - 3.00%) \$12,865,000		2020 Series Cert of Obligations (2.00% - 3.00%) \$3,590,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2024	\$ 175,000	\$ 22,000	\$ -	\$ 12,045	\$ 670,000	\$ 286,150	\$ 175,000	\$ 79,250
2025	185,000	15,000	-	12,045	690,000	266,050	180,000	74,000
2026	190,000	7,600	-	12,045	700,000	252,250	180,000	70,400
2027	-	-	5,000	10,045	715,000	238,250	185,000	66,800
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	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-	-
2047	-	-	-	-	-	-	-	-
2048	-	-	-	-	-	-	-	-
	\$ 550,000	\$ 44,600	\$ 680,000	\$ 93,654	\$ 12,865,000	\$ 2,466,600	\$ 3,590,000	\$ 715,550

Continued

## TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2020 Series Limited Tax Notes (2.00% - 4.00%) \$1,635,000		2021 Series Cert of Obligations (2.00% - 5.00%) \$43,370,000		2021 Series Cert of Obligations (2.00% - 5.00%) \$3,725,000		2021 Series Limited Tax Notes (2.00% - 4.00%) \$2,150,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2024	\$ 385,000	\$ 48,500	\$ 1,065,000	\$ 1,357,832	\$ 145,000	\$ 121,688	\$ 410,000	\$ 56,800
2025	405,000	33,100	1,060,000	1,315,232	150,000	115,888	420,000	48,500
2026	420,000	16,900	1,110,000	1,262,232	155,000	108,388	425,000	40,050
2027	425,000	8,500	1,040,000	1,206,732	165,000	100,638	440,000	27,000
2028	-	-	1,510,000	1,154,732	170,000	92,388	455,000	9,100
2029	-	-	2,370,000	1,079,232	180,000	83,888	-	-
2030	-	-	2,490,000	960,732	190,000	74,888	-	-
2031	-	-	2,615,000	836,232	200,000	65,388	-	-
2032	-	-	2,750,000	705,482	210,000	55,388	-	-
2033	-	-	2,860,000	595,482	220,000	46,988	-	-
2034	-	-	2,945,000	509,682	225,000	40,388	-	-
2035	-	-	3,000,000	450,782	230,000	35,888	-	-
2036	-	-	3,065,000	390,782	235,000	31,288	-	-
2037	-	-	2,975,000	329,482	240,000	26,588	-	-
2038	-	-	3,030,000	269,982	245,000	21,788	-	-
2039	-	-	3,095,000	205,594	250,000	16,582	-	-
2040	-	-	3,160,000	139,825	255,000	11,269	-	-
2041	-	-	3,230,000	72,675	260,000	5,850	-	-
2042	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-	-
2047	-	-	-	-	-	-	-	-
2048	-	-	-	-	-	-	-	-
	\$ 1,635,000	\$ 107,000	\$ 43,370,000	\$ 12,842,724	\$ 3,725,000	\$ 1,055,171	\$ 2,150,000	\$ 181,450

Continued

## TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2022A Series Cert of Obligations (4.00% - 5.00%) \$38,055,000		2022 Series Limited Tax Notes (5.00%) \$2,260,000		2023A Series Cert of Obligations (4.00% - 5.00%) \$41,340,000		2023B Series Cert of Obligations (4.00% - 5.00%) \$38,360,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2024	\$ 1,095,000	\$ 1,821,650	\$ 330,000	\$ 104,750	\$ 2,070,000	\$ 2,058,598	\$ -	\$ 1,804,591
2025	1,150,000	1,766,900	350,000	87,750	455,000	1,846,750	-	1,709,613
2026	1,205,000	1,709,400	365,000	69,875	480,000	1,824,000	-	1,709,613
2027	1,265,000	1,649,150	385,000	51,125	505,000	1,800,000	1,025,000	1,709,613
2028	1,625,000	1,585,900	405,000	31,375	1,000,000	1,774,750	1,075,000	1,658,363
2029	1,700,000	1,504,650	425,000	10,625	1,720,000	1,724,750	1,130,000	1,604,613
2030	1,790,000	1,419,650	-	-	1,885,000	1,638,750	1,185,000	1,548,113
2031	1,875,000	1,330,150	-	-	1,980,000	1,544,500	1,245,000	1,488,863
2032	1,970,000	1,236,400	-	-	2,080,000	1,445,500	1,305,000	1,426,613
2033	2,070,000	1,137,900	-	-	2,190,000	1,341,500	1,370,000	1,361,363
2034	2,175,000	1,034,400	-	-	2,295,000	1,232,000	1,440,000	1,292,863
2035	2,280,000	925,650	-	-	2,410,000	1,117,250	1,510,000	1,220,863
2036	2,395,000	811,650	-	-	2,530,000	996,750	1,585,000	1,145,363
2037	2,515,000	691,900	-	-	2,660,000	870,250	1,665,000	1,066,113
2038	2,360,000	566,150	-	-	2,790,000	737,250	1,750,000	982,863
2039	2,475,000	448,150	-	-	2,615,000	597,750	1,840,000	895,363
2040	2,595,000	324,400	-	-	2,750,000	467,000	1,910,000	821,763
2041	2,705,000	220,600	-	-	2,860,000	357,000	1,985,000	745,363
2042	2,810,000	112,400	-	-	2,975,000	242,600	2,065,000	665,963
2043	-	-	-	-	3,090,000	123,600	2,150,000	583,363
2044	-	-	-	-	-	-	2,235,000	497,363
2045	-	-	-	-	-	-	2,325,000	407,963
2046	-	-	-	-	-	-	2,420,000	312,057
2047	-	-	-	-	-	-	2,520,000	212,232
2048	-	-	-	-	-	-	2,625,000	108,282
	<b>\$ 38,055,000</b>	<b>\$ 20,297,050</b>	<b>\$ 2,260,000</b>	<b>\$ 355,500</b>	<b>\$ 41,340,000</b>	<b>\$ 23,740,548</b>	<b>\$ 38,360,000</b>	<b>\$ 26,979,135</b>

Continued

## TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2023 Series Limited Tax Notes (4.50%) \$3,000,000		2024 Series Cert of Obligations (4.50%) \$94,200,000		2024 Series Limited Tax Notes (4.50%) \$3,200,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest
2024	\$ 428,571	\$ 80,533	\$ -	\$ -	\$ -	\$ -
2025	428,571	80,533	2,073,000	4,602,250	457,143	85,902
2026	428,571	80,533	2,261,000	4,252,850	457,143	85,902
2027	428,571	80,533	2,450,000	3,585,125	457,143	85,902
2028	428,571	80,533	2,638,000	3,830,275	457,143	85,902
2029	428,571	80,533	3,532,000	2,931,025	457,143	85,902
2030	428,574	80,530	3,768,000	3,740,050	457,143	85,902
2031	-	-	4,003,000	4,007,875	457,142	85,903
2032	-	-	4,239,000	2,729,550	-	-
2033	-	-	4,474,000	2,900,250	-	-
2034	-	-	4,710,000	3,369,525	-	-
2035	-	-	4,946,000	3,613,750	-	-
2036	-	-	5,181,000	3,377,250	-	-
2037	-	-	5,417,000	3,143,275	-	-
2038	-	-	5,652,000	2,908,150	-	-
2039	-	-	5,887,000	2,670,425	-	-
2040	-	-	6,123,000	1,248,650	-	-
2041	-	-	6,358,000	1,017,475	-	-
2042	-	-	6,594,000	778,150	-	-
2043	-	-	6,829,000	547,450	-	-
2044	-	-	7,065,000	307,475	-	-
2045	-	-	-	-	-	-
2046	-	-	-	-	-	-
2047	-	-	-	-	-	-
2048	-	-	-	-	-	-
	\$ 3,000,000	\$ 563,728	\$ 94,200,000	\$ 55,560,825	\$ 3,200,000	\$ 601,315

Continued

## TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

Due	Total All Series Outstanding Principal Balance	Annual Requirements		
		Principal	Interest	Total P & I
2024	\$ 403,876,429	\$ 17,413,571	\$ 12,948,034	\$ 30,361,605
2025	384,922,715	18,953,714	16,720,321	35,674,035
2026	365,111,001	19,811,714	15,688,948	35,500,662
2027	343,595,287	21,515,714	14,333,280	35,848,994
2028	321,571,573	22,023,714	13,814,242	35,837,956
2029	298,338,859	23,232,714	12,137,032	35,369,746
2030	275,545,142	22,793,717	12,156,070	34,949,787
2031	253,140,000	22,405,142	11,576,792	33,981,934
2032	229,171,000	23,969,000	9,464,490	33,433,490
2033	204,587,000	24,584,000	8,848,390	33,432,390
2034	179,692,000	24,895,000	8,542,365	33,437,365
2035	157,576,000	22,116,000	8,030,746	30,146,746
2036	136,765,000	20,811,000	7,152,559	27,963,559
2037	116,883,000	19,882,000	6,353,797	26,235,797
2038	99,086,000	17,797,000	5,593,777	23,390,777
2039	80,909,000	18,177,000	4,898,308	23,075,308
2040	63,101,000	17,808,000	3,033,207	20,841,207
2041	45,703,000	17,398,000	2,418,963	19,816,963
2042	31,259,000	14,444,000	1,799,113	16,243,113
2043	19,190,000	12,069,000	1,254,413	13,323,413
2044	9,890,000	9,300,000	804,838	10,104,838
2045	7,565,000	2,325,000	407,963	2,732,963
2046	5,145,000	2,420,000	312,057	2,732,057
2047	2,625,000	2,520,000	212,232	2,732,232
2048	-	2,625,000	108,282	2,733,282
		<b>\$ 421,290,000</b>	<b>\$ 178,610,218</b>	<b>\$ 599,900,218</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**

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.

### 2019 – Limited Tax Notes

**\$1,210,000, Mature 2026**

Proceeds used for solid waste and public safety equipment.

## TAX SUPPORTED DEBT PURPOSES

### 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.

### 2023A – Certificates of Obligation

**\$41,340,000, Mature 2043**

Proceeds used for (i) constructing, improving, extending, expanding upgrading and/or developing streets, roads, bridges, trails, sidewalks, intersections, traffic signalization and other traffic improvement projects and related utility and rail relocation costs, facility improvements, and purchasing necessary rights-of-way, (ii) constructing, renovating, repairing, demolishing and equipping existing City buildings and facilities, (iii) designing, constructing, improving, acquiring and equipping City park facilities, (iv) designing, constructing, improving, acquiring and equipping City public safety facilities, (v) acquisition of fire engines and mobile

## TAX SUPPORTED DEBT PURPOSES

command vehicles, (vi) Neighborhood Planning Districts plans and related improvements, (vii) professional services including fiscal, engineering, architectural and legal fees and (viii) paying the costs of issuing the certificates.

### **2023B – Certificates of Obligation**

#### **\$38,360,000, Mature 2048**

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 storm water, water and wastewater improvements including water line extension along Old Howard Road, wastewater line extension near the North Industrial Park and South Temple Transmission Line, streets and roads including Outer Loop section from Wendland Road to IH-35, (ii) professional services including fiscal, engineering, architectural and legal fees and (iii) paying the costs of issuing the certificates.

### **2023 – Limited Tax Notes**

#### **\$3,000,000, Mature 2030**

Proceeds used for solid waste vehicles, street and signal heavy equipment, and parks equipment.

### **2024 – Certificates of Obligation**

#### **\$94,200,000, Mature 2044**

Proceeds used for (i) constructing, improving, extending, expanding upgrading and/or developing streets, roads, bridges, trails, sidewalks, intersections, traffic signalization and other traffic improvement projects and related utility and rail relocation costs, facility improvements, and purchasing necessary rights-of-way, (ii) constructing, renovating, repairing, demolishing and equipping existing City buildings and facilities, (iii) designing, constructing, improving, acquiring and equipping City park facilities, (iv) designing, constructing, improving, acquiring and equipping City public safety facilities, (v) acquisition of fire engines and mobile command vehicles, (vi) Neighborhood Planning Districts plans and related improvements, (vii) professional services including fiscal, engineering, architectural and legal fees and (viii) paying the costs of issuing the certificates.

### **2024 – Limited Tax Notes**

#### **\$3,200,000, Mature 2031**

Proceeds used for solid waste vehicles, street and signal heavy equipment, and parks equipment.

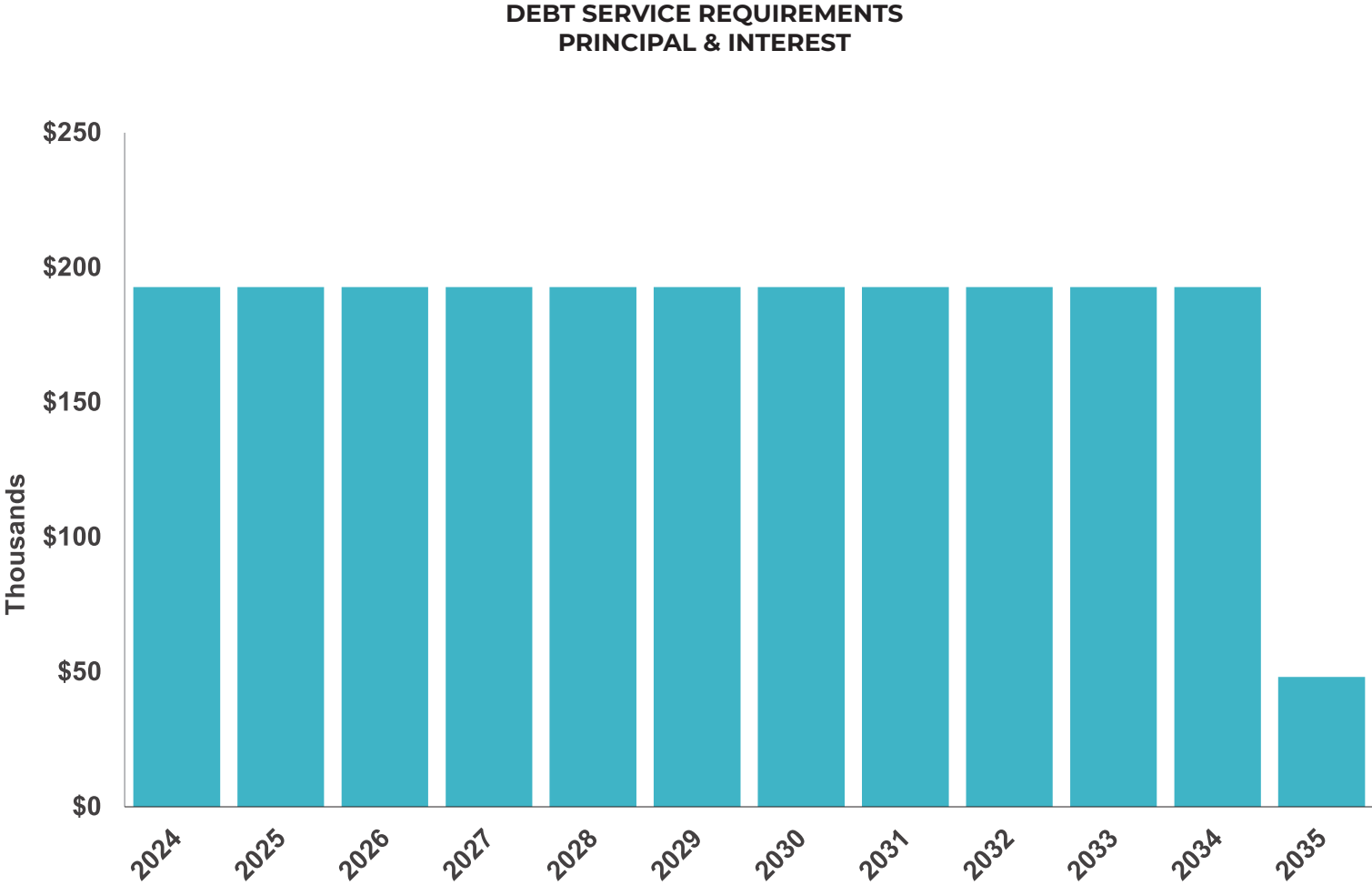
## SCHEDULE OF NOTES PAYABLE BY TYPE

Description	Outstanding 9/30/2023	Principal		Outstanding 9/30/2024	Interest Payments
		Additions	Reduction		
<b>Notes Payable</b>					
Energy Program - 2020	\$ 1,330,853	\$ -	\$ 112,337	\$ 1,218,516	\$ 12,888
Energy Program-Hotel/Motel - 2020	717,917	-	60,599	657,318	6,952
	<b>\$ 2,048,770</b>	<b>\$ -</b>	<b>\$ 172,936</b>	<b>\$ 1,875,834</b>	<b>\$ 19,840</b>

## NOTES PAYABLE BALANCE

<u>ISSUE</u>	<u>Principal Balance</u>
Energy Program - Issued \$1,715,313, Rate 1.00%, Date of Maturity 2034	\$ 1,330,853
Energy Program-Hotel/Motel - Issued \$925,310, Rate 1.00%, Date of Maturity 2034	<u>717,917</u>
NOTES OUTSTANDING 10/1/2023	2,048,770
Principal Retirements Through 9/30/2024	172,936
Principal Additions Through 9/30/2024	-
Total Notes Outstanding 9/30/2024	<u><u>\$ 2,221,706</u></u>

NOTES PAYABLE BALANCE



## NOTES PAYABLE – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	Energy Program 2020 (1.00%) \$1,330,853		Energy Program Hotel/Motel - 2020 (1.00%) \$717,917		Total Outstanding Principal Balance	Annual Requirements		
Due	Principal	Interest	Principal	Interest		Principal	Interest	Total P & I
2024	\$ 112,337	\$ 12,888	\$ 60,599	\$ 6,952	\$ 1,875,834	\$ 172,936	\$ 19,840	\$ 192,776
2025	113,464	11,761	61,207	6,344	1,701,163	174,671	18,105	192,776
2026	114,603	10,622	61,822	5,730	1,524,738	176,425	16,352	192,777
2027	115,753	9,471	62,442	5,109	1,346,543	178,195	14,580	192,775
2028	116,915	8,309	63,069	4,482	1,166,559	179,984	12,791	192,775
2029	118,089	7,136	63,702	3,849	984,768	181,791	10,985	192,776
2030	119,274	5,951	64,341	3,210	801,153	183,615	9,161	192,776
2031	120,471	4,753	64,987	2,564	615,695	185,458	7,317	192,775
2032	121,681	3,544	65,640	1,912	428,374	187,321	5,456	192,777
2033	122,902	2,323	66,298	1,253	239,174	189,200	3,576	192,776
2034	124,136	1,089	66,964	588	48,074	191,100	1,677	192,777
2035	31,228	78	16,846	42	-	48,074	120	48,194
	<b>\$ 1,330,853</b>	<b>\$ 77,925</b>	<b>\$ 717,917</b>	<b>\$ 42,035</b>		<b>\$ 2,048,770</b>	<b>\$ 119,960</b>	<b>\$ 2,168,730</b>



## NOTES PAYABLE PURPOSES

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### **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.

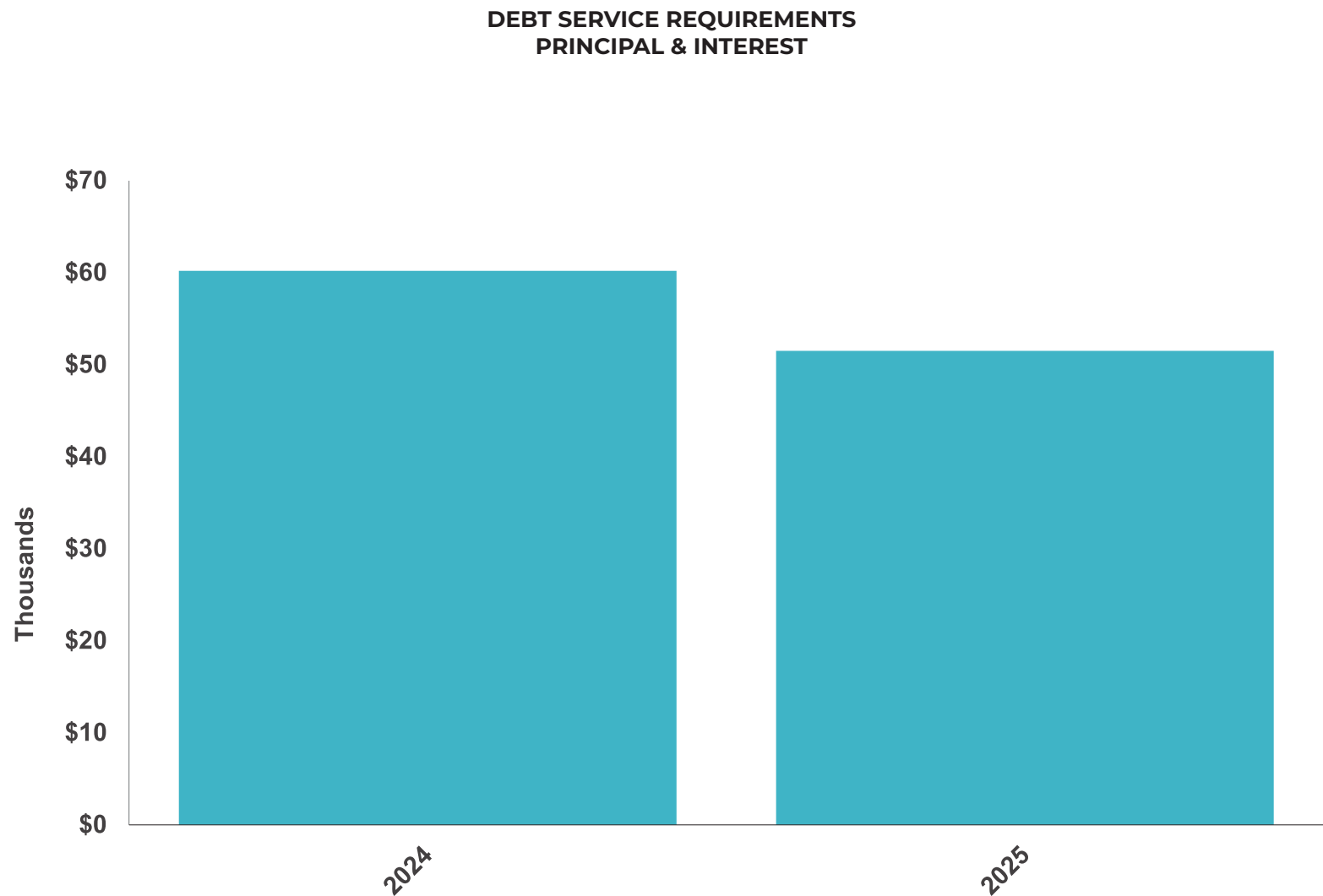
## SCHEDULE OF LEASES BY TYPE

Description	Outstanding 9/30/2023	Principal		Outstanding 9/30/2024	Interest Payments
		Additions	Reduction		
<b>Lease Liability</b>					
Capital Lease - Police Equipment - 2019	\$ 8,594	\$ -	\$ 8,594	\$ -	\$ 85
Capital Lease - Copiers - 2021	93,671	-	46,110	47,561	2,254
Capital Lease - Hotel/Motel Copiers - 2021	6,099	-	3,002	3,097	147
	<b>\$ 108,364</b>	<b>\$ -</b>	<b>\$ 57,706</b>	<b>\$ 50,658</b>	<b>\$ 2,486</b>

## LEASES PAYABLE BALANCE

<u>ISSUE</u>	<u>Principal Balance</u>
Lease - Police Equipment - Issued \$1,085,000, Rate 2.97%, Date of Maturity 2023	\$ 8,594
Lease - Copiers - Issued \$181,275, Rate 3.10%, Date of Maturity 2025	93,671
Lease - Hotel/Motel Copiers - Issued \$11,804, Rate 3.10%, Date of Maturity 2025	<u>6,099</u>
NOTES OUTSTANDING 10/1/2023	108,364
Principal Retirements Through 9/30/2024	(57,706)
Principal Additions Through 9/30/2024	-
Total Notes Outstanding 9/30/2024	<u><u>\$ 50,658</u></u>

LEASES PAYABLE BALANCE



## LEASES - AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	Lease - Police Equipment - 2019 (2.97%) \$8,594		Lease - Copiers - 2021 (3.10%) \$93,671		Lease - Hotel/Motel Copiers - 2021 (3.10%) \$6,099		Total Outstanding Principal Balance	Annual Requirements		
Due	Principal	Interest	Principal	Interest	Principal	Interest		Principal	Interest	Total P & I
2024	\$ 8,594	\$ 85	\$ 46,110	\$ 2,254	\$ 3,002	\$ 147	\$ 50,658	\$ 57,706	\$ 2,486	\$ 60,192
2025	-	-	47,561	803	3,097	52	-	50,658	855	51,513
	<b>\$ 8,594</b>	<b>\$ 85</b>	<b>\$ 93,671</b>	<b>\$ 3,057</b>	<b>\$ 6,099</b>	<b>\$ 199</b>		<b>\$ 108,364</b>	<b>\$ 3,341</b>	<b>\$ 111,705</b>

## LEASES PURPOSES

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### **Capital Lease – Police Equipment (2019)**

**\$1,085,000, Mature 2023**

Proceeds used to purchase an integrated digital police evidence management solution.

### **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.

## SCHEDULE OF WATER & WASTEWATER FUND DEBT BY TYPE

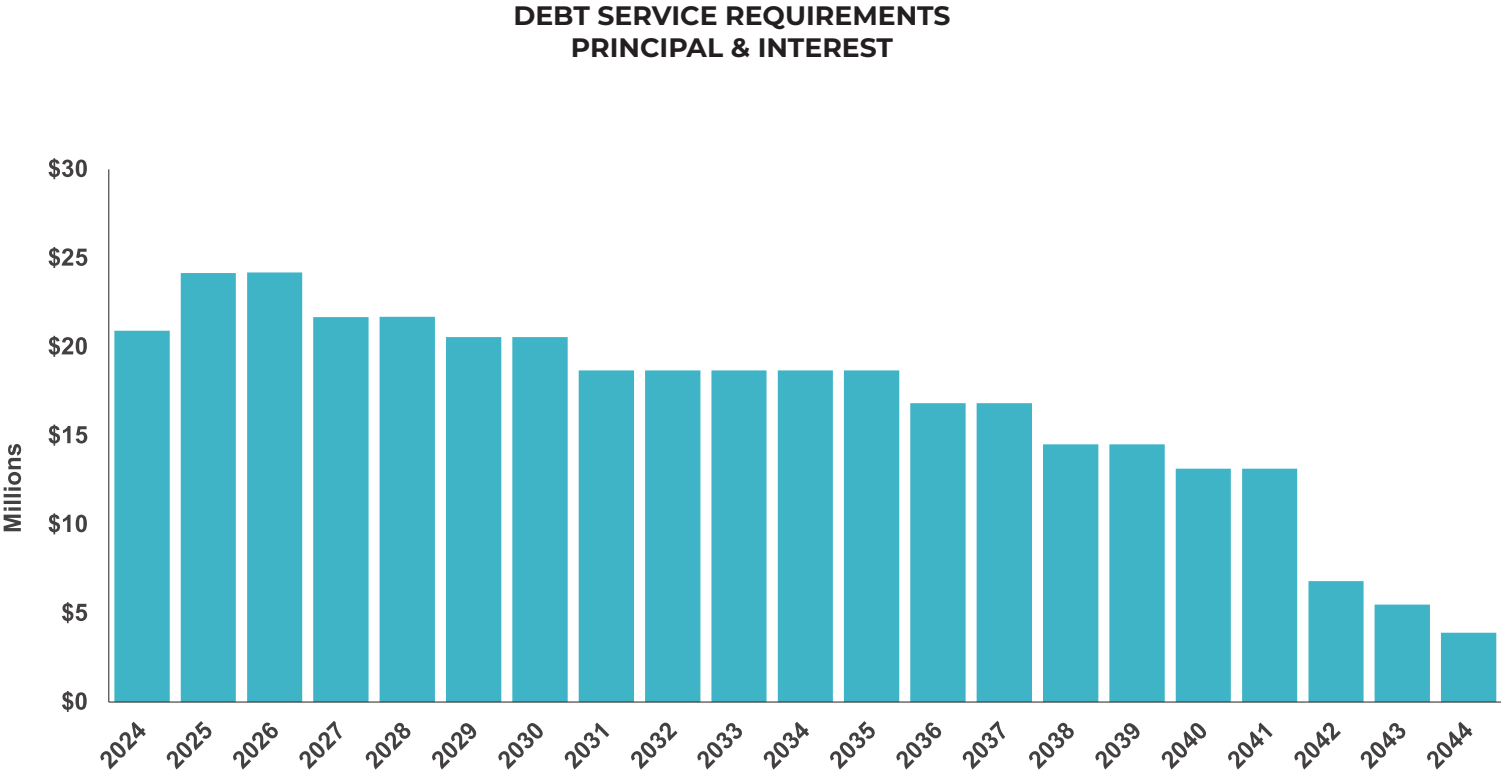
Description	Outstanding 9/30/2023	Principal		Outstanding 9/30/2024	Interest Payments
		Additions	Reduction		
<b>General Obligations</b>					
General Obligations Refunding Bonds, Series 2012	\$ 9,455,000	\$ -	\$ 3,020,000	\$ 6,435,000	\$ 344,050
General Obligations Refunding Bonds, Series 2014	1,840,000	-	900,000	940,000	83,000
General Obligations Refunding & Improvement Bonds, Series 2015	3,195,000	-	-	3,195,000	127,800
General Obligations Refunding Bonds, Series 2019	8,435,000	-	565,000	7,870,000	421,750
	<u>22,925,000</u>	<u>-</u>	<u>4,485,000</u>	<u>18,440,000</u>	<u>976,600</u>
<b>Revenue Bonds</b>					
Utility System Revenue Bonds, Taxable Series 2014	980,000	-	315,000	665,000	38,360
Utility System Revenue Bonds, Series 2015	6,190,000	-	1,045,000	5,145,000	281,700
Utility System Revenue Bonds, Series 2017	25,585,000	-	1,385,000	24,200,000	929,313
Utility System Revenue Bonds, Series 2019	17,715,000	-	825,000	16,890,000	542,894
Utility System Revenue Bonds, Series 2021	60,785,000	-	2,275,000	58,510,000	2,329,650
Utility System Revenue Bonds, Series 2021A	24,620,000	-	950,000	23,670,000	780,150
Utility System Revenue Refunding Bonds, Taxable Series 2021	22,355,000	-	335,000	22,020,000	500,065
Utility System Revenue Bonds, Series 2022	16,940,000	-	575,000	16,365,000	754,075
Utility System Revenue Bonds, Series 2023	21,000,000	-	1,050,000	19,950,000	525,000
Utility System Revenue Bonds, Series 2024	-	43,000,000	-	43,000,000	-
	<u>196,170,000</u>	<u>43,000,000</u>	<u>8,755,000</u>	<u>230,415,000</u>	<u>6,681,207</u>
<b>Notes Payable</b>					
Energy Loan, Series 2020	152,079	-	12,837	139,242	1,473
	<u>152,079</u>	<u>-</u>	<u>12,837</u>	<u>139,242</u>	<u>1,473</u>
<b>Lease Liability</b>					
Capital lease - Copiers, Series 2021	11,559	-	5,690	5,869	278
	<u>11,559</u>	<u>-</u>	<u>5,690</u>	<u>5,869</u>	<u>278</u>
	<u><b>\$ 219,258,638</b></u>	<u><b>\$ 43,000,000</b></u>	<u><b>\$ 13,258,527</b></u>	<u><b>\$ 249,000,111</b></u>	<u><b>\$ 7,659,558</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	\$ 9,455,000
2014 Series, Taxable - Issued \$12,990,000 Rates 0.45% - 5.05%, Date of Maturity 2044	980,000
2014 GO Refunding Series - Issued \$6,600,000 Rates 2.00% - 5.00%, Date of Maturity 2025	1,840,000
2015 Series - Issued \$23,685,000 Rates 2.00% - 5.00%, Date of Maturity 2035	6,190,000
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	25,585,000
2019 GO Refunding Series - Issued \$15,440,000 Rates 5.00%, Date of Maturity 2030	8,435,000
2019 Series - Issued \$22,000,000 Rates 4.00% - 5.00%, Date of Maturity 2039	17,715,000
2020 Energy Loan - Issued \$196,012 Rate 1.00%, Date of Maturity 2034	152,079
2021 Series - Issued \$68,145,000 Rates 3.00% - 5.00%, Date of Maturity 2041	60,785,000
2021A Series - Issued \$26,200,000 Rates 2.00% - 5.00%, Date of Maturity 2041	24,620,000
2021 Refunding Series, Taxable - Issued \$23,145,000 Rates 0.31% - 3.01%, Date of Maturity 2044	22,355,000
2021 Copier Lease - Issued 22,370 Rates 3.10%, Date of Maturity 2025	11,559
2022 Series - Issued \$17,695,000 Rates 4.00% - 5.00%, Date of Maturity 2042	16,940,000
2023 Series - Issued \$21,000,000 Rates 4.22%, Date of Maturity 2042	21,000,000
DEBT OUTSTANDING 10/1/2023	219,258,638
Principal Retirements Through 9/30/2024	(13,258,527)
Principal Additions Through 9/30/2024	43,000,000
Total Debt Outstanding 9/30/2024	249,000,111
Sinking and Reserve Fund Balance as of 9/30/2024	(4,469,333)
NET BALANCE OF DEBT OUTSTANDING	\$ 244,530,778

WATER & WASTEWATER FUND DEBT BALANCE



## WATER & WASTEWATER FUND – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2012 Series General Obligation Refunding Bonds (2.00% - 5.00%) \$9,455,000		2014 Series Utility System Revenue Bonds, Taxable (0.45% - 5.05%) \$980,000		2014 Series General Obligation Refunding Bonds (2.00% - 5.00%) \$1,840,000		2015 Series Utility System Revenue Bonds (2.00% - 5.00%) \$6,190,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
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	-	-	-	-	-	-	-	-
	\$ 9,455,000	\$ 635,050	\$ 980,000	\$ 78,779	\$ 1,840,000	\$ 130,000	\$ 6,190,000	\$ 1,068,350

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%) \$25,585,000		2019 Series General Obligation Refunding Bonds (5.00%) \$8,435,000		2019 Series Utility System Revenue Bonds (2.00% - 5.00%) \$17,715,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
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	\$ 514,400	\$ 25,585,000	\$ 6,801,681	\$ 8,435,000	\$ 2,028,750	\$ 17,715,000	\$ 4,140,570

Continued

## WATER &amp; WASTEWATER FUND – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2020 Energy Loan  (1.00%) \$152,079		2021 Series Utility System Revenue Bonds (3.00% - 5.00%) \$60,785,000		2021A Series Utility System Revenue Bonds (3.00% - 5.00%) \$24,620,000		2021 Lease - Copiers  (3.10%) \$11,559	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2024	\$ 12,837	\$ 1,473	\$ 2,275,000	\$ 2,329,650	\$ 950,000	\$ 780,150	\$ 5,690	\$ 278
2025	12,966	1,344	2,390,000	2,215,900	1,000,000	732,650	5,869	99
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	13,767	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	-	-	-	-	-	-	-	-
	\$ 152,079	\$ 8,906	\$ 60,785,000	\$ 22,082,250	\$ 24,620,000	\$ 6,570,400	\$ 11,559	\$ 377

Continued

## WATER & WASTEWATER FUND – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2021 Series Utility System Revenue Refunding Bonds, Taxable (2.00% - 5.00%) \$22,355,000		2022 Series Utility System Revenue Bonds (4.00% - 5.00%) \$16,940,000		2023 Series Utility System Revenue Bonds (4.22%) \$21,000,000		2024 Series Utility System Revenue Bonds (4.22%) \$43,000,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2024	\$ 335,000	\$ 500,065	\$ 575,000	\$ 754,075	\$ 1,050,000	\$ 525,000	\$ -	\$ -
2025	340,000	497,619	605,000	725,325	1,050,000	525,000	1,075,000	2,150,000
2026	345,000	493,845	635,000	695,075	1,050,000	525,000	1,075,000	2,150,000
2027	700,000	489,431	665,000	663,325	1,050,000	525,000	1,075,000	2,150,000
2028	715,000	478,719	700,000	630,075	1,050,000	525,000	1,075,000	2,150,000
2029	2,035,000	466,636	725,000	602,075	1,050,000	525,000	1,075,000	2,150,000
2030	2,070,000	430,006	755,000	573,075	800,000	775,000	1,500,000	1,725,000
2031	2,110,000	390,469	795,000	535,325	950,000	625,000	1,600,000	1,625,000
2032	2,150,000	348,058	835,000	495,575	900,000	675,000	1,700,000	1,525,000
2033	2,195,000	301,403	875,000	453,825	950,000	625,000	2,000,000	1,225,000
2034	2,250,000	251,357	920,000	410,075	970,000	605,000	2,200,000	1,025,000
2035	1,800,000	197,807	955,000	373,275	980,000	595,000	2,450,000	775,000
2036	525,000	153,167	1,000,000	335,075	1,000,000	575,000	2,600,000	625,000
2037	540,000	139,517	1,035,000	295,075	1,030,000	545,000	2,700,000	525,000
2038	555,000	124,991	1,075,000	252,381	1,050,000	525,000	2,825,000	400,000
2039	570,000	108,951	1,125,000	206,694	1,070,000	505,000	2,850,000	375,000
2040	590,000	92,478	1,170,000	158,881	1,100,000	475,000	2,900,000	325,000
2041	605,000	75,427	1,220,000	109,156	1,200,000	375,000	3,000,000	225,000
2042	625,000	57,943	1,275,000	55,781	1,300,000	275,000	3,050,000	175,000
2043	640,000	39,130	-	-	1,400,000	175,000	3,100,000	125,000
2044	660,000	19,866	-	-	-	-	3,150,000	75,000
	<b>\$ 22,355,000</b>	<b>\$ 5,656,885</b>	<b>\$ 16,940,000</b>	<b>\$ 8,324,144</b>	<b>\$ 21,000,000</b>	<b>\$ 10,500,000</b>	<b>\$ 43,000,000</b>	<b>\$ 21,500,000</b>

Continued

## WATER & WASTEWATER FUND – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

Due	Total Outstanding Bond Principal	Annual Requirements		
		Principal	Interest	Total P & I
2024	\$ 249,000,111	\$ 13,258,527	\$ 7,659,558	\$ 20,918,085
2025	234,076,276	14,923,835	9,237,441	24,161,276
2026	218,573,180	15,503,096	8,689,263	24,192,359
2027	205,009,953	13,563,227	8,112,395	21,675,622
2028	190,891,593	14,118,360	7,575,951	21,694,311
2029	177,378,099	13,513,494	7,035,333	20,548,827
2030	163,204,469	14,173,630	6,381,318	20,554,948
2031	150,195,702	13,008,767	5,671,694	18,680,461
2032	136,796,797	13,398,905	5,279,045	18,677,950
2033	122,707,753	14,089,044	4,584,651	18,673,695
2034	108,033,568	14,674,185	4,006,164	18,680,349
2035	92,760,000	15,273,568	3,395,354	18,668,922
2036	78,820,000	13,940,000	2,888,067	16,828,067
2037	64,455,000	14,365,000	2,462,526	16,827,526
2038	51,955,000	12,500,000	2,010,422	14,510,422
2039	39,160,000	12,795,000	1,718,003	14,513,003
2040	27,395,000	11,765,000	1,382,959	13,147,959
2041	15,200,000	12,195,000	952,683	13,147,683
2042	8,950,000	6,250,000	563,724	6,813,724
2043	3,810,000	5,140,000	339,130	5,479,130
2044	-	3,810,000	94,866	3,904,866
		<b>\$ 262,258,638</b>	<b>\$ 90,040,542</b>	<b>\$ 352,299,180</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**

**\$17,695,000, 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**

**\$21,000,000, 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.

### **2024 Series**

**\$43,000,000, Mature 2044**

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 9/30/2023	Principal		Outstanding 9/30/2024	Interest Payments
		Additions	Reductions		
<b>General Obligations</b>					
General Obligation Refunding, Taxable Series 2020	\$ 16,105,000	\$ -	\$ 210,000	\$ 15,895,000	\$ 243,598
<b>Certificates of Obligation</b>					
Certificates of Obligation, Series 2013	1,385,000	-	1,385,000	-	43,282
Certificates of Obligation, Series 2022B	40,560,000	-	-	40,560,000	1,835,000
Certificates of Obligation, Taxable Series 2022C	12,145,000	-	-	12,145,000	575,225
Certificates of Obligation, Series 2023B	37,935,000	-	-	37,935,000	2,002,125
	<u>92,025,000</u>	<u>-</u>	<u>1,385,000</u>	<u>90,640,000</u>	<u>4,455,632</u>
<b>Revenue Bonds</b>					
TIRZ Revenue Bonds, Series 2018	21,680,000	-	1,005,000	20,675,000	1,084,000
TIRZ Revenue Bonds, Series 2021A	24,590,000	-	905,000	23,685,000	1,057,400
TIRZ Revenue Bonds, Taxable Series 2021B	18,325,000	-	845,000	17,480,000	479,313
	<u>64,595,000</u>	<u>-</u>	<u>2,755,000</u>	<u>61,840,000</u>	<u>2,620,713</u>
	<b>\$ 172,725,000</b>	<b>\$ -</b>	<b>\$ 4,350,000</b>	<b>\$ 168,375,000</b>	<b>\$ 7,319,943</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:

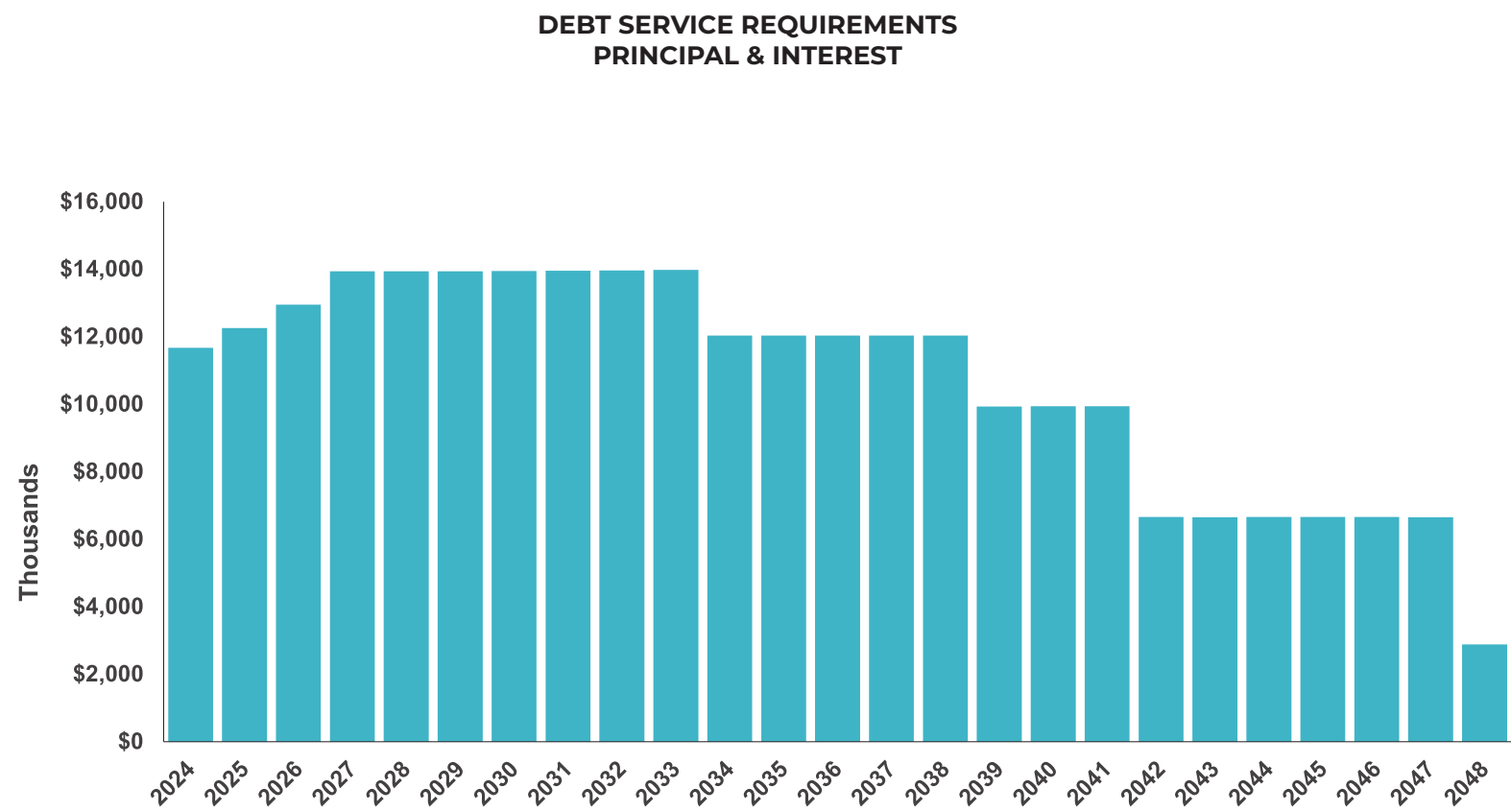
Temple I.S.D.*	\$1.14890
City of Temple	0.61300
Bell County	0.29140
Temple College	0.20170
Elm Creek Flood Control District	0.02500
Troy I.S.D.*	0.96000
Belton I.S.D.*	1.15170

\*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	\$ 1,385,000
2018 - TIRZ Revenue Bonds, Mature 2038	21,680,000
2020 - General Obligation Refunding Bonds, Taxable Series, Mature 2033	16,105,000
2021A - TIRZ Revenue Bonds, Mature 2041	24,590,000
2021B - TIRZ Revenue Bonds, Taxable Series, Mature 2041	18,325,000
2022B - Certificates of Obligation, Mature 2047	40,560,000
2022C - Certificates of Obligation, Mature 2047	12,145,000
2023B - Certificates of Obligation, Mature 2048	<u>37,935,000</u>
BONDS OUTSTANDING 10/1/2023	172,725,000
Principal Retirements Through 9/30/2024	(4,350,000)
Principal Additions Through 9/30/2024	<u>-</u>
TOTAL BONDS OUTSTANDING 9/30/2024	168,375,000
Reserve Fund Balance as of 9/30/2024	<u>(5,383,388)</u>
NET BALANCE OF BONDS OUTSTANDING	<u>\$ 162,991,612</u>

REINVESTMENT ZONE NO. 1 – TAX DATA & OUTSTANDING BOND BALANCE



## REINVESTMENT ZONE NO. 1 – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2013 Series Certificates of Obligation (2.00% - 4.125%) \$1,385,000		2018 Series TIRZ Revenue Bonds (3.00% - 5.00%) \$21,680,000		2020 Series General Obligation Refunding, Taxable Series (0.35% - 1.98%) \$16,105,000		2021A Series TIRZ Revenue Bonds (4.00% - 5.00%) \$24,590,000		2021B Series TIRZ Revenue Bonds, Taxable Series (0.75% - 3.25%) \$18,325,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
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	742,500	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	-	-	-	-	-	-	-	-	-	-
2048	-	-	-	-	-	-	-	-	-	-
	\$ 1,385,000	\$ 43,282	\$ 21,680,000	\$ 9,652,000	\$ 16,105,000	\$ 1,623,439	\$ 24,590,000	\$ 10,767,300	\$ 18,325,000	\$ 5,486,820

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		2023B Series Certificates of Obligation (5.00%) \$37,935,000		Bond Principal Outstanding	Annual Requirements		
Due	Principal	Interest	Principal	Interest	Principal	Interest		Principal	Interest	Total P & I
2024	\$ -	\$ 1,835,000	\$ -	\$ 575,225	\$ -	\$ 2,002,125	\$ 168,375,000	\$ 4,350,000	\$ 7,319,943	\$ 11,669,943
2025	520,000	1,835,000	170,000	575,225	-	1,896,750	163,180,000	5,195,000	7,065,698	12,260,698
2026	1,060,000	1,809,000	335,000	569,258	-	1,896,750	157,135,000	6,045,000	6,906,731	12,951,731
2027	1,110,000	1,756,000	345,000	557,232	985,000	1,896,750	149,900,000	7,235,000	6,704,903	13,939,903
2028	1,165,000	1,700,500	360,000	544,502	1,035,000	1,847,500	142,395,000	7,505,000	6,438,735	13,943,735
2029	1,225,000	1,642,250	375,000	530,606	1,085,000	1,795,750	134,610,000	7,785,000	6,155,753	13,940,753
2030	1,285,000	1,581,000	390,000	515,756	1,140,000	1,741,500	126,515,000	8,095,000	5,856,823	13,951,823
2031	1,350,000	1,516,750	405,000	499,960	1,195,000	1,684,500	118,100,000	8,415,000	5,537,349	13,952,349
2032	1,420,000	1,449,250	420,000	483,154	1,255,000	1,624,750	109,350,000	8,750,000	5,214,794	13,964,794
2033	1,490,000	1,378,250	440,000	465,262	1,320,000	1,562,000	100,245,000	9,105,000	4,874,870	13,979,870
2034	1,565,000	1,303,750	460,000	446,034	1,385,000	1,496,000	92,730,000	7,515,000	4,516,487	12,031,487
2035	1,640,000	1,225,500	480,000	425,472	1,455,000	1,426,750	84,875,000	7,855,000	4,179,777	12,034,777
2036	1,725,000	1,143,500	500,000	403,440	1,530,000	1,354,000	76,665,000	8,210,000	3,825,778	12,035,778
2037	1,810,000	1,057,250	525,000	379,990	1,605,000	1,277,500	68,085,000	8,580,000	3,454,278	12,034,278
2038	1,900,000	966,750	550,000	355,156	1,685,000	1,197,250	59,115,000	8,970,000	3,062,619	12,032,619
2039	1,995,000	871,750	575,000	327,382	1,770,000	1,113,000	51,830,000	7,285,000	2,651,032	9,936,032
2040	2,095,000	772,000	605,000	298,344	1,860,000	1,024,500	44,215,000	7,615,000	2,324,944	9,939,944
2041	2,180,000	688,200	635,000	267,792	1,950,000	931,500	36,280,000	7,935,000	2,004,692	9,939,692
2042	2,265,000	601,000	670,000	235,724	2,050,000	834,000	31,295,000	4,985,000	1,670,724	6,655,724
2043	2,355,000	510,400	705,000	201,890	2,150,000	731,500	26,085,000	5,210,000	1,443,790	6,653,790
2044	2,450,000	416,200	740,000	165,440	2,260,000	624,000	20,635,000	5,450,000	1,205,640	6,655,640
2045	2,550,000	318,200	780,000	127,182	2,370,000	511,000	14,935,000	5,700,000	956,382	6,656,382
2046	2,650,000	216,200	820,000	86,856	2,490,000	392,500	8,975,000	5,960,000	695,556	6,655,556
2047	2,755,000	110,200	860,000	44,462	2,615,000	268,000	2,745,000	6,230,000	422,662	6,652,662
2048	-	-	-	-	2,745,000	137,250	-	2,745,000	137,250	2,882,250
	<b>\$ 40,560,000</b>	<b>\$ 26,703,900</b>	<b>\$ 12,145,000</b>	<b>\$ 9,081,344</b>	<b>\$ 37,935,000</b>	<b>\$ 31,267,125</b>		<b>\$ 172,725,000</b>	<b>\$ 94,627,210</b>	<b>\$ 267,352,210</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.

### 2023B – Certificates of Obligation

**\$37,935,000, Mature 2048**

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 storm water, water and wastewater improvements including water line extension along Old Howard Road, wastewater line extension near the North Industrial Park and South Temple Transmission Line, streets and roads including Outer Loop section from Wendland Road to IH-35, (ii) professional services including fiscal, engineering, architectural and legal fees and (iii) paying the costs of issuing the Series 2023B Bonds

# SUPPLEMENTAL SECTION



## MISCELLANEOUS STATISTICAL DATA

2024 Population .....	94,935 <sup>1</sup>
2024 Assessed Value .....	\$8,683,508,717
Median Age .....	33.8
Median Household Income.....	\$61,003
Total Employment in Temple.....	36,565
Total Labor Force in Temple.....	38,159
City Total Square Miles .....	78.076
Developable Land Remaining.....	11,112 acres
Agricultural.....	7,103 acres
Heavy/Light Industrial.....	1,777 acres
Various Commercial.....	836 acres
Various Residential.....	1,396 acres
Housing Units:	
Owner Occupied.....	49.8%
Renter Occupied.....	50.2%
Vacant.....	6.6%
Average Home Sale Price.....	\$293,143
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 / 4.62"
Driest Month.....	July / 0.97"
Average Annual Rainfall.....	28.73"

Only Health & Bioscience District in Texas

Baylor Scott & White Hospital

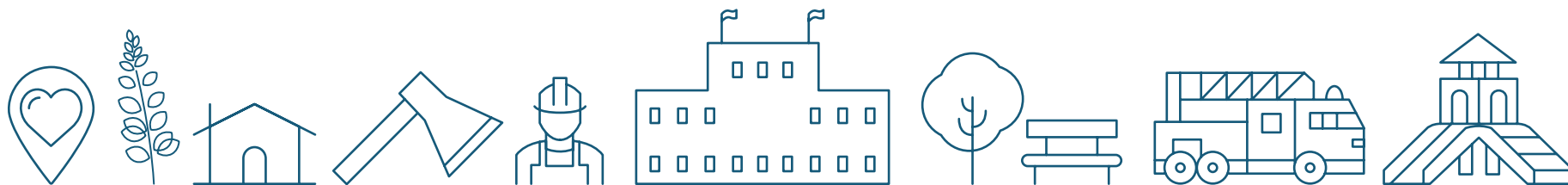
Only Level I Trauma Center between Dallas and Austin

McLane Children's Hospital Scott & White

80% of Texas' population is within 180 miles of Temple

1 - 2024 Population is estimated based on average growth for the past 5 years (2019 - 2023) of new residential water customers multiplied by 2020 Census data of average household size of 2.65.

Sources: 2020 United States Census, 2022 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 .....	31.54
Commercial/Industrial .....	23.89
Mixed use .....	0.04
Residential .....	22.30

## 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

**4,483**

Fire hydrants

**123**

Firefighters

Firefighters per 1,000 population ..... 1.34  
 Insurers Services Office (ISO) Rating ..... 3

## POLICE PROTECTION



Police station

**166**

Police officers

**1.81**Officers per  
1,000 population

## LIBRARIES



Library

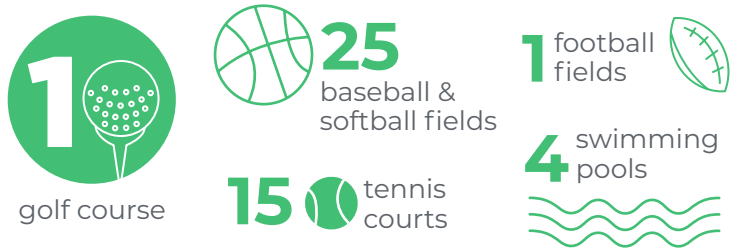
**147,146**

# of volumes

**566,168**Circulation  
of volumes**17,316**Library cards  
in force

MISCELLANEOUS STATISTICAL DATA

PARKS & RECREATION



Soccer fields.....	13
Picnic pavilions.....	32
Basketball courts.....	20
Playgrounds.....	50
Community center.....	3
Recreation center.....	3
Multi-use fields.....	9
Sand volleyball courts.....	3
Trail miles.....	29.46
Extreme skate park.....	1
Disc golf course.....	3
Family water park .....	1
Splash pads.....	4
Community garden.....	1
Museum.....	1
Convention center.....	1
Pickleball courts.....	6

Park acreage developed.....	1,461.00
Park acreage undeveloped.....	158.46

UTILITIES

Miles of water mains.....	692 miles
Daily average water treatment.....	19.11 MGD
Water treatment plant capacity.....	42.16 MGD
Number of water service connections.....	34,512
Source of water.....	Surface water
Miles of wastewater collection system lines.....	501 miles
Number of lift stations.....	31
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.....	29,853

\*MGD—Million gallons daily

STREETS

Paved streets.....	542.52 miles
Unpaved streets.....	0.61 miles
Paved alleys.....	10.01 miles
Unpaved alleys.....	28.31 miles
(all figures are approximate)	

TRAFFIC CONTROL

Traffic signals.....	76 signals
Pedestrian crossing beacons.....	2 devices

MISCELLANEOUS STATISTICAL DATA

EDUCATION

Temple Independent School District

Senior high schools.....	2
Number of students.....	2,483
Middle schools.....	3
Number of students.....	1,863
Elementary schools.....	8
Number of students.....	3,944
Early childhood academy.....	1
Number of students.....	445
Alternative education program.....	1
Number of students.....	55

Private Schools

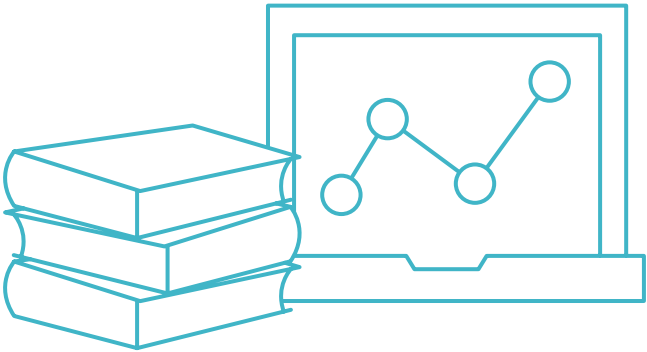
- Central Texas Christian School (Pre K - 12th grade)
- Holy Trinity Catholic School (9th - 12th grade)
- Primrose Schools (Pre K - Kindergarten)
- St. Francis Episcopal School (Pre K - Kindergarten)
- St. Mary’s Catholic School (Pre K - 8th grade)
- The Montessori Schools of Central Texas (Pre K - 5th grade)

Temple College

Number of classrooms & labs .....	175
Number of principal administrative officers.....	8
Number of full-time professors .....	142
Number of full-time students.....	1,685
Number of part-time students.....	3,153
Population served.....	447,436
Counties served .....	3
(East Bell, Milam and East Williamson Counties)	
Annual budget .....	\$52,288,449

Higher Educational Institutions (within 75 miles of Temple)

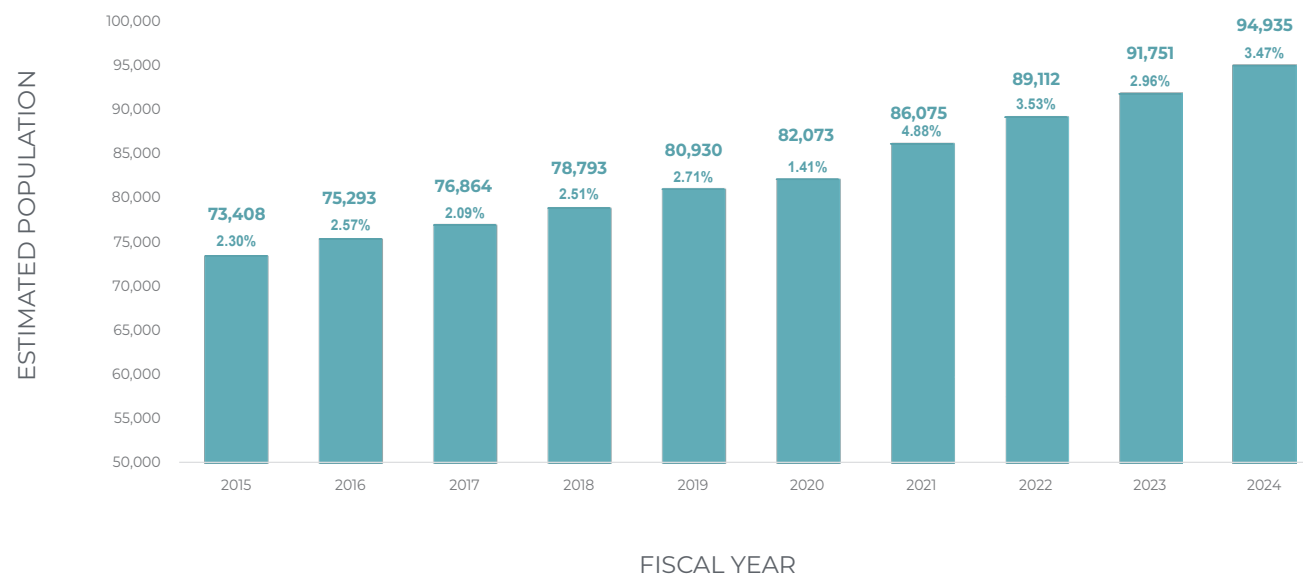
- Austin Community College
- Baylor University
- Central Texas College
- Concordia University Texas
- Hill Junior College
- Huston-Tillotson College
- McLennan Community College
- St. Edward’s University
- Southwestern University
- Tarleton State University
- Temple College
- Texas A&M University
- Texas 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
2015	\$ 73,408 <sup>(1)</sup>	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	91,751	2.96%
2024	94,935 <sup>(4)</sup>	3.47%



(1) 2015 - 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 - 2023 is based on new residential water customers multiplied by 2020 Census data of average household size of 2.65

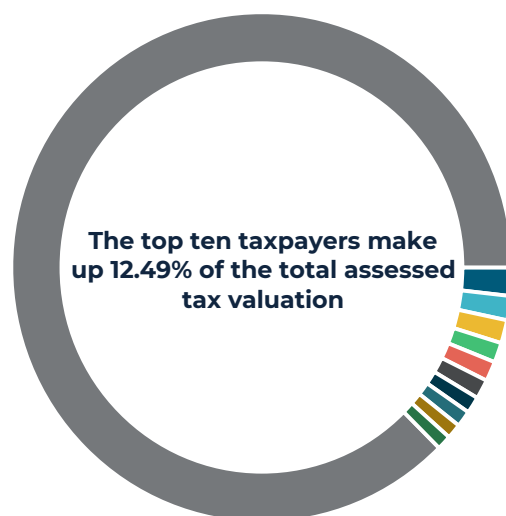
(4) 2024 is estimated based on average growth for the past 5 years (2019 - 2023) of new residential water customers multiplied by 2020 Census data of average household size of 2.65

TEN LARGEST TAXPAYERS<sup>(1)</sup>

Taxpayer's Name	Type of Business	FY 2024 Taxable Value <sup>(2)</sup>	% of Total Assessed Valuation
Panda Temple Power II, LLC	Electric & Gas Utilities	\$ 154,442,053	1.78%
H.E. Butt Grocery	Wholesale Food Distribution	132,452,112	1.53%
BKV-BPP Power, LLC	Electric & Gas Utilities	127,855,803	1.47%
Oncor Electric Delivery Co.	Electric & Gas Utilities	109,446,562	1.26%
Wilsonart International	Laminate Manufacturer	109,144,441	1.26%
McLane Company, Inc.	Wholesale Food Supplier	106,450,503	1.23%
Temple Green Data, LLC	Data Center	92,000,000	1.06%
Wal-Mart Real Estate Business Trust	Wholesale Food Distribution	89,807,208	1.03%
Reynolds Consumer Products, Inc.	Consumer Products Manufacturer	82,647,077	0.95%
Pactiv Corporation	Plastic Packaging Product Manufacturer	79,653,225	0.92%
		<b>\$ 1,083,898,984</b>	<b>12.49%</b>

<sup>(1)</sup> Source: Tax Appraisal District of Bell County

<sup>(2)</sup> Net taxable value after exemptions

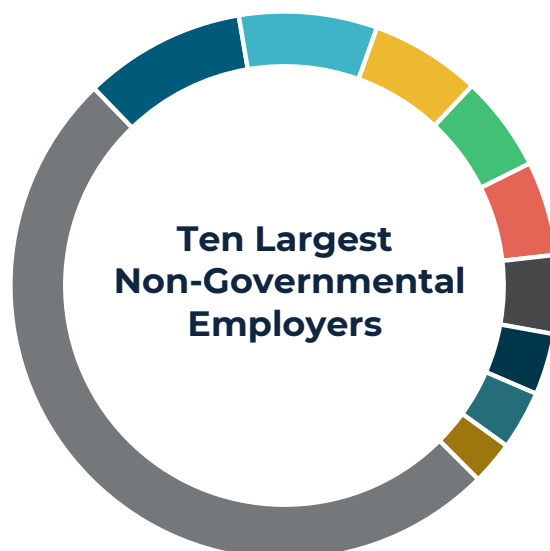


- Remaining Taxpayers - 87.51%
- Panda Temple Power II, LLC - 1.78%
- H.E. Butt Grocery - 1.53%
- BKV-BPP Power, LLC - 1.47%
- Oncor Electric Delivery Co. - 1.26%
- Wilsonart International - 1.26%
- McLane Company, Inc. - 1.23%
- Temple Green Data, LLC - 1.06%
- Wal-Mart Real Estate Business Trust - 1.03%
- Reynolds Consumer Products, Inc. - 0.95%
- Pactiv Corporation - 0.92%

# EMPLOYER STATISTICAL INFORMATION

## MAJOR NON-GOVERNMENT EMPLOYERS

Name of Employer	Number of Employees
Baylor Scott & White Health	8,015
McLane Company, Inc.	1,522
H-E-B Retail Distribution Center	1,300
Wilsonart International	1,039
Wal-Mart Distribution Center	900
Scott & White Health Plan	886
McLane Children's Medical Center	739
Performance Food Group	577
Pactiv Corporation	556
BNSF Railway Company	406
<b>TOTAL # OF EMPLOYEES FOR NON-GOVT. EMPLOYERS</b>	<b>15,940</b>



## MAJOR GOVERNMENT EMPLOYERS

Name of Employer	Number of Employees
Olin E. Teague Veterans' Medical Center	3,050
Temple Independent School District	1,568
City of Temple	1,045
<b>TOTAL # OF EMPLOYEES FOR GOVERNMENT EMPLOYERS</b>	<b>5,663</b>

- Baylor Scott & White Health - 50.28%
- McLane Company, Inc. - 9.55%
- H-E-B Retail Distribution Center - 8.16%
- Wilsonart International - 6.52%
- Wal-Mart Distribution Center - 5.65%
- Scott & White Health Plan - 5.56%
- McLane Children's Medical Center - 4.64%
- Performance Food Group - 3.62%
- Pactiv Corporation - 3.48%
- BNSF Railway Company - 2.54%

# HISTORICAL SALES TAX ANALYSIS - LAST TEN FISCAL YEARS

FISCAL YEAR	SALES TAX COLLECTED	% OF CHANGE
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	32,579,840	14.89%
2023 <sup>(2)</sup>	36,327,125	11.50%
2024 <sup>(3)</sup>	39,320,000	8.24%

(1) One time prior period audit adjustment of \$1,798,088

(2) Forecasted at 06/30/23

(3) Adopted Budget for FY 2024

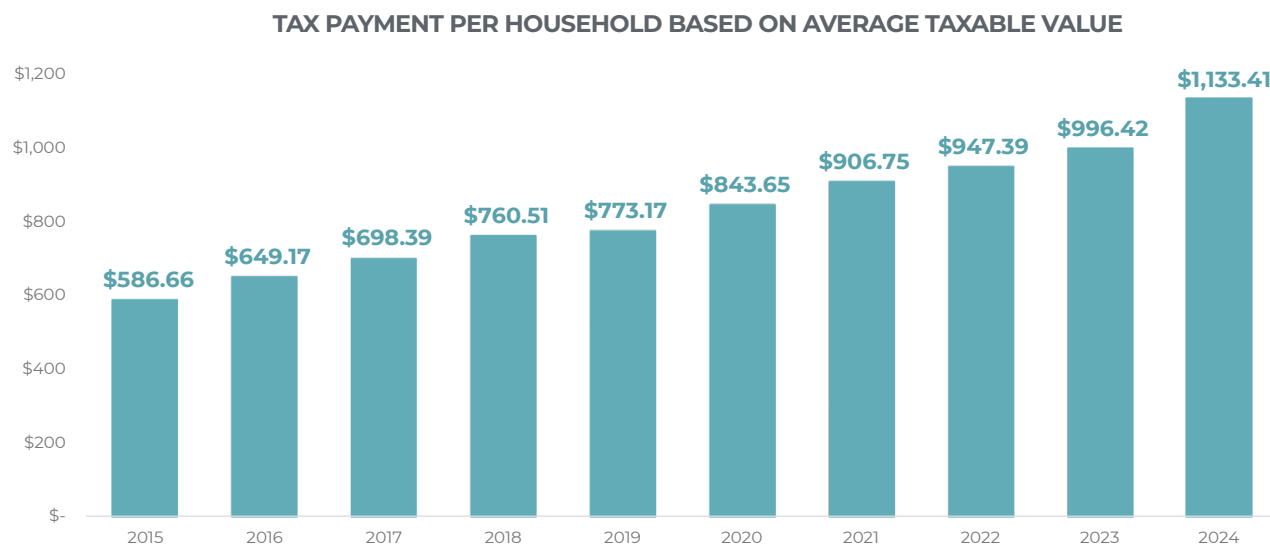
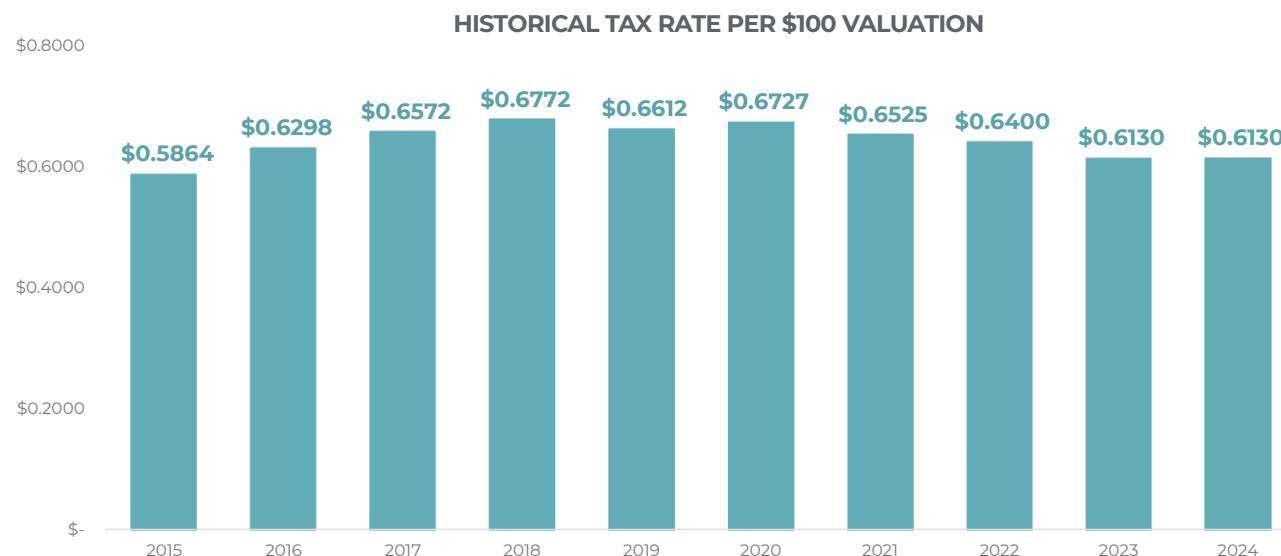


## HISTORICAL TAX RATE INFORMATION - LAST TEN FISCAL YEARS

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>Tax Rates:</b>										
<b>Operations &amp; Maintenance</b>	\$ 0.3300	\$ 0.3234	\$ 0.3142	\$ 0.3142	\$ 0.2982	\$ 0.3097	\$ 0.3000	\$ 0.3030	\$ 0.2863	\$ 0.2670
<b>Debt Service</b>	0.2564	0.3064	0.3430	0.3630	0.3630	0.3630	0.3525	0.3370	0.3267	0.3460
<b>Total Tax Rate</b>	<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>	<u>\$ 0.6130</u>
<b>Financial Impact on Homeowners:</b>										
<b>Average Market Value</b>	\$ 124,496	\$ 128,146	\$ 132,044	\$ 139,388	\$ 144,883	\$ 158,946	\$ 173,706	\$ 192,446	\$ 253,392	\$ 289,454
<b>Homestead exemption</b>	(24,452)	(25,071)	(25,777)	(27,086)	(27,948)	(33,534)	(34,741)	(44,417)	(90,844)	(104,558)
<b>Average Taxable Value</b>	<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>	<u>\$ 184,896</u>
<b>Average Tax Payment</b>	<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>	<u>\$ 1,133.41</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

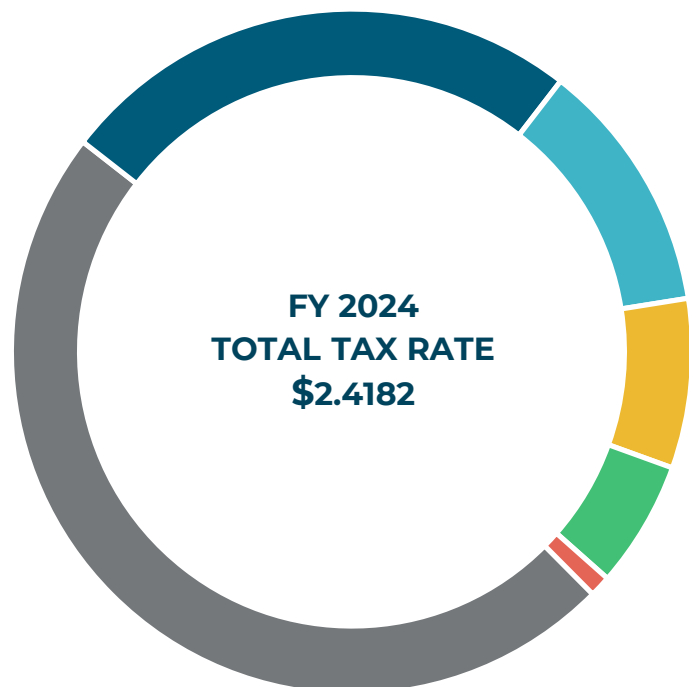
Fiscal Year	City of Temple	Bell County	Road District	Temple I.S.D.	Temple College	Temple Health & Bioscience District	Total
Tax Rates (per \$100 of assessed value)							
2015	\$ 0.5864	\$ 0.4212	\$ 0.0299	\$ 1.3600	\$ 0.2065	\$ 0.0225	\$ 2.6265
2016	0.6298	0.4212	0.0299	1.3600	0.2100	0.2220	2.8729
2017	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
2024	0.6130	0.2914	0.0211	1.1489	0.2017	0.1421	2.4182
Tax Levies <sup>(2)</sup>							
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
2024	51,384,386	100,627,479	7,360,767	74,598,061	19,467,971	1,548,690	254,987,353

(1) Source: Tax Appraisal District of Bell County

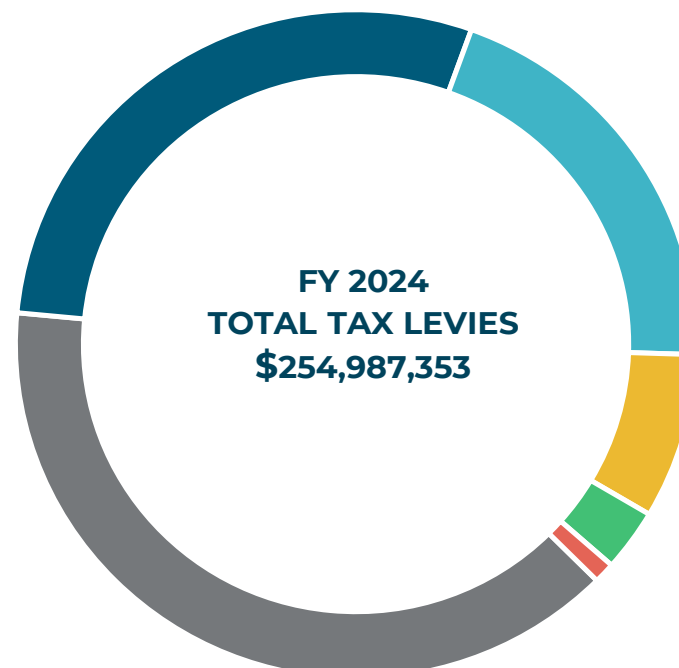
(2) Based on certified roll, does not include the Reinvestment Zone No. 1 for the City of Temple



## PROPERTY TAX RATES AND LEVIES



- Temple I.S.D. - 47.51%
- City of Temple - 25.35%
- Bell County - 12.05%
- Temple College - 8.34%
- Bioscience District - 5.88%
- Road District - 0.87%



- Bell County - 39.46%
- Temple I.S.D. - 29.26%
- City of Temple - 20.15%
- Temple College - 7.63%
- Road District - 2.89%
- Bioscience District - 0.61%

RESOLUTION NO. 2023-0233-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, 2023, AND ENDING SEPTEMBER 30, 2024, INCLUDING THE OPERATING BUDGET FOR 2023-2024, 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 \$7,005,423, WHICH IS A 15.95% INCREASE FROM LAST YEAR’S BUDGET. THE PROPERTY TAX REVENUE TO BE RAISED FROM NEW PROPERTY ADDED TO THE TAX ROLL THIS YEAR IS \$1,926,921”; 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 2023-2024, 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;

**Whereas**, the ad valorem tax rate is proposed at \$0.6130 which is comprised of the proposed Maintenance and Operation rate (M&O) at \$0.2670 and the Interest and Sinking fund rate (I&S) at \$0.3460 for a total rate of \$0.6130 - the proposed total rate is 12.35% above the total no-new revenue tax rate of \$0.5456 and 3.41% above the M&O only no-new revenue tax rate of \$0.2582; 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 3, 2023, at 5:00 p.m., and after the conclusion of the public hearing held on August 17, 2023, at 5:00 p.m., the budget for the City of Temple for the fiscal year beginning October 1, 2023, and closing September 30, 2024, 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 \$7,005,423, which is a 15.95% increase from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is \$1,926,921.”

**Part 4:** The City Council adopts the City budget for fiscal year 2023-2024, 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 17<sup>th</sup> day of **August, 2023.**

THE CITY OF TEMPLE, TEXAS

DocuSigned by:

*Timothy A. Davis*

\_\_\_\_\_  
TIMOTHY A. DAVIS, Mayor

DocuSigned by:

*Jana Lewellen*

\_\_\_\_\_  
Jana Lewellen  
City Secretary

DocuSigned by:

*Kathryn Davis*

\_\_\_\_\_  
Kathryn M. Davis  
City Attorney

ATTEST:

APPROVED AS TO FORM:

ORDINANCE NO. 2023-0039-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 2024 (TAX YEAR 2023); 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 2023 (fiscal year 2024) 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 2023 (fiscal year 2024) 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 **\$9,745,329,141**, 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 2023 (fiscal year 2024) 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 3<sup>rd</sup> day of **August, 2023.**

PASSED AND APPROVED on Second and Final Reading on the 17<sup>th</sup> day of **August, 2023.**

THE CITY OF TEMPLE, TEXAS

DocuSigned by:  
*Timothy A. Davis*  
TIMOTHY A. DAVIS, Mayor

APPROVED AS TO FORM:

DocuSigned by:  
*Kathryn H. Davis*  
Kathryn H. Davis  
City Attorney

ATTEST:

DocuSigned by:  
*Jana Lewellen*  
Jana Lewellen  
City Secretary



ORDINANCE NO. 2023-0040-O

AN ORDINANCE OF THE CITY OF TEMPLE, TEXAS, SETTING A TAX RATE OF \$0.6130 PER \$100 VALUATION, COMPRISED OF \$0.2670 FOR MAINTENANCE AND OPERATIONS AND \$0.3460 FOR DEBT SERVICE, FOR FISCAL YEAR 2024 (TAX YEAR 2023), 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 2023-2024 budget will require adoption of a property tax rate of \$0.6130 per \$100 of taxable assessed property value which will generate \$46,889,695 of property tax levy when applied to an ad valorem tax base of \$8,683,508,717 less \$921,027,029 of freeze taxable value;

**Whereas**, there will also be \$4,048,822 in frozen tax levy for a total property tax levy of \$50,938,518;

**Whereas**, the proposed tax rate of \$0.6130 represents a 12.35% increase over the no-new-revenue tax rate of \$0.5456;

**Whereas**, the proposed tax rate of \$0.6130 does remain below the voter-approval tax rate of \$0.6272;

**Whereas**, the fiscal year 2023-2024 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 2023 (fiscal year 2024) 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 2023-2024 (tax year 2023) as follows:

For the purpose of maintenance and operation; \$ 0.2670

For the payment of principal and interest on bonds, warrants and certificates of obligation and other debt of this City; \$ 0.3460

TOTAL TAX RATE \$0.6130 per each \$100 of assessed property valuation

Total Estimated Tax Levy (100%) \$50,938,518

Total Estimated Tax Levy –  
(Tax Increment District for City of Temple) \$6,508,959

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 2023, for the City's departmental purposes for interest and sinking fund accounts in accordance with the budget adopted by the City Council on the 17<sup>th</sup> day of August, 2023, to-wit: and all such ad valorem taxes shall become due on the 31<sup>st</sup> day of January, 2024, and shall, unless paid, become delinquent on the 1<sup>st</sup> day of February, 2024.

**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 3.41 PERCENT AND WILL INCREASE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$8.80 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, 2023, 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 2024, 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 17<sup>th</sup> day of August, 2023.

**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 3<sup>rd</sup> day of **August, 2023.**

PASSED AND APPROVED on Second and Final Reading on the 17<sup>th</sup> day of **August, 2023.**

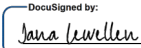
THE CITY OF TEMPLE, TEXAS

DocuSigned by:  
  
TIMOTHY A. DAVIS, Mayor

APPROVED AS TO FORM:

DocuSigned by:  
  
KATHRYN H. DAVIS  
City Attorney

ATTEST:

DocuSigned by:  
  
JANA LEWELLEN  
City Secretary



## 2023 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>2022 total taxable value.</b> Enter the amount of 2022 taxable value on the 2022 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>	\$ 7,560,106,112
2.	<b>2022 tax ceilings.</b> Counties, cities and junior college districts. 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 2022 or a prior year for homeowners age 65 or older or disabled, use this step. <sup>2</sup>	\$ 795,129,705
3.	<b>Preliminary 2022 adjusted taxable value.</b> Subtract Line 2 from Line 1.	\$ 6,764,976,407
4.	<b>2022 total adopted tax rate.</b>	\$ 0.6130 /\$100
5.	<b>2022 Taxable Value lost because court appeals of ARB decisions reduced 2022 appraised Value.</b>	
	A. Original 2022 ARB values: .....	\$ 139,282,625
	B. 2022 values resulting from final court decisions: .....	- \$ 104,524,664
	C. 2022 value loss. Subtract B from A. <sup>3</sup>	\$ 34,757,961
6.	<b>2022 taxable value subject to an appeal under Chapter 42, as of July 25.</b>	
	A. 2022 ARB certified value: .....	\$ 496,204,353
	B. 2022 disputed value: .....	- \$ 14,886,130
	C. 2022 undisputed value. Subtract B from A. <sup>4</sup>	\$ 481,318,223
7.	<b>2022 Chapter 42 related adjusted values.</b> Add Line 5C and Line 6C.	\$ 516,076,184

<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)

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
8.	<b>2022 taxable value, adjusted for actual and potential court-ordered adjustments.</b> Add Line 3 and Line 7.	\$ 7,281,052,591
9.	<b>2022 taxable value of property in territory the taxing unit deannexed after Jan. 1, 2022.</b> Enter the 2022 value of property in deannexed territory. <sup>5</sup>	\$ 0
10.	<b>2022 taxable value lost because property first qualified for an exemption in 2023.</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 2023 does not create a new exemption or reduce taxable value.	
	A. Absolute exemptions. Use 2022 market value: .....	\$ 9,137,689
	B. Partial exemptions. 2023 exemption amount or 2023 percentage exemption times 2022 value: .....	+ \$ 78,930,134
	C. Value loss. Add A and B. <sup>6</sup>	\$ 88,067,823
11.	<b>2022 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 2023.</b> Use only properties that qualified in 2023 for the first time; do not use properties that qualified in 2022.	
	A. 2022 market value: .....	\$ 80,988
	B. 2023 productivity or special appraised value: .....	- \$ 719
	C. Value loss. Subtract B from A. <sup>7</sup>	\$ 80,269
12.	<b>Total adjustments for lost value.</b> Add Lines 9, 10C and 11C.	\$ 88,148,092
13.	<b>2022 captured value of property in a TIF.</b> Enter the total value of 2022 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which 2022 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.	\$ 813,282,676
14.	<b>2022 total value.</b> Subtract Line 12 and Line 13 from Line 8.	\$ 6,379,621,823
15.	<b>Adjusted 2022 total levy.</b> Multiply Line 4 by Line 14 and divide by \$100.	\$ 39,107,081
16.	<b>Taxes refunded for years preceding tax year 2022.</b> Enter the amount of taxes refunded by the taxing unit for tax years preceding tax year 2022. 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 2022. This line applies only to tax years preceding tax year 2022. <sup>9</sup>	\$ 160,684
17.	<b>Adjusted 2022 levy with refunds and TIF adjustment.</b> Add Lines 15 and 16. <sup>10</sup>	\$ 39,267,765
18.	<b>Total 2023 taxable value on the 2023 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: .....	\$ 9,140,194,985
	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 2023 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2023 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> .....	- \$ 1,061,820,424
	E. Total 2023 value. Add A and B, then subtract C and D.	\$ 8,078,374,561

<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(a-2)<sup>12</sup> Tex. Tax Code § 26.03(c)

# TAX RATE CALCULATION FORM

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
19.	<b>Total value of properties under protest or not included on certified appraisal roll.</b> <sup>13</sup> <b>A. 2023 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> ..... <b>B. 2023 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> ..... <b>C. Total value under protest or not certified.</b> Add A and B.	 \$ 413,061,836  + \$ 0 \$ 413,061,836
20.	<b>2023 tax ceilings.</b> Counties, cities and junior colleges enter 2023 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 2022 or a prior year for homeowners age 65 or older or disabled, use this step. <sup>16</sup>	\$ 921,027,029
21.	<b>2023 total taxable value.</b> Add Lines 18E and 19C. Subtract Line 20. <sup>17</sup>	\$ 7,570,409,368
22.	<b>Total 2023 taxable value of properties in territory annexed after Jan. 1, 2022.</b> Include both real and personal property. Enter the 2023 value of property in territory annexed. <sup>18</sup>	\$ 3,174,980
23.	<b>Total 2023 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 2022. 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, 2022 and be located in a new improvement. New improvements do include property on which a tax abatement agreement has expired for 2023. <sup>19</sup>	\$ 371,348,816
24.	<b>Total adjustments to the 2023 taxable value.</b> Add Lines 22 and 23.	\$ 374,523,796
25.	<b>Adjusted 2023 taxable value.</b> Subtract Line 24 from Line 21.	\$ 7,195,885,572
26.	<b>2023 NNR tax rate.</b> Divide Line 17 by Line 25 and multiply by \$100. <sup>20</sup>	\$ 0.5456/\$100
27.	<b>COUNTIES ONLY.</b> Add together the NNR tax rates for each type of tax the county levies. The total is the 2023 county NNR tax rate. <sup>21</sup>	\$ 0.0000/\$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:

- 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.
- 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>2022 M&amp;O tax rate.</b> Enter the 2022 M&O tax rate.	\$ 0.2863/\$100
29.	<b>2022 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> .	\$ 7,281,052,591

<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>16</sup> Tex. Tax Code § 26.012(b)  
<sup>17</sup> Tex. Tax Code § 26.012(b)  
<sup>18</sup> Tex. Tax Code § 26.01217  
<sup>19</sup> Tex. Tax Code § 26.01217  
<sup>20</sup> Tex. Tax Code § 26.04(c)  
<sup>21</sup> Tex. Tax Code § 26.04(d)

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
30.	<b>Total 2022 M&amp;O levy.</b> Multiply Line 28 by Line 29 and divide by \$100	\$ 20,845,653
31.	<b>Adjusted 2022 levy for calculating NNR M&amp;O rate.</b> <b>A. M&amp;O taxes refunded for years preceding tax year 2022.</b> 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 2022. This line applies only to tax years preceding tax year 2022. .... + \$ 76,439 <b>B. 2022 taxes in TIF.</b> 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 2023 captured appraised value in Line 18D, enter 0. .... - \$ 2,337,380 <b>C. 2022 transferred function.</b> 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 <b>D. 2022 M&amp;O levy adjustments.</b> Subtract B from A. For taxing unit with C, subtract if discontinuing function and add if receiving function. .... \$ -2,260,941 <b>E. Add Line 30 to 31D.</b>	       \$ 18,584,712
32.	<b>Adjusted 2023 taxable value.</b> Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 7,195,885,572
33.	<b>2023 NNR M&amp;O rate (unadjusted).</b> Divide Line 31E by Line 32 and multiply by \$100.	\$ 0.2582/\$100
34.	<b>Rate adjustment for state criminal justice mandate.</b> <sup>23</sup> <b>If not applicable or less than zero, enter 0.</b> <b>A. 2023 state criminal justice mandate.</b> 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>B. 2022 state criminal justice mandate.</b> 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 <b>C. Subtract B from A and divide by Line 32 and multiply by \$100.</b> .... \$ 0.0000/\$100 <b>D. Enter the rate calculated in C. If not applicable, enter 0.</b>	       \$ 0.0000/\$100
35.	<b>Rate adjustment for indigent health care expenditures.</b> <sup>24</sup> <b>If not applicable or less than zero, enter 0.</b> <b>A. 2023 indigent health care expenditures.</b> 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, 2022 and ending on June 30, 2023, less any state assistance received for the same purpose. .... \$ 0 <b>B. 2022 indigent health care expenditures.</b> 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>C. Subtract B from A and divide by Line 32 and multiply by \$100.</b> .... \$ 0.0000/\$100 <b>D. Enter the rate calculated in C. If not applicable, enter 0.</b>	       \$ 0.0000/\$100

<sup>23</sup> [Reserved for expansion]  
<sup>24</sup> Tex. Tax Code § 26.044  
<sup>25</sup> Tex. Tax Code § 26.0441



# TAX RATE CALCULATION FORM

2023 Tax Rate Calculation Worksheet – Taxing Units Other Than School Districts or Water Districts

Form 50-856

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
36.	<b>Rate adjustment for county indigent defense compensation.</b> <sup>25</sup> If not applicable or less than zero, enter 0.	
	A. <b>2023 indigent defense compensation expenditures.</b> Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender's office under Article 26.044, Code of Criminal Procedure for the period beginning on July 1, 2022 and ending on June 30, 2023, less any state grants received by the county for the same purpose.....	\$ <u>0</u>
	B. <b>2022 indigent defense compensation expenditures.</b> Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender's office under Article 26.044, Code of Criminal Procedure 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>
	C. Subtract B from A and divide by Line 32 and multiply by \$100.....	\$ <u>0.0000</u> /\$100
	D. Multiply B by 0.05 and divide by Line 32 and multiply by \$100.....	\$ <u>0.0000</u> /\$100
	E. 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> If not applicable or less than zero, enter 0.	
	A. <b>2023 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, 2022 and ending on June 30, 2023.....	\$ <u>0</u>
	B. <b>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>
	C. Subtract B from A and divide by Line 32 and multiply by \$100.....	\$ <u>0.0000</u> /\$100
	D. Multiply B by 0.08 and divide by Line 32 and multiply by \$100.....	\$ <u>0.0000</u> /\$100
	E. 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 Section 26.0444 for more information.	
	A. <b>Amount appropriated for public safety in 2022.</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 2022.</b> Enter the amount of money spent by the municipality for public safety during the preceding fiscal year.....	\$ <u>0</u>
	C. Subtract B from A and divide by Line 32 and multiply by \$100.....	\$ <u>0.0000</u> /\$100
	D. Enter the rate calculated in C. If not applicable, enter 0.	\$ <u>0.0000</u> /\$100
39.	<b>Adjusted 2023 NNR M&amp;O rate.</b> Add Lines 33, 34D, 35D, 36E, and 37E. Subtract Line 38D.	\$ <u>0.2582</u> /\$100
40.	<b>Adjustment for 2022 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 2022 should complete this line. These entities will deduct the sales tax gain rate for 2023 in Section 3. Other taxing units, enter zero.	
	A. Enter the amount of additional sales tax collected and spent on M&O expenses in 2022, if any. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent.....	\$ <u>11,881,837</u>
	B. Divide Line 40A by Line 32 and multiply by \$100.....	\$ <u>0.1651</u> /\$100
	C. Add Line 40B to Line 39.	\$ <u>0.4233</u> /\$100
41.	<b>2023 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>0.4381</u> /\$100

<sup>25</sup> Tex. Tax Code §26.0442  
<sup>26</sup> Tex. Tax Code §26.0443

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
D41.	<b>Disaster Line 41 (D41): 2023 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).	\$ _____/\$100
42.	<b>Total 2023 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.  A. <b>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, 2021, verify if it meets the amended definition of debt before including it here.</b> <sup>28</sup> Enter debt amount ..... \$ <u>30,378,104</u> B. Subtract <b>unencumbered fund amount</b> used to reduce total debt. .... - \$ <u>4,183,459</u> C. Subtract <b>certified amount spent from sales tax to reduce debt</b> (enter zero if none) ..... - \$ <u>0</u> D. Subtract <b>amount paid</b> from other resources ..... - \$ <u>0</u> E. <b>Adjusted debt.</b> Subtract B, C and D from A.	\$ <u>26,194,645</u>
43.	<b>Certified 2022 excess debt collections.</b> Enter the amount certified by the collector. <sup>29</sup>	\$ <u>0</u>
44.	<b>Adjusted 2023 debt.</b> Subtract Line 43 from Line 42E.	\$ <u>26,194,645</u>
45.	<b>2023 anticipated collection rate.</b> A. Enter the 2023 anticipated collection rate certified by the collector. <sup>30</sup> ..... <u>100.00</u> % B. Enter the 2022 actual collection rate. .... <u>96.02</u> % C. Enter the 2021 actual collection rate. .... <u>97.28</u> % D. Enter the 2020 actual collection rate. .... <u>97.48</u> % E. 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>2023 debt adjusted for collections.</b> Divide Line 44 by Line 45E.	\$ <u>26,194,645</u>
47.	<b>2023 total taxable value.</b> Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>7,570,409,368</u>
48.	<b>2023 debt rate.</b> Divide Line 46 by Line 47 and multiply by \$100.	\$ <u>0.3460</u> /\$100
49.	<b>2023 voter-approval tax rate.</b> Add Lines 41 and 48.	\$ <u>0.7841</u> /\$100
D49.	<b>Disaster Line 49 (D49): 2023 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.	\$ _____/\$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(b), (h-1) and (h-2)

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# TAX RATE CALCULATION FORM

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 2023 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 2022 or May 2023, 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 2022, enter 0.	\$ _____
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>  Taxing units that adopted the sales tax in November 2022 or in May 2023. 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> - or - Taxing units that adopted the sales tax before November 2022. Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	\$ <u>11,881,837</u>
53.	<b>2023 total taxable value.</b> Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>7,570,409,368</u>
54.	<b>Sales tax adjustment rate.</b> Divide Line 52 by Line 53 and multiply by \$100.	\$ <u>0.1569</u> /\$100
55.	<b>2023 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>0.5456</u> /\$100
56.	<b>2023 NNR tax rate, adjusted for sales tax.</b> Taxing units that adopted the sales tax in November 2022 or in May 2023. Subtract Line 54 from Line 55. Skip to Line 57 if you adopted the additional sales tax before November 2022.	\$ _____ /\$100
57.	<b>2023 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>0.7841</u> /\$100
58.	<b>2023 voter-approval tax rate, adjusted for sales tax.</b> Subtract Line 54 from Line 57.	\$ <u>0.6272</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>	\$ _____
60.	<b>2023 total taxable value.</b> Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ _____
61.	<b>Additional rate for pollution control.</b> Divide Line 59 by Line 60 and multiply by \$100.	\$ _____ /\$100
62.	<b>2023 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).	\$ _____ /\$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(f)

## 2023 Tax Rate Calculation Worksheet – Taxing Units Other Than School Districts or Water Districts

Form 50-856

### 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 adjusted to remove 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 portion of the unused increment rate must be backed out of the calculation for that year.

The difference between the adopted tax rate and adjusted 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>

Individual components can be negative, but the overall rate would be the greater of zero or the calculated rate.

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>Year 3 component.</b> Subtract the 2022 actual tax rate and the 2022 unused increment rate from the 2022 voter-approval tax rate.	
A.	Voter-approval tax rate (Line 67).....	\$ <u>0.6287</u> /\$100
B.	Unused increment rate (Line 66).....	\$ <u>0.0206</u> /\$100
C.	Subtract B from A.....	\$ <u>0.6081</u> /\$100
D.	Adopted Tax Rate.....	\$ <u>0.6130</u> /\$100
E.	Subtract D from C.....	\$ <u>-0.0049</u> /\$100
64.	<b>Year 2 component.</b> Subtract the 2021 actual tax rate and the 2021 unused increment rate from the 2021 voter-approval tax rate.	
A.	Voter-approval tax rate (Line 67).....	\$ <u>0.6606</u> /\$100
B.	Unused increment rate (Line 66).....	\$ <u>0.0162</u> /\$100
C.	Subtract B from A.....	\$ <u>0.6444</u> /\$100
D.	Adopted Tax Rate.....	\$ <u>0.6400</u> /\$100
E.	Subtract D from C.....	\$ <u>0.0044</u> /\$100
65.	<b>Year 1 component.</b> Subtract the 2020 actual tax rate and the 2020 unused increment rate from the 2020 voter-approval tax rate.	
A.	Voter-approval tax rate (Line 65).....	\$ <u>0.6687</u> /\$100
B.	Unused increment rate (Line 64).....	\$ <u>0.0162</u> /\$100
C.	Subtract B from A.....	\$ <u>0.6525</u> /\$100
D.	Adopted Tax Rate.....	\$ <u>0.6525</u> /\$100
E.	Subtract D from C.....	\$ <u>0.0000</u> /\$100
66.	<b>2023 unused increment rate.</b> Add Lines 63E, 64E and 65E.	\$ <u>0.0000</u> /\$100
67.	<b>Total 2023 voter-approval tax rate, including the 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>0.6272</u> /\$100

<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, 2022

<sup>43</sup> Tex. Tax Code § 26.063(a)(1)

<sup>44</sup> Tex. Tax Code § 26.012(b)(8-a)

<sup>45</sup> Tex. Tax Code § 26.063(a)(1)

## 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 2023 NNR M&amp;O tax rate.</b> Enter the rate from Line 39 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ _____/100
69.	<b>2023 total taxable value.</b> Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ _____
70.	<b>Rate necessary to impose \$500,000 in taxes.</b> Divide \$500,000 by Line 69 and multiply by \$100.	\$ _____/100
71.	<b>2023 debt rate.</b> Enter the rate from Line 48 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ _____/100
72.	<b>De minimis rate.</b> Add Lines 68, 70 and 71.	\$ _____/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. This section will 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>2022 adopted tax rate.</b> Enter the rate in Line 4 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ _____/100
74.	<b>Adjusted 2022 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 2022 and the taxing unit calculated its 2022 voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) of the 2022 worksheet due to a disaster, complete the applicable sections or lines of Form 50-856-a, <i>Adjusted Voter-Approval Tax Rate for Taxing Units in Disaster Area Calculation Worksheet</i> . - or - If a disaster occurred prior to 2022 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 2022, 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 2022 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 2022 voter-approval tax rate from the worksheet. - or - If the taxing unit adopted a tax rate above the 2022 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.	\$ _____/100
75.	<b>Increase in 2022 tax rate due to disaster.</b> Subtract Line 74 from Line 73.	\$ _____/100
76.	<b>Adjusted 2022 taxable value.</b> Enter the amount in Line 14 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ _____
77.	<b>Emergency revenue.</b> Multiply Line 75 by Line 76 and divide by \$100.	\$ _____
78.	<b>Adjusted 2023 taxable value.</b> Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ _____
79.	<b>Emergency revenue rate.</b> Divide Line 77 by Line 78 and multiply by \$100. <sup>49</sup>	\$ _____/100

<sup>44</sup> Tex. Tax Code §26.042(b)<sup>45</sup> Tex. Tax Code §26.042(f)<sup>46</sup> Tex. Tax Code §26.042(c)<sup>47</sup> Tex. Tax Code §26.042(b)

Line	Emergency Revenue Rate Worksheet	Amount/Rate
80.	<b>2023 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).	\$ _____/100

## SECTION 8: Total Tax Rate

Indicate the applicable total tax rates as calculated above.

**No-new-revenue tax rate.** ..... \$ 0.5456/100  
As applicable, enter the 2023 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.** ..... \$ 0.6272/100  
As applicable, enter the 2023 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.** ..... \$ \_\_\_\_\_/100  
If applicable, enter the 2023 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 the Tax Code.<sup>50</sup>

**print here**   
Printed Name of Taxing Unit Representative

**sign here**   
Taxing Unit Representative

Date

<sup>50</sup> Tex. Tax Code §526.046-2) and (d-2)





## GENERAL FUND

	PROPOSED June 22, 2023	ADOPTED August 17, 2023	Increase (Decrease)
<b>Projected Revenues</b>	\$ 117,613,065	\$ 117,746,728	\$ 133,663 <sup>A</sup>
<b>Proposed Budget Expenditures</b>	120,455,836	120,589,499	133,663 <sup>B</sup>
<b>Excess Revenues Over (Under) Expenditures</b>	<b>(2,842,771)</b>	<b>(2,842,771)</b>	-
<b>Transfers In (Out):</b>			
Less: Transfer Out To Debt Service Fund -			
LTN 2019 - Sanitation Vehicles & Software, Street Equipment	(197,000)	(197,000)	-
LTN 2020 - Sanitation Vehicles	(433,500)	(433,500)	-
LTN 2021 - Sanitation Vehicles	(466,800)	(466,800)	-
LTN 2022 - Sanitation Vehicles	(434,750)	(434,750)	-
LTN 2023 - Sanitation Vehicles	(509,104)	(509,104)	-
Energy Program 2020	(125,225)	(125,225)	-
<b>Total Transfer In (Out)</b>	<b>(2,166,379)</b>	<b>(2,166,379)</b>	-
<b>Excess Revenues Over (Under) Expenditures for FY 2024</b>	<b>\$ (5,009,150)</b>	<b>\$ (5,009,150)</b>	<b>\$ -</b>
Recommended Use of Undesignated Fund Balance:			
- Capital Funded with Fund Balance	\$ 3,670,350	\$ 3,670,350	\$ -
- Temple Revitalization Corporation (LGC)	343,800	343,800	-
- Strategic Investment Zone Funding	100,000	100,000	-
- Service Center Master Plan	250,000	250,000	-
- Hillcrest Cemetery Master Plan	135,000	135,000	-
- Arts District Master Plan	100,000	100,000	-
- Technology & Smart City Master Plan	80,000	80,000	-
- Summit Recreation Master Plan/Strategic Plan	75,000	75,000	-
- Aquatic System Assessment	70,000	70,000	-
- Demolition of Old Solid Waste Facility	50,000	50,000	-
- Neighborhood Planning District - Woodlawn Overlay	50,000	50,000	-
- Neighborhood Planning District - Oaks @ Westwood Overlay	50,000	50,000	-
- Historic Preservation Plan	35,000	35,000	-
	<b>\$ 5,009,150</b>	<b>\$ 5,009,150</b>	<b>\$ -</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	\$	(302,719)
Adjustment to interest income estimate		184,800
Adjustment to sales tax estimate		125,000
Adjustment to child safety fees		29,525
Adjustment to other revenue estimates		97,057
<b>Total Revenue Changes</b>	<b>\$</b>	<b>133,663</b>

**<sup>B</sup> Expenditure Changes:**

Adjustment to medical & dental insurance coverage	\$	116,726
Other various operational adjustments		16,937
<b>Total Expenditures Changes</b>	<b>\$</b>	<b>133,663</b>
<b>Net Revenue Over (Under) Expenditures</b>	<b>\$</b>	<b>-</b>

## HOTEL/MOTEL TAX FUND

	PROPOSED June 22, 2023	ADOPTED August 17, 2023	Increase (Decrease)
Projected Revenues	\$ 3,404,376	\$ 3,407,090	\$ 2,714 <sup>A</sup>
Proposed Budget Expenditures	3,336,824	3,339,538	2,714 <sup>B</sup>
Excess Revenues Over (Under) Expenditures	<u>\$ 67,552</u>	<u>\$ 67,552</u>	<u>-</u>
Transfers In (Out):			
Less: Transfer Out To Debt Service Fund - Energy Program 2020	(67,552)	(67,552)	-
Total Transfer In (Out)	<u>(67,552)</u>	<u>(67,552)</u>	<u>-</u>
Excess Revenues Over (Under) Expenditures for FY 2024	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b><u>Explanation of Changes from Filed Budget to Adopted Budget:</u></b>			
<sup>A</sup> <b><u>Revenue Changes:</u></b>			
Adjustment to revenue estimates		\$ 2,714	
Total Revenue Changes		<u>\$ 2,714</u>	
<sup>B</sup> <b><u>Expense Changes:</u></b>			
Adjustment to medical & dental insurance coverage		\$ 2,714	
Total Expense Changes		<u>\$ 2,714</u>	
Net Revenue Over (Under) Expenses		<u>\$ -</u>	



## FEDERAL/STATE GRANT FUND

	PROPOSED June 22, 2023	ADOPTED August 17, 2023	Increase (Decrease)
Projected Revenues	\$ 778,505	\$ 778,505	\$ -
Proposed Budget Expenditures	778,505	778,505	-
Excess Revenues Over (Under) Expenditures for FY 2024	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

## DRAINAGE FUND

	PROPOSED June 22, 2023	ADOPTED August 17, 2023	Increase (Decrease)
Projected Revenues	\$ 3,183,907	\$ 3,186,945	\$ 3,038 <sup>A</sup>
Proposed Budget Expenditures	2,068,740	2,071,458	2,718 <sup>B</sup>
Excess Revenues Over (Under) Expenditures	<u>\$ 1,115,167</u>	<u>\$ 1,115,487</u>	<u>320</u>
Transfers In (Out):			
Less: Transfer Out To Debt Service Fund -			
CO 2017 - Drainage CIP	(259,919)	(259,919)	-
CO 2020 - Drainage CIP	(254,250)	(254,250)	-
CO 2021 - Drainage CIP	(266,688)	(266,688)	-
Less: Transfer Out To General Fund -			
Drainage Admin Fee	(334,310)	(334,630)	(320)
Total Transfer In (Out)	<u>(1,115,167)</u>	<u>(1,115,487)</u>	<u>(320)</u>
Excess Revenues Over (Under) Expenditures for FY 2024	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Explanation of Changes from Filed Budget to Adopted Budget:</b>			
<sup>A</sup> Revenue Changes:			
Adjustment to revenue estimates		\$ 3,038	
Total Revenue Changes		<u>\$ 3,038</u>	
<sup>B</sup> Expense Changes:			
Adjustment to medical & dental insurance coverage		\$ 2,718	
Adjustment to drainage administration fee		320	
Total Expense Changes		<u>\$ 3,038</u>	
Net Revenue Over (Under) Expenses		<u>\$ -</u>	

## DEBT SERVICE FUND

	PROPOSED June 22, 2023	ADOPTED August 17, 2023	Increase (Decrease)
<b>Projected Revenues</b>	\$ 27,556,092	\$ 27,556,092	\$ -
<b>Proposed Budget Expenditures</b>	30,570,880	30,570,880	-
<b>Excess Revenues Over (Under) Expenditures</b>	<b>\$ (3,014,788)</b>	<b>\$ (3,014,788)</b>	<b>-</b>
<b>Transfers In (Out):</b>			
Plus: Transfer In From General Fund -			
LTN 2019 - Sanitation Vehicles & Software, Street Equipment	197,000	197,000	-
LTN 2020 - Sanitation Vehicles	433,500	433,500	-
LTN 2021 - Sanitation Vehicles	466,800	466,800	-
LTN 2022 - Sanitation Vehicles	434,750	434,750	-
LTN 2023 - Sanitation Vehicles	509,104	509,104	-
Energy Program 2020	125,225	125,225	-
Plus: Transfer In From Drainage Fund -			
CO 2017 - Drainage CIP	259,919	259,919	-
CO 2020 - Drainage CIP	254,250	254,250	-
CO 2021 - Drainage CIP	266,688	266,688	-
Plus: Transfer In From Hotel/Motel Fund -			
Energy Program 2020	67,552	67,552	-
<b>Total Transfer In (Out)</b>	<b>3,014,788</b>	<b>3,014,788</b>	<b>-</b>
<b>Excess Revenues Over (Under) Expenditures for FY 2024</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## WATER & WASTEWATER FUND

	PROPOSED June 22, 2023	ADOPTED August 17, 2023	Increase (Decrease)
Projected Revenues	\$ 58,767,622	\$ 58,785,144	\$ 17,522 <sup>A</sup>
Proposed Budget Expenses	58,767,622	58,785,144	17,522 <sup>B</sup>
Excess Revenues Over (Under) Expenditures for FY 2024	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Explanation of Changes from Filed Budget to Adopted Budget:</b>			
<sup>A</sup> <b>Revenue Changes:</b>			
Adjustment to revenue estimates		\$ 17,522	
<b>Total Revenue Changes</b>		<u>\$ 17,522</u>	
<sup>B</sup> <b>Expense Changes:</b>			
Adjustment to medical & dental insurance coverage		\$ 17,522	
<b>Total Expense Changes</b>		<u>\$ 17,522</u>	
<b>Net Revenue Over (Under) Expenses</b>		<u>\$ -</u>	

## REINVESTMENT ZONE NO. 1 FUND

	PROPOSED <sup>1</sup> June 22, 2023	ADOPTED <sup>2</sup> August 17, 2023	Increase (Decrease)
Projected Revenues	\$ 37,322,968	\$ 37,322,968	\$ -
Proposed Budget Expenditures	42,009,939	42,009,939	-
Excess Revenues Over (Under) Expenditures for FY 2024	<u>\$ (4,686,971)</u>	<u>\$ (4,686,971)</u>	<u>\$ -</u>

1 - As amended in Financing Plan approved by the Reinvestment Board on 03/23/23 and Council on 04/20/23

2 - As amended in Financing Plan approved by the Reinvestment Board on 06/28/23 and Council on 07/20/23

## TEMPLE REVITALIZATION CORPORATION FUND

	PROPOSED June 22, 2023	ADOPTED August 17, 2023	Increase (Decrease)
Projected Revenues	\$ 343,800	\$ 343,800	\$ -
Proposed Budget Expenses	<u>343,800</u>	<u>343,800</u>	<u>-</u>
Excess Revenues Over (Under) Expenditures for FY 2024	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>





## I. STATEMENT OF PURPOSE

The broad purpose of the following Fiscal and Budgetary Policy Statements is to enable the City to achieve and maintain a long-term stable and positive financial condition. The watchwords of the City's financial management include integrity, prudent stewardship, planning, accountability, full disclosure and communication.

The more specific purpose is to provide guidelines to the Director of Finance in planning and directing the City's day-to-day financial affairs and in developing recommendations to the City Manager and City Council.

The scope of these policies generally spans, among other issues, accounting, auditing, financial reporting, internal controls, operating and capital budgeting, revenue management, cash and investment management, expenditure control, asset management, debt management, and planning concepts, in order to:

- A.** present fairly and with full disclosure the financial position and results of the financial operations of the City in conformity to generally accepted accounting principles (GAAP) and;
- B.** determine and demonstrate compliance with finance-related legal and contractual issues in accordance with provisions of the Texas Local Government Code and other pertinent legal documents and mandates.

The City Council will annually review and approve the Fiscal and Budgetary Policy Statements as part of the budget process.

## II. OPERATING BUDGET

**A. Preparation** – Budgeting is an essential element of the financial planning, control, and evaluation process of municipal government. The “operating budget” is the City's annual financial operating plan. The annual budget includes all of the operating departments of the general fund, proprietary fund, the debt service fund, special revenue funds, and capital project funds of the City. The budget

is prepared by the City Manager and Director of Finance with the cooperation of all City Departments, on a basis which is consistent with generally accepted accounting principles. In accordance with Article 12 of the City Charter, the City Manager must submit the budget to the City Council by filing with the City Secretary. The budget should be presented to the City Council on or before the 1st day of August each year.

**1. Proposed Budget** – A proposed budget shall be prepared by the City Manager with the participation of all the City's Department Heads within the provisions of the City Charter.

- a.** The budget shall include four basic segments for review and evaluation. These segments are: (1) revenues, (2) personnel costs, (3) operations and maintenance costs, and (4) capital and other (non-capital) project costs.
- b.** The budget review process shall include City Council participation in the development of each of the four segments of the proposed budget and public hearings to allow for citizen participation in the budget preparation.
- c.** The budget process shall span sufficient time to address policy and fiscal issues by the City Council.
- d.** A copy of the proposed budget shall be filed by the City Manager with the City Secretary when it is submitted to the City Council in accordance with the provisions of the City Charter.

**2. Adoption** – Upon the presentation by the City Manager of a proposed budget document to the City Council, the City Council shall call and publicize a public hearing. The City Council will subsequently adopt by Ordinance such budget, as it may have been amended, as the City's Annual Budget effective for the fiscal year beginning October 1st.

**B. Balanced Budget** – The operating budget will be balanced with current revenues, which may include beginning fund balances less required reserves as established by City Council, greater than or equal to current expenditures/expenses.

**C. Planning** – The budget process will be coordinated so as to identify major policy issues for City Council consideration several months prior to the budget approval date. This will allow adequate time for appropriate decisions and analysis of financial impacts.

**D. Reporting** – Periodic financial reports will be prepared by the Director of Finance to enable the Department Managers to manage their budgets and to enable the Director of Finance to monitor and control the budget as authorized by the City Manager. Summary financial and budgetary reports will be presented by the Director of Finance to the City Council to understand the overall budget and financial status.

**E. Control and Accountability** – The Department Heads of each department will be solely responsible to insure that their department budgets will not exceed budgeted amounts. In addition, each Department Head will be solely responsible to achieve budgeted revenues that are generated by activities of that department. Failure to achieve budgetary control of their individual expenditure and revenue budgets will be evaluated and investigated by the City Manager.

**F. Expenditure Requests** – The Finance Department will evaluate expenditure requests from departments to ensure that the requests are in the amount and kind originally budgeted in those departments and that adequate funds are available to comply with individual expense request. The Director of Finance will make every effort to assist departments in obtaining purchases to accomplish the goals and objectives delineated in the budget information for each department set forth in the current yearly adopted budget.

**G. Contingent Appropriation** – The City Manager should establish an adequate contingent appropriation in each of the operating funds. Expenditures from this appropriation shall be made only in cases of emergency or an unforeseen/unusual need. A detailed account shall be recorded and reported. The transfer of this budget appropriation shall be under the control of the City Council. Any transfer of contingency must be expressly approved in advance by the City Council.

All transfers from the contingent appropriation will be evaluated using the following criteria:

1. Is the request of such an emergency nature that it must be made immediately?
2. Why was the item not budgeted in the normal budget process?
3. Why the transfer cannot be made within the division or department?

### III. REVENUE POLICIES

**A. Characteristics** – The City Finance Department will strive for the following optimum characteristics in its revenue system:

1. **Simplicity** – The City, where possible and without sacrificing accuracy, will strive to keep the revenue system simple in order to reduce compliance costs for the taxpayer or service recipient. A corresponding decrease in the City's cost of collection and a reduction in avoidance to pay should result.
2. **Certainty** – A knowledge and understanding of revenue sources increases the reliability of the revenue system. The City will understand its revenue sources and enact consistent collection policies to provide assurances that the revenue base will materialize according to budgets and plans.

**3. Equity** – The City shall make every effort to maintain equity in its revenue system structure; i.e., the City should seek to minimize or eliminate all forms of subsidization between entities, funds, services, utilities, and customer classes.

**4. Revenue Adequacy** – The City should require that there be a balance in the revenue system; i.e., the revenue base will have the characteristics of fairness and neutrality as it applies to cost of service, willingness to pay, and ability to pay.

**5. Administration** – The benefits of a revenue source should exceed the cost of levying and collecting that revenue. The cost of collection should be reviewed annually for cost effectiveness as a part of the indirect cost of service analysis. Where appropriate, the City will use the administrative processes of State, Federal or Local Governmental collection agencies in order to reduce administrative cost.

**6. Diversification and Stability** – A diversified revenue system with a stable source of income shall be maintained. This will help avoid instabilities in two particular revenue sources due to factors such as fluctuations in the economy and variations in the weather.

**B. Issues** – The following considerations and issues will guide the City Finance Department in its revenue policies concerning specific sources of funds:

**1. Cost/Benefit of Abatement** – The City will use caution in the analysis of tax or fee incentives that are used to encourage development. Ideally, a cost/benefit (fiscal impact) and analysis should be performed as part of such caution.

**2. Non-Recurring Revenues** – One-time or non-recurring revenues should not be used to finance current ongoing operations. Non-recurring revenues should be used only for non-recurring expenditures and not be used for budget balancing purposes.

**3. Property Tax Revenues** – All real and business personal property located within the City shall be valued at 100% of the fair market value for any given year based on the current appraisal supplied to the City by the Bell County Tax Appraisal District. Reappraisal and reassessment shall be done every third year.

Conservative budgeted revenue estimates result in a projected ninety-eight percent (98%) budgeted collection rate for current ad valorem taxes. Two percent (2%) of estimated current ad valorem taxes will be projected and used as the budget for delinquent ad valorem tax collections. The combined ad valorem tax collections budgeted each fiscal year will be no less than one hundred percent (100%) of the tax levy and should insure that ad valorem tax collection projections will not be over estimated.

The Finance Department will endeavor with the Tax Assessor Collector to collect ad valorem taxes in excess of ninety-seven percent (97%) of total ad valorem tax levy with a goal of one hundred percent (100%) collection of actual ad valorem taxes levied in each fiscal year.

All delinquent taxes shall be aggressively pursued each year by the Tax Assessor/Collector. Tax accounts delinquent greater than 90 days shall be submitted for collection each year to an attorney selected by the Bell County Tax Appraisal District. A penalty shall be assessed on all delinquent property taxes, which shall include all court costs, as well as an amount for compensation of the attorney as permitted by State law and in accordance with the attorney's contract with the County. Annual performance criteria will be developed for the attorney and reported to the City Council.

**4. Interest Income** – Interest earned from investment of available monies, whether pooled or not, will be distributed to the funds in accordance with the equity balance of the fund from which monies were provided to be invested.

**5. User-Based Fees and Service Charges** – For services associated with a user fee or charge, the direct and indirect costs of that service will be offset by a fee where possible. There will be an annual review by all Department Heads of fees and charges to ensure that fees provide adequate coverage of cost of services for their respective departments.

The City Council will determine how much of the cost of a service should be recovered by fees and charges.

**6. Enterprise Fund Rates** – The Director of Utilities will review rates annually, and the City Council will adopt rates that will generate revenues sufficient to cover operating expenses, meet the legal restrictions of all applicable bond covenants, and provide for an adequate level of working capital.

Additionally, enterprise activity rates and other legal funds of the City will include transfers to and receive credits from other funds as follows:

**a. General and Administrative Charges** – Administrative costs should be charged to all funds for services of general overhead, such as administration, finance, customer billing, personnel, data processing, engineering, and legal counsel, and other costs as appropriate. The charges will be determined by the Director of Finance through an indirect cost allocation following accepted practices and procedures not to exceed 10.5%.

**b. Payment in-lieu-of costs** – This transfer will be made in accordance with the following methods, not to exceed 5% of the total estimated operating revenues of the respective fund.

**(1) In-lieu-of franchise fee.** In-lieu-of franchise fee will be included as a part of the rate computation of gross sales consistent with the franchise rates charged to investor

owned utility franchises to operate within the City. Currently, the City levies a 5% franchise fee.

**(2) Payment in-lieu-of ad valorem tax.** Rates will be calculated so as to include a fee equal to the ad valorem taxes lost as a result of municipal ownership of the various utility and other enterprise activities owned by the City. Net book value will be used as a basis, barring absence of known market value and applied only to capital assets actually within the incorporated City limits.

**7. Intergovernmental Revenues (Federal/State/Local)** – All potential grants will be examined for matching requirements and the source of the matching requirements. These revenue sources will be expended only for intended purpose of grant aid. It must be clearly understood that operational requirements set up as a result of a grant or aid could be discontinued once the term and conditions of the project have terminated.

**8. Revenue Monitoring** – Revenues actually received will be compared to budgeted revenues by the Director of Finance and any variances considered to be material will be investigated. This process will be summarized in the appropriate budget report. The Director of Finance will report results of that investigation to the City Manager and City Council.

#### IV. EXPENDITURE POLICIES

**A. Appropriations** – The point of budgetary control is at the department level budget for all funds. When budget adjustments among Departments and/or funds are necessary, they will be made in accordance with the City Charter. Budget appropriation amendments at lower levels of control shall be made in accordance with the applicable administrative procedures.

**B. Central Control** – No recognized or significant salary or capital budgetary savings in any Department shall be spent by the Department Head without the prior authorization of the City Manager. This control will realize budget savings each year that will be recognized in the approved budget as “unexpended appropriations” or contingency “sweep” accounts. The City Manager is authorized, without further City Council action, to transfer appropriations within individual department budgets for each fund from line item to line item greater than \$5,000 provided that the total funds appropriated by the City Council for each individual department budget are neither increased nor decreased. The Director of Finance is authorized without further City Council action, to transfer appropriations within individual department budgets for each fund from line item to line item less than \$5,000 provided that the total funds appropriated by the City Council for each individual department budget are neither increased nor decreased.

**C. Purchasing** – All City purchases of goods or services will be made in accordance with the City’s current Purchasing Manual.

**D. Prompt Payment** – All invoices approved for payment by the proper City authorities shall be paid by the Finance Department within thirty (30) calendar days of receipt in accordance with the provisions of Article 601f, Section 2 of the State of Texas Civil Statutes.

The Director of Finance shall establish and maintain proper procedures which will enable the City to take advantage of all purchase discounts, when possible, except in the instance where payments can be reasonably and legally delayed in order to maximize the City’s investable cash.

**E. Reporting** – Quarterly reports will be presented by the Director of Finance in open Council meetings describing the financial and budgetary conditions of the City. Comparisons of actual to budget and actual to prior year, appropriate ratios and graphs to fully disclose and

present meaningful information will be used whenever possible.

## V. CAPITAL BUDGET AND PROGRAM

**A. Preparation** – The City’s Capital Budget will include all capital project funds and all capital resources. The budget will be prepared annually and on a project basis. The Capital Budget will be prepared by the City Manager with the involvement of responsible departments.

**B. Control** – All capital project expenditures must be appropriated in the Capital Budget. The Finance Department must certify the availability of resources before any capital project contract is presented to the City Council for approval.

**C. Program Planning** – The Capital Budget will be taken from capital improvements plan for future years. The planning time frame for the capital improvements project plan should normally be five years, but a minimum of at least three years. The replacement and maintenance for capital items should also be projected for the next ten (10) years. Future maintenance and operational costs will be considered so that these costs can be included in the operating budget.

**D. Financing Programs** – Where applicable, assessments, impact fees, pro rata charges, or other fees should be used to fund capital projects which have a primary benefit to specific, identifiable property owners.

Recognizing that long-term debt is usually a more expensive financing method, alternative-financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives that equal or exceed the average life of the debt issue. The exceptions to this requirement are the traditional costs of marketing and issuing the debt, capitalized labor



for design and construction of capital projects, and small component parts which are attached to major equipment purchases.

**E. Timing** – The Financial Analyst will work with Department Heads during the budget preparation to schedule the timing of capital equipment purchases to insure funds availability. The final schedule of capital purchases will be given to Directors or Department Heads to assist them in timing purchase requests to the Purchasing Department.

**F. Infrastructure Maintenance** – The City recognizes the deferred maintenance increases future capital costs. Therefore, a portion of all individual funds with infrastructure should be budgeted each year to maintain the quality of the City's infrastructure. Replacement schedules should be developed in order to anticipate the deterioration and obsolescence of infrastructure.

**G. Reporting** – Periodic financial reports will be prepared by the Director of Finance to enable the Department Heads to manage their capital budgets and to enable the Finance Department to monitor and control the capital budget as authorized by the City Manager.

## VI. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

**A. Accounting** – The City Finance Department is solely responsible for the reporting of the financial affairs, both internally and externally. The Director of Finance is the City's Chief Fiscal Officer and, through responsibility delegated to the Assistant Director of Finance, is responsible for establishing the Chart of Accounts and for properly recording financial transactions.

### **B. Auditing** –

**1. Qualifications of the Auditor** – In conformance with the City's Charter and according to the provisions of Texas Local Government Code, Title 4, Chapter 103, the City will be audited

annually by outside independent accountants ("auditor"). The auditor must be a CPA that can demonstrate that it has the breadth and depth of staff to conduct the City's audit in accordance with generally accepted auditing standards and contractual requirements. The auditor must hold a license under Article 41a-1, Section 9, of the Civil Statutes of Texas, capable of demonstrating that it has sufficient staff which will enable it to conduct the City's audit in accordance with generally accepted auditing standards as required by the City Charter and applicable state and federal laws. The auditor's report on the City's financial statement will be completed within 120 days of the City's fiscal year end, and the auditor will jointly review the management letter with the City Council within 30 days of its receipt by the staff.

In conjunction with their review, the Director of Finance shall respond within 100 days in writing to the City Manager and City Council regarding the auditor's Management Letter, addressing the issues contained therein. The City Council shall schedule its formal acceptance of the auditor's report upon the resolution of any issues resulting from the joint review.

**2. Responsibility of Auditor to City Council** – The auditor is retained by and is accountable directly to the City Council and will have access to direct communication with the City Council if the City Staff is unresponsive to auditor recommendations or if the auditor considers such communication necessary to fulfill its legal and professional responsibilities.

### **C. Financial Reporting** –

**1. External Reporting** – The City Finance Department shall prepare a written Comprehensive Annual Financial Report (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 must 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 Accountant II’s 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 mature 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 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. 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:

SouthState / Duncan Williams  
 FHN 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.** Council of Governments;
- F.** Sponsors approved by the TSCPA and GFOA, GFOAT, GTOT, to provide CPE credits; or
- G.** University of North Texas

**ACFR** – Annual Comprehensive Financial Report

**AL** – Acceptable level

**APWA** – American Public Works Association

**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 Inspection

**DF WWTP** – Doshier Farm Wastewater Treatment Plant

**EMS** – Emergency Medical Services

**EST** – Elevated storage tank

**FBO** – Fixed-based operations

**FOG** – Fats, Oils & Grease

**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

**HVAC** – Heating, ventilation & air conditioning

**I&S FUND** – Interest and Sinking Fund

**ICMA** – International City/County Management Association

**ISO** – Insurers Services Office

**ITS** – Information Technology Services

**KPI** – Key performance indicators

**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

**O&M** – Operations and maintenance

**OCU** – Organized Crime Unit

**OE** – Operating expense

**OR** – Operating revenue

**PARD** – Parks and Recreation Department

**RZ** – Reinvestment Zone No. 1

**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

**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.

**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

**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**

**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**

**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

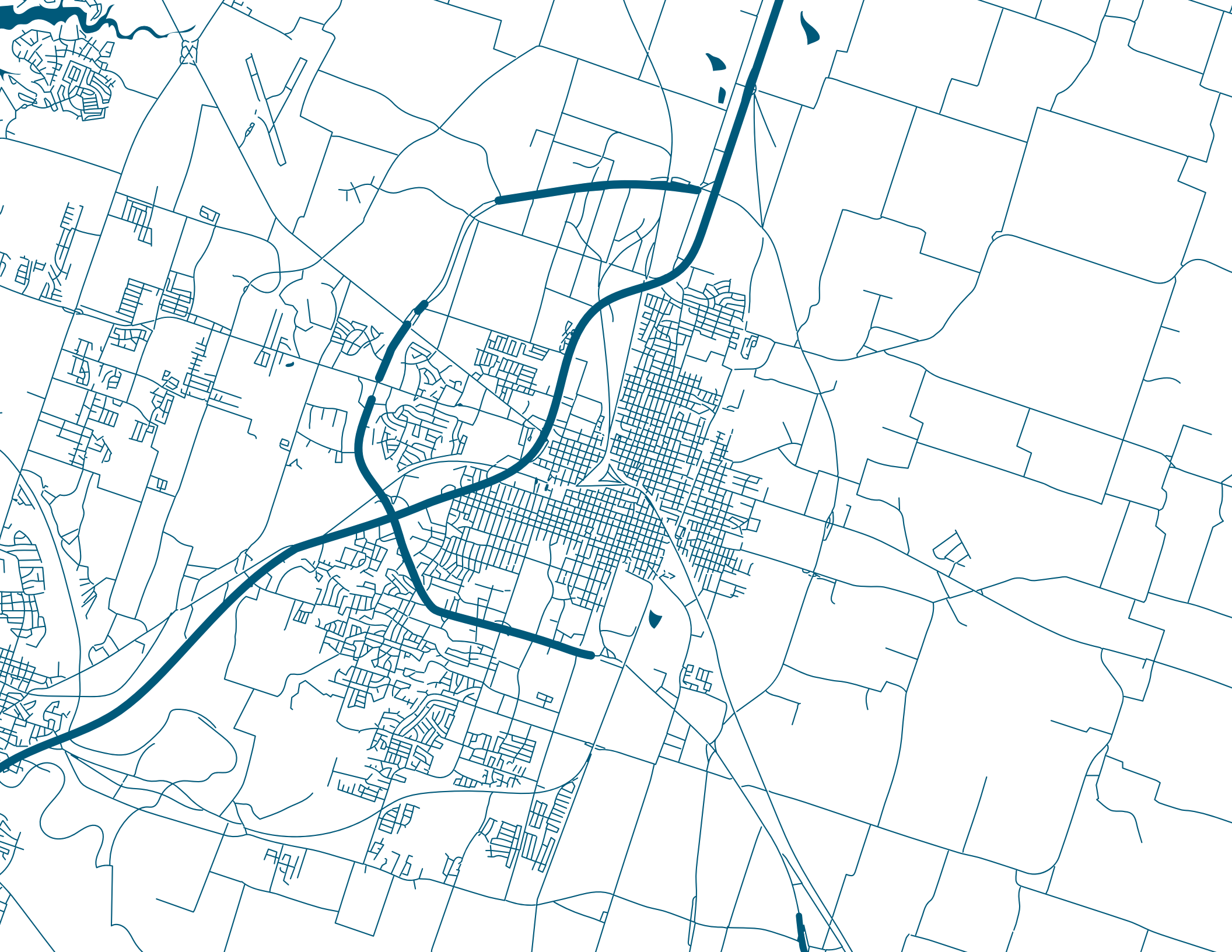
**VOUCHER**

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.







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