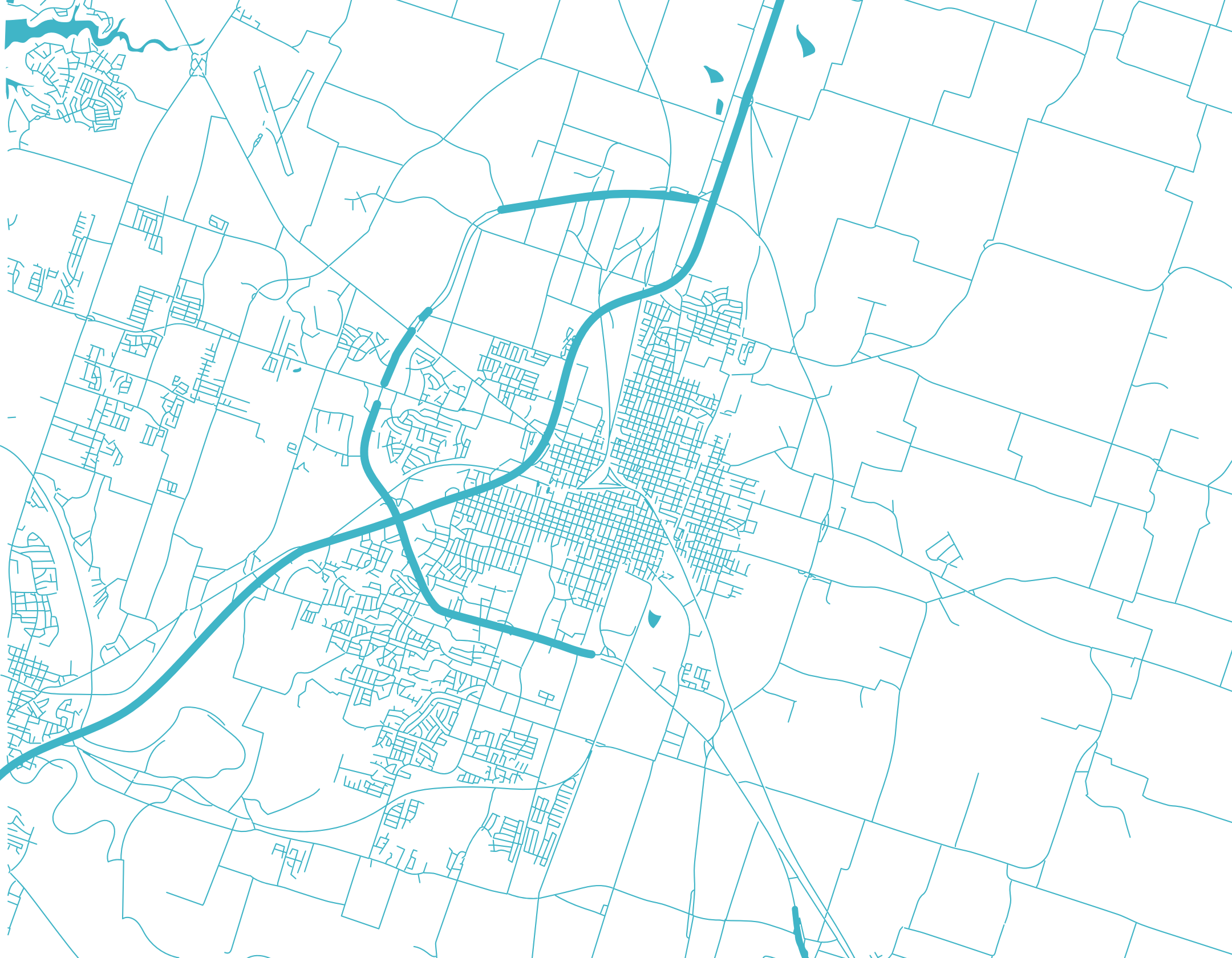


CITY OF TEMPLE, TEXAS



ADOPTED BUDGET

2020



OCTOBER 1, 2019 – SEPTEMBER 30, 2020

This budget will raise more revenue from property taxes than last year's budget by an amount of \$3,703,167, which is a 13.11% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$878,355.

The record vote of each member of the governing body by name voting on the adoption of FY 2019-2020 Budget was as follows:

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

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, 2019 and has budgeted for FY 2020 the following amounts, respectively:

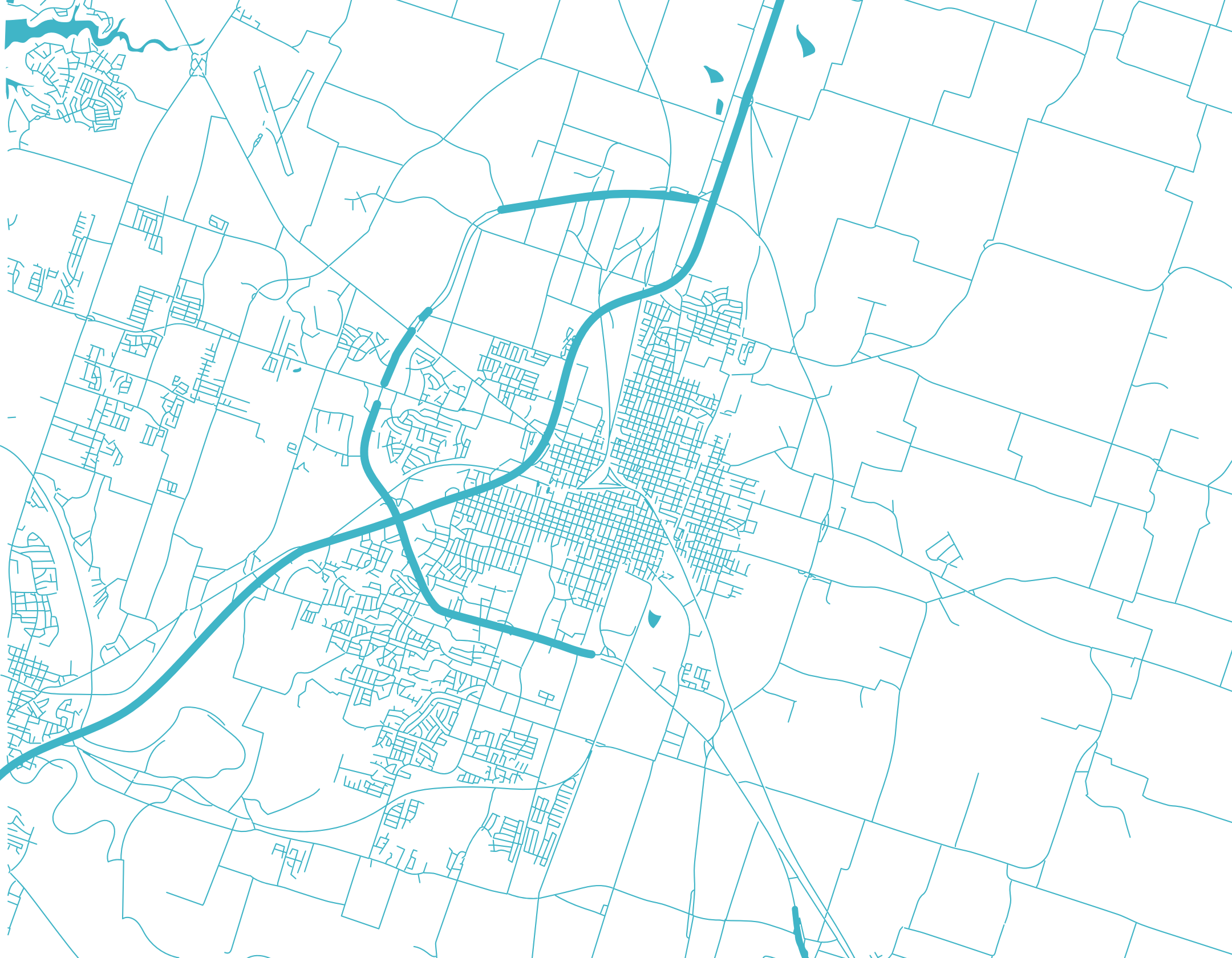
- Notice required by law to be published in a newspaper: \$17,804.19 and \$32,675
- Lobbying activities: \$66,000 and \$66,000

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

Fiscal Year	2019-2020	2018-2019
Tax Year	2019	2018
Adopted Operating Rate	\$0.309700	\$0.298200
Adopted Debt Rate	\$0.363000	\$0.363000
Total Adopted Rate	\$0.672700	\$0.661200
Effective Tax Rate	\$0.595000	\$0.643400
Effective Operating Rate (M&O)	\$0.448500	\$0.446500
Maximum Operating Rate (M&O)	\$0.484300	\$0.482200
Debt Rate (I&S)	\$0.363000	\$0.363000
Rollback Rate	\$0.672900	\$0.661300

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

Type of Debt	Total Outstanding	Current Year Debt
Property Tax Supported	\$175,560,000	\$18,124,100
Self-Supporting Debt	\$8,938,900	\$1,375,555
Total Debt	\$184,498,900	\$19,499,655



INTRODUCTION



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

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

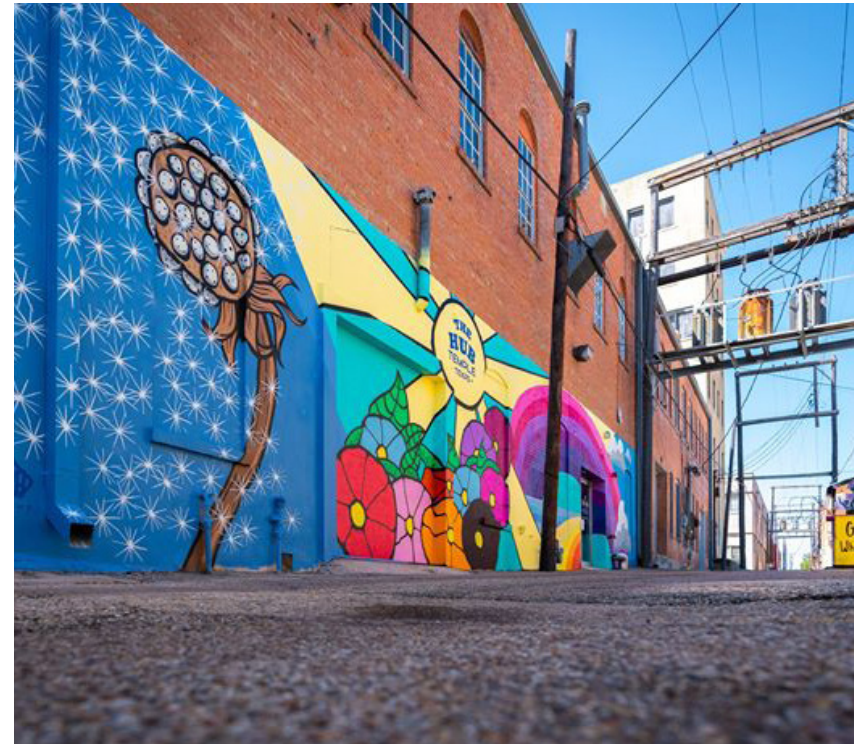
The Gulf, Colorado & Santa Fe Railway quickly became a major employer for Temple, even building a hospital for its workers in 1891. In early 1892, Dr. Arthur Carroll Scott & Dr. Raleigh R. White, Jr. arrived in Temple to work in that hospital. The doctors saw a need for medical services that reached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

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

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

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

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





Tim Davis – Mayor



Jessica Walker
District 1



Judy Morales
Mayor Pro-Tempore,
District 2

City Staff

Brynn Myers	City Manager
Traci L. Barnard, C.P.A.	Director of Finance
Kayla Landeros	City Attorney
Lacy Borgeson	City Secretary
Melissa Przybylski, C.P.A.	Assistant Director of Finance
Jennifer Emerson	Director of Budget

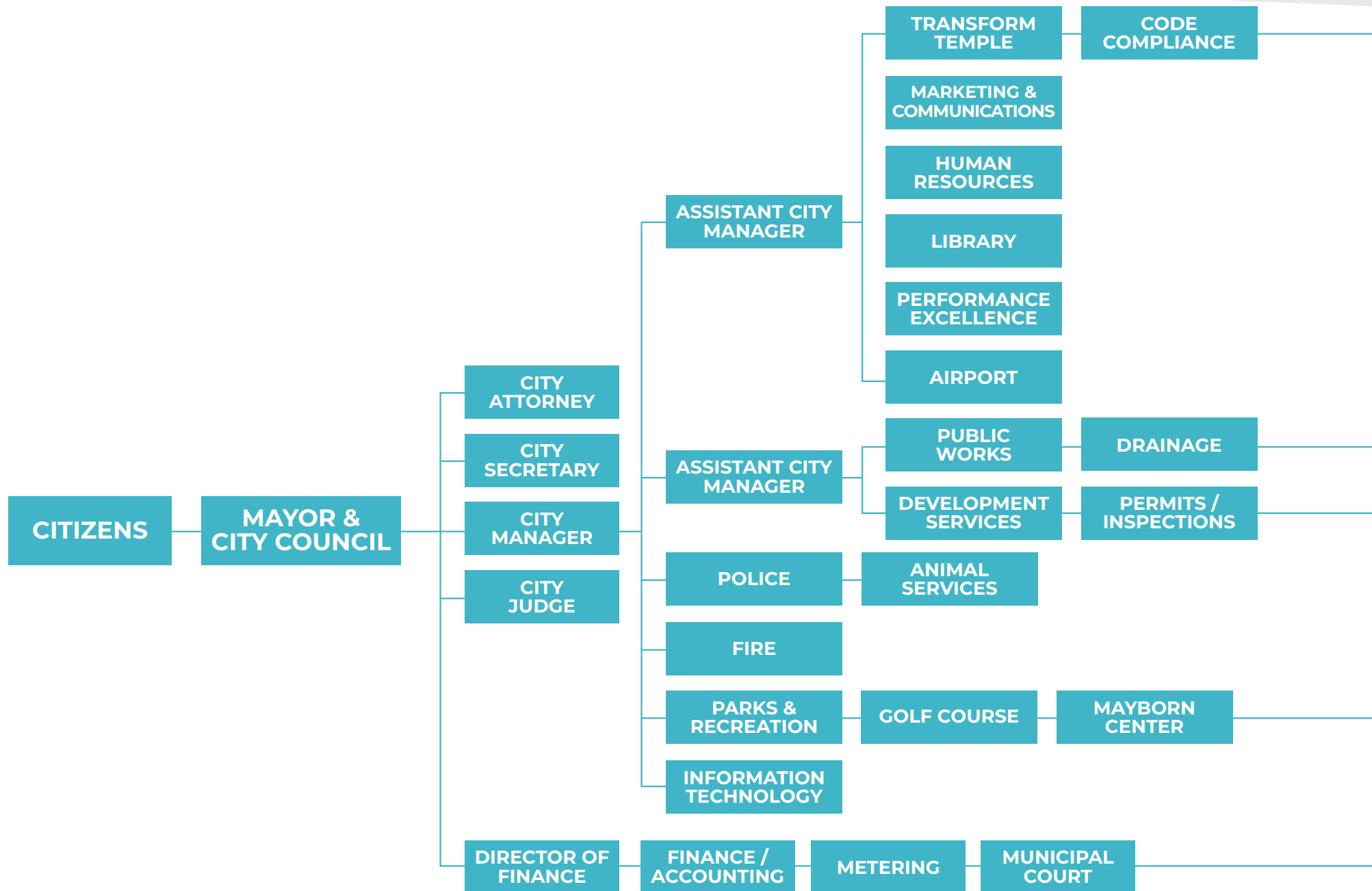


Susan Long
District 3



Wendell Williams
District 4

ORGANIZATION CHART



NEIGHBORHOOD
SERVICES

ENGINEERING

ENVIRONMENTAL
PROGRAMS

FLEET SERVICES

SOLID WASTE

STREETS

TRAFFIC
CONTROL

UTILITY
SERVICES

PLANNING

PARKS

RAILROAD
MUSEUM

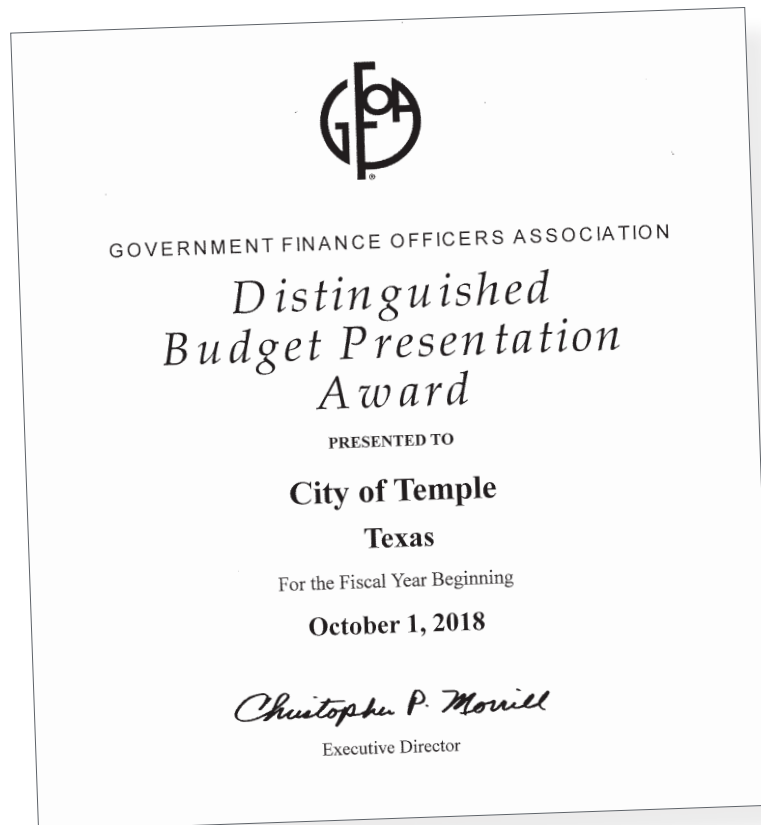
RECREATION

TOURISM

PURCHASING /
FACILITY SERVICES

UTILITY
BUSINESS OFFICE

DISTINGUISHED BUDGET PRESENTATION AWARD



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Temple, Texas for its annual budget for the fiscal year beginning October 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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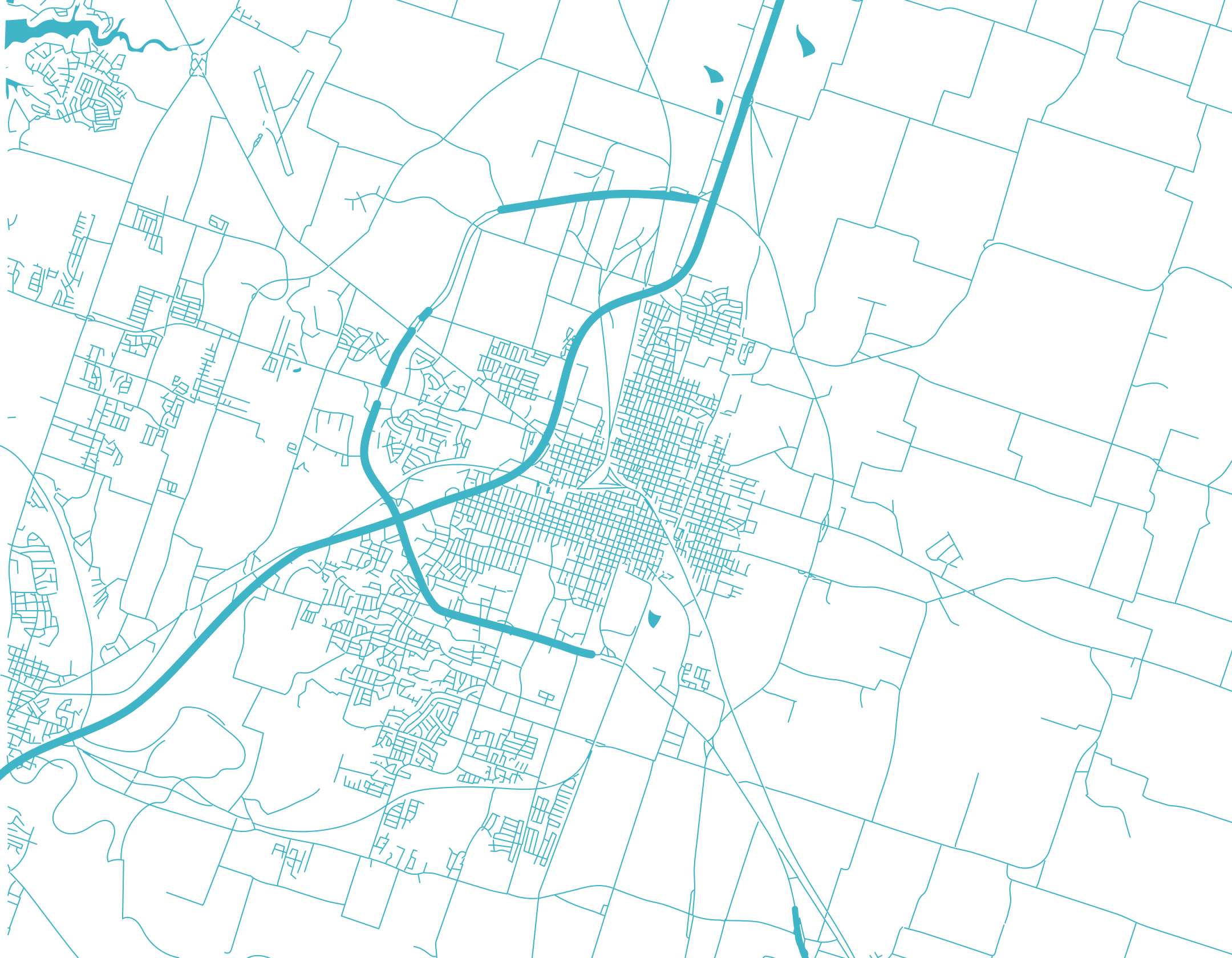
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HIGH-PERFORMING ORGANIZATION



MESSAGE FROM THE CITY MANAGER



MESSAGE FROM THE CITY MANAGER

It is my privilege to present the fiscal year 2020 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 2020 Business Plan is presented in five key parts; 1) Strategic Plan; 2) Financial Plan; 3) Annual Budget; 4) Capital Improvement Program; and 5) Annual Work Plan and covers a planning period from FY 2020 through FY 2025.

Instead of approaching the budgeting process and work plan development from a single year perspective, as we have traditionally done, this year 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 for the next six years.

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.

This plan is the product of more than ten months of collaboration between City Council members and City staff, with input from community stakeholders. These conversations helped to identify a unified vision for Temple, further define our city's mission and values, and determine shared goals and commitments that city leadership has pledged to address in the coming years.

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

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

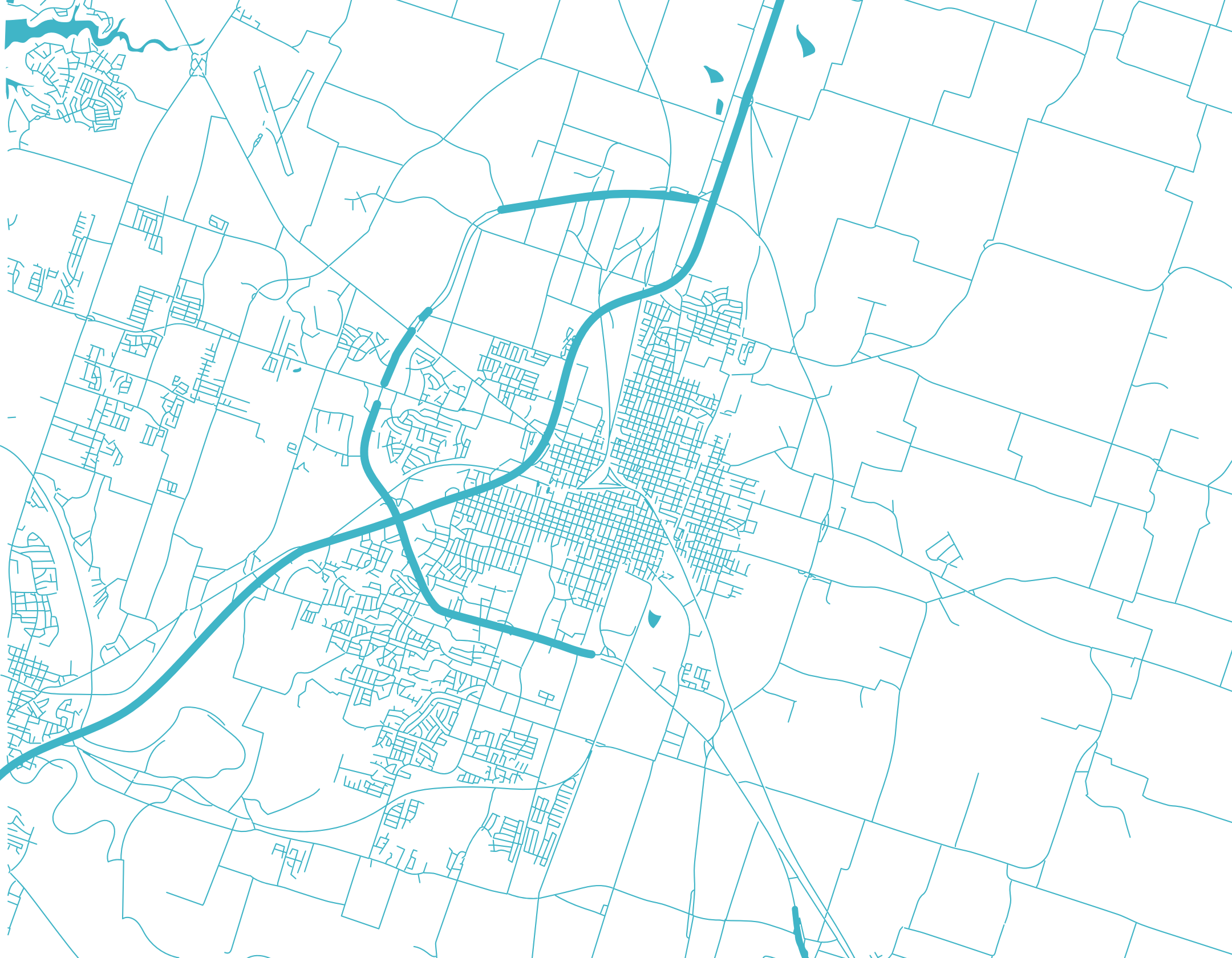
The future promises extraordinary things for Temple. This plan is our guiding document as we face the challenges and capture the opportunities that lie ahead for the City of Temple.

Respectfully submitted,



Brynn Myers – City Manager





USER'S GUIDE



DOCUMENT LAYOUT

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

INTRODUCTION

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

MESSAGE FROM THE CITY MANAGER

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

USER GUIDE

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

STRATEGIC PLAN

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

FINANCIAL PLAN

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

ANNUAL BUDGET

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

CAPITAL IMPROVEMENT PROGRAM

This section provides a detailed account of each capital improvement project including descriptions, estimated costs, and information regarding the impacts of the projects on future operations and maintenance.

ANNUAL WORK PLANS

Work plans have been developed to help ensure departments are aligned with the commitments presented in the Strategic Plan. This section contains the FY 2020 work plans for City Manager, Finance, City Attorney, City Secretary, Airport, Information Technology, Planning, Marketing & Communications, Human Resources, Performance Excellence, Parks & Recreations, Public Works, Fire, Police, Transform Temple, and Library.

SUPPLEMENTAL SECTION

This section contains miscellaneous information that may be of interest to readers and includes financial policies, acronym listing, and a glossary. In addition, the resolution adopting/appropriating the budget, as well as the ordinances levying taxes and setting tax rates are included.

FORM OF GOVERNMENT

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

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

BUDGET PROCESS

Budgeting is an essential element of the financial planning, control, and evaluation process of municipal government. The “operating budget” is the City’s annual financial plan. The City’s fiscal year begins on October 1st and ends on September 30th of each fiscal year. Although the City legally appropriates its budget on an annual basis, the budgeting process includes discussions regarding short-term and long-term financial planning. Therefore, 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 FY 2020 Budget was comprised of several key steps:

KEY STEP - STRATEGIC PLANNING RETREAT

The redevelopment of the City’s Strategic Plan began in September

2018 with a two-day retreat consisting of City Council, the City Manager and council appointees. During this retreat, attendees discussed the City’s current strengths, weaknesses, opportunities, threats, and then forged consensus around the highest order priorities for the City to address over the next six years. These proprieties, in turn, established the foundation for defining more specific action steps, resource plans, and performance measures for the City staff.

KEY STEP - STAFF BUDGET RETREAT & DEPARTMENTAL BUDGET REVIEW SESSIONS

In order to align the budget with the redeveloped Strategic Plan, the City approached the budgeting process differently this year. Instead of approaching the budget process and work plan development from a single year perspective, as we have traditionally done, staff was asked to:

1. prepare a departmental plan of work (FY 2020 – FY 2025) that implements the Strategic Plan (in the form of proposed action items that covered programs, projects, staffing, equipment, etc.); and
2. prepare a budget for FY 2020 through FY 2025 in support of their proposed plan of work.

For the two-day Staff Budget Retreat, City Manager asked staff to present an overview of their draft plan of work. This was the first round at slotting action items into fiscal years while taking into consideration staff resources, logical sequencing, etc. At this point in time, staff was not asked to have a perfect budget formulated. The focus was to be on drafting their proposed plan of work.

During the months of February and March, individual meetings with departments and the budget team were held. These meetings were intended to allow staff to have a more detailed conversation about the proposed plan of work and for the budget team to have the opportunity to provide more direction to staff prior to them spending time in preparing and submitting budgets.

KEY STEP - DEPARTMENTS DEVELOP BUDGET REQUESTS

Following the budget review meetings in February and March, staff had approximately six weeks to develop their budget for FY 2020 – FY 2025. The proposed budgets were based on the plan of work they proposed and reviewed jointly with the budget team.

All departmental budgets were to be submitted by April 12.

KEY STEP - CITY MANAGER DEVELOPS PROPOSED BUDGET

Upon submission of all department budgets, the City Manager and the budget team thoroughly reviewed each budget. During this step, budget proposals are examined for their ability to maintain or enhance service levels, meet current financial and operational plans, prepare for future growth, as well as support the Strategic Plan that has set an intentional direction for the organization for the next six years. After assessing relevant information, the City Manager prioritized her list of budget proposals and reviewed all revenue sources to compile a proposed budget. The City Manager filed the proposed budget with City Secretary on June 27.

KEY STEP - CITY COUNCIL ADOPTS THE BUDGET

The last step in the process adopts the final budget and tax rate. This process began in June when City Council received the proposed budget and reviewed it at multiple council workshops. Council members discussed policy objectives and the spending plan in relation to Council proprieties and the newly developed Strategic Plan. Prior to concluding the budget process, Council held public hearings in August and September on the pending tax rate and budget. Following the public hearings, the final budget and tax rate was adopted which included the following:

- adopting the City's budget for fiscal year beginning October 1, 2019 and ending September 30, 2020, including the Operating Budget for FY 2020, Business Plan, Capital Improvement Plan, General Government Pay Plan, Fiscal & Budgetary Policy, and Investment Policy;
- ratifying the property tax increase reflected in the budget – “This budget will raise more total property taxes than last year’s budget by \$3,703,167, a 13.11% increase, and of that amount, \$878,355 is tax revenue to be raised from new property added to the tax roll this year.”;
- adopting an ordinance approving the tax roll and authorizing calculation of the amount of tax that can be determined for all real and personal property in the City for the tax year 2019 (fiscal year 2020); and
- adopting an ordinance setting a tax rate \$0.6727 per \$100 valuation, comprised of \$0.3097 for maintenance and operations and \$0.3630 for debt service, for FY 2020 (tax year 2019), making the appropriation for the regular operation of the City.

BUDGET AMENDMENTS

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

BUDGET CALENDAR

JANUARY

31 Staff Budget Retreat - Day 1 of 2

FEBRUARY

1 Staff Head Budget Retreat - Day 2 of 2

2-28 Department Budget Review Sessions

MARCH

1-5 Department Budget Review Sessions

APRIL

4 Council Work Session

12 Department Budgets Due

18 Council Work Session

23 ITS Budget Requests Review

24 Personnel Budget Requests Review

29 Fleet & Equipment Budget Requests Review

30 Facility Services Budget Requests Review
City Receives Preliminary Tax Roll

MAY

2 Council Work Session

6 CIP - Drainage / Transportation Review

7 CIP - Water/Wastewater Review

16 Council Work Session

31 Capital Improvement Plan (CIP)
Forms Due

JUNE

6 Council Work Session

20 Council Work Session

27 File Proposed FY 2020 Budget & CIP
Documents with City Secretary

JULY

7 Publish Ad - "Notice of Public Hearing
on Budget"

11 Council Work Session
Schedule Public Hearings on City's
Proposed Budget

18 Council Work Session

25 Council Work Session
City Receives Certified Tax Roll

27 City Receives Effective Tax Rate
(ETR) Calculation

28 Publish Ad - "Notice of Public Hearing
on Budget"

AUGUST

1 Council Work Session
Initial Public Hearing on City's Budget

15 Council Work Session

26 Special Council Meeting - Amend
Resolution No. 2019-9718-R

27 Supplemental Notice of Hearing on
Tax Rate Increase
Publish Ad - "Notice of Proposed (Exceeds)
Tax Rate"

SEPTEMBER

5 1st Public Hearing - Tax Increase
1st Reading - Approving the Tax Roll &
Levying Taxes
1st Reading - Setting the Tax Rate

9 2nd Public Hearing - Tax Increase

19 Final Public Hearing and Adoption
of FY 2020 Budget
2nd and Final Reading - Approving the
Tax Roll & Levying Taxes
2nd and Final Reading - Setting a 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 25 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 25 illustrates the relationship between proprietary fund types and the different departments within the City.

DEPARTMENT/FUND RELATIONSHIP EXHIBIT

GENERAL FUND

GOVERNMENTAL FUND TYPES

GENERAL GOVERNMENT	AIRPORT	HIGHWAYS & STREETS	PARKS & RECREATION	OTHER	PUBLIC SAFETY	SOLID WASTE
City Attorney City Council City Manager City Secretary Economic Development Facility Services Finance Fleet Services Human Resources ITS Marketing & Communications Performance Excellence Permits/Inspections Planning Purchasing Special Services	Airport	Engineering Streets Traffic Control	Golf Course Library Parks Parks & Rec Admin Recreation	Capital Debt Service Transfer Out	Animal Services Code Compliance Communications Fire Municipal Court Police	Solid Waste

DEBT SERVICE FUND

DEBT SERVICE

SPECIAL REVENUE FUND

DRAINAGE

Drainage

FEDERAL / STATE GRANTS

Community Dvlpmnt Admin
 Projects / Grants
 Airport Grant
 Parks Grant
 Police Grant

REINVESTMENT ZONE NO. 1

Reinvestment Zone No. 1

HOTEL / MOTEL

Mayborn Center
 Tourism
 Railroad / Heritage Museum

UTILITY ENTERPRISE FUND

PROPRIETARY FUND TYPES

WATER & WASTEWATER

Debt Service
 Environmental Programs
 Metering
 Public Works Admin

Purchasing
 Utility Business Office
 Wastewater Collection
 Wastewater Treatment

Water Distribution
 Water Treatment

BASIS OF ACCOUNTING

REVENUE AND EXPENDITURES

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

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

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

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

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

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

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

ENCUMBRANCES

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

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

BASIS OF BUDGETING

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

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

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

FUND BALANCE

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

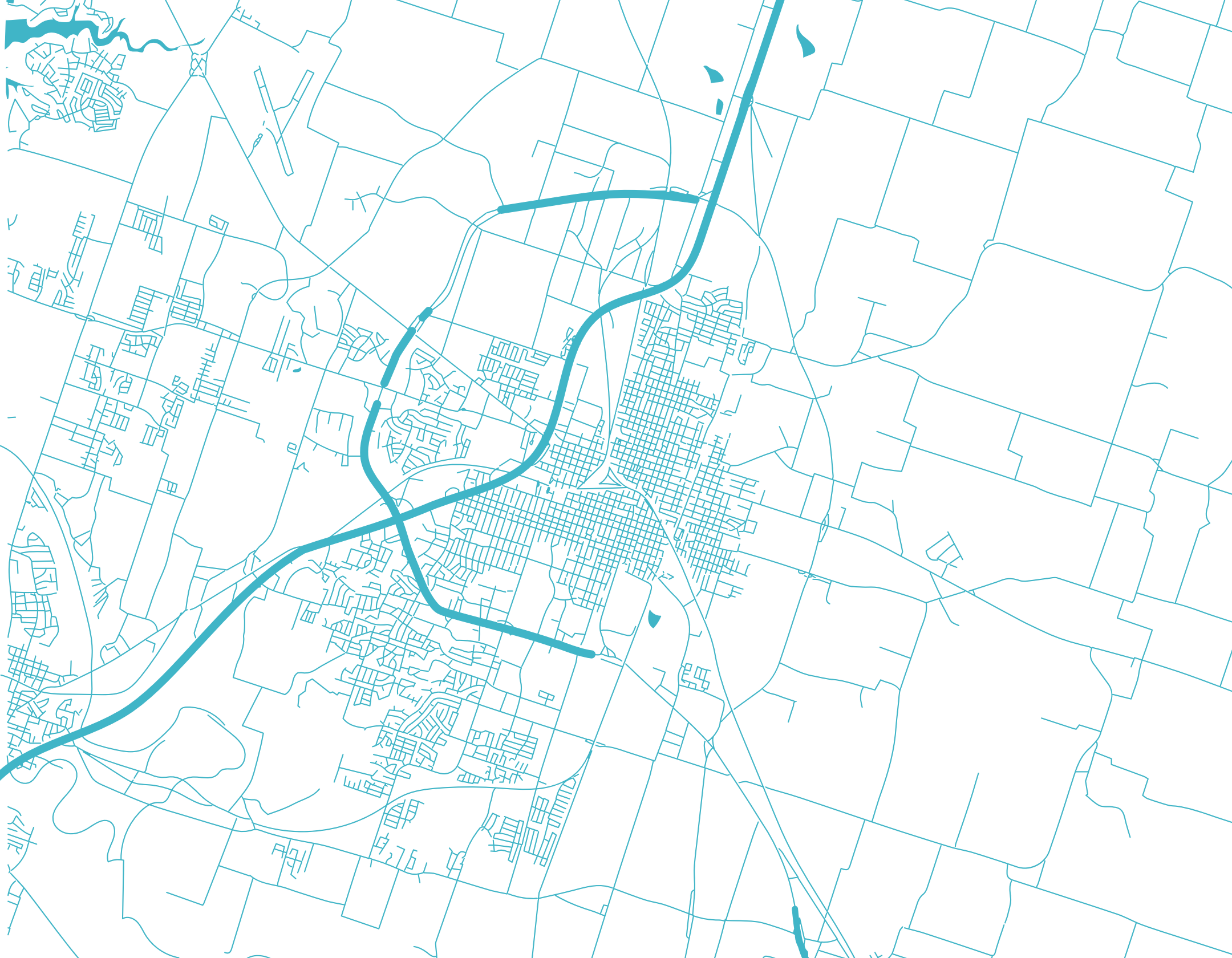
then available to increase the fund balance. The General Fund Balance is increased from excess revenues each year as part of the budget process to attain the appropriate level.

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

DEBT RESERVES

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

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



STRATEGIC PLAN



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

The City's vision, mission, values, and strategic focus areas for fiscal years 2020 through 2025 are identified in the Strategic Plan. The Plan also identifies the specific goals, commitments, and initiatives that City Council and staff will address over the next six years.

The Strategic Plan sets our direction for the future and will guide the City's multi-year Business Plan for 2020-2025. It is through the multi-year planning process that the City's Strategic Plan will be put into action, adding further detail to each strategic goal about accountability, timing, and resourcing. On an ongoing basis, the City will report on the execution of the Strategic Plan, demonstrate the progress being made each year, and show how this work is making a difference in the community.

Focus Areas



**HIGH-PERFORMING
ORGANIZATION**



PLACE & SPACES



PUBLIC SAFETY



**INFRASTRUCTURE
& UTILITIES**

STRATEGIC PLAN FRAMEWORK

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

CORE VALUES

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



COMMITMENT

We are engaged and dedicated to our mission.



INNOVATION

We encourage creative thoughts and are open to new ideas.



INTEGRITY

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



ACCOUNTABILITY

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



COLLABORATION

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



High-Performing Organization

AN ORGANIZATION COMMITTED TO PERFORMANCE EXCELLENCE

Pursue innovation and continuous improvement to drive performance excellence.

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

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

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

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





HIGH-PERFORMING ORGANIZATION

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

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

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

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

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





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

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

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

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

HIGH-PERFORMING ORGANIZATION



COMMUNITY LEADERS WITH A BOLD VISION AND INTENTIONAL DIRECTION

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

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





HIGH-PERFORMING ORGANIZATION

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

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

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

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





TALENTED AND DEDICATED EMPLOYEES WHO HAVE A HEART FOR SERVICE

Attract and retain talented employees.

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

Invest in employee development and training programs.

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

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

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





AN OPEN, RESPONSIVE, AND ACCOUNTABLE GOVERNMENT

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

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

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

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

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

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

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



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

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

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



Facilitate high quality, safe, and strategic community growth.

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



HIGH-PERFORMING ORGANIZATION





Places & Spaces

BEAUTIFUL SPACES AND UNIQUE EXPERIENCES

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

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

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

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



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

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

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

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





NEIGHBORHOODS WHERE PEOPLE LOVE TO LIVE

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

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

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

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

- Streamline and improve the substandard housing abatement process.

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

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





Public Safety



A SAFE AND HEALTHY COMMUNITY

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

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



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





Infrastructure & Utilities

INFRASTRUCTURE AND SYSTEMS THAT SUPPORT EXCEPTIONAL SERVICES AND COMMUNITY GROWTH

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

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

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

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

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



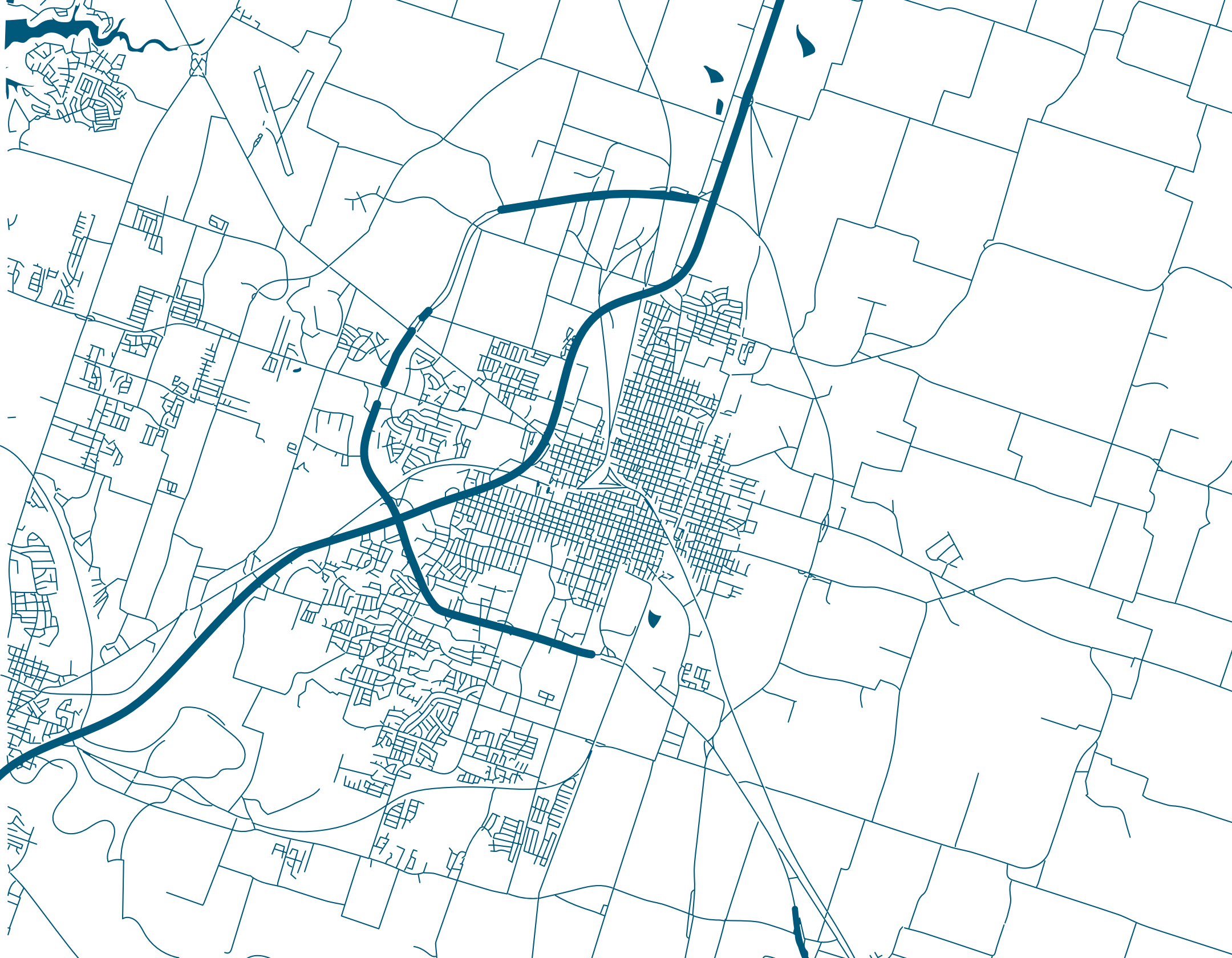
INFRASTRUCTURE & UTILITIES



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

Provide responsive solid waste and recycling services.

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



FINANCIAL PLAN



The Financial Plan links the City's strategic focus areas to a six-year funding model to ensure that the necessary resources are allocated to the City's goals in order to make their achievement possible. The Financial Plan aligns the City's budget with the four 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.

An Organization Committed to Performance Excellence

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

Funding for the expansion of the Office of Performance Excellence is included in the Financial Plan including a Performance and Analytics Manager (FY 20) and a Performance Analyst (FY 21). These additions will provide the staff resources necessary to pursue accreditation for our four largest departments: Parks and Recreation, Public Works, Police, and Fire. Additionally, these positions will support the implementation of the Malcolm Baldrige Performance Excellence program framework across the organization and the development of department-specific Performance Excellence plans.

Funding is also included for the implementation of a performance management system which will assist in the execution of the Strategic Plan. This system will be monitored and maintained by the Office of Performance Excellence, and progress will be reported regularly to our citizens. The system will also assist in ensuring that the City goals, commitments, and initiatives are being accomplished within the allocated resources approved by the City Council.

A Customer Service Champion (FY 21) position is also proposed as part of the Office of Performance Excellence. This position will be tasked with developing and implementing an organization-wide Customer Service Excellence program.

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



Additional Administrative Assistant positions are proposed in the City Manager's Office (FY 20), Parks and Recreation Administration (FY 20), and Public Works Administration (FY 22).

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

- a hydraulic and hydrologic modeling system for water, sewer, and drainage systems (FY 20);
- a solid waste management and route optimization system (FY 20);
- an online community engagement platform (FY 20);
- an online bidding system (FY 20);
- a shift scheduling software for Fire Department personnel (FY 20);
- a new municipal court management system (FY 20);
- a new human resources information system (FY 20);
- a new employee performance review software (FY 20);
- an open records software (FY 20);
- an agenda management software (FY 20);
- a board and commission management software (FY 20);

- a cemetery management software (FY 20);
- an electronic document signing system (FY 20);
- a visitor management software (FY 20);
- a new parks and recreation software (FY 21);
- replacement police and fire mobile data laptops (FY 21, FY 25); and
- a new digital records management system (FY 25).

The Financial Plan also recommends the addition of a Senior Project Manager (FY 20), a Systems Analyst I (FY 21), a Technical Trainer (FY 23), and an Information Security Officer (FY 23) to provide the staff resources necessary to implement and maintain these systems.

The replacement of the data center server (FY 21), the network core (FY 22), the firewall (FY 22), and the storage area network (FY 23) is also recommended in the plan.

In order to plan for, design, construct, and maintain high quality facilities that meet the needs of the community now and in the future, the Financial Plan includes funding for individual Facility Master Plans for each of our city-owned facilities (FY 21 - FY 24), allocates approximately \$3.5 million towards facility improvements, and adds a Building Improvement Team in Facility Services (FY 22).

The Financial Plan also proposes the following major facility improvements:

- a new recycling center and transfer station facility (FY 21);
- a new executive airport terminal, aircraft rescue and firefighting facility, and maintenance facility (FY 24);
- an expansion to the Service Center facility (FY 20);

The addition of a Automotive Service Writer (FY 20) position is recommended in Fleet Services to help establish a fleet and equipment sharing program and improve employee accountability for fleet condition and operation. The Financial Plan allocates approximately \$24.2 million in capital equipment purchases and replacements throughout the six-year plan and recommends the addition of two Automotive Technicians (FY 22).

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 an Assistant Director of Human Resources (FY 20), a Human Resource Generalist (FY 21), and an Employee Experience Champion (FY 22) to provide the staffing resources necessary to attract, retain, and develop talented employees. The Financial Plan includes an allocation to develop a Talent Attraction Strategic Plan (FY 21), a Leadership Succession Plan (FY 22), and to expand our employee training and development programs (FY 21, FY 22). Funding is also included for a Safety Champion (FY 20) position who will be tasked with developing a comprehensive safety program.

The Financial Plan includes an allocation to conduct and implement compensation studies for public safety employees (FY 20, FY 22, and FY 24) and general government employees (FY 21, FY 23) to ensure competitive compensation. The plan also continues to fund our performance pay program for general government employees, our group health insurance plan, employee retirement plan, and employee longevity program.

An Open, Responsive, and Accountable Government

Temple is committed to continuing our history of being a well-run, financially stable city as evidenced by our strong fund balance, conservative budgeting practices, and AA bond rating from Standard & Poor's. The Financial Plan proposes the addition of

a Financial Analyst (FY 20), a Payroll Specialist (FY 20), and an Accountant (FY 22) in the Finance Department to invest in the resources necessary to ensure financial excellence.

Funding for the expansion of the Marketing & Communications Department is included in the Financial Plan including a Communication Specialist (FY 20) and two Multi-Media Specialists (FY 20, FY 21). These staff additions will provide the resources necessary to implement a city-wide Marketing, Communication, and Engagement Plan. Funding for a new city website (FY 20) is planned, as well as a new quarterly city news magazine (FY 21) and resident guide (FY 21). Funding to conduct citizen surveys (FY 20, FY 23) is also proposed.

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 contributes to an exceptional quality of life.

In order to continue to facilitate high quality, safe, and strategic community growth, the Financial Plan recommends the addition of a Planning Manager (FY 21) and a Combination Building Inspector (FY 23) position in the Planning and Development Department and a Plan Reviewer (FY 22) in the Fire Department.



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

The addition of a Business Navigator (FY 21) position is also proposed to provide increased support to small, mid-sized, and start-up businesses throughout the development process.

Extensive planning processes are underway to ensure the successes of the past are carried forward into the future and that we are able to identify and act on strategic decisions. This year, we are in the process of updating our Comprehensive Plan. The updated Comprehensive Plan will lay the groundwork for the future development of our community. A Senior Planner (FY 21) position

is recommended to assist in the implementation of the action items identified in the Comprehensive Plan.

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

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

Beautiful Spaces and Unique Experiences

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

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

The Financial Plan includes funding for a part-time Reservation Specialist position to maximize the use of our new athletic facilities (FY 20), adds an Associate Park Planner position (FY 21), adds a Recreation Superintendent (FY 21) position, and adds three additional Maintenance Workers (FY 21, FY 22) to maintain our park system and support special events.

The Financial Plan also recommends consolidating our community event planners into one team and adds an additional Program Coordinator (FY 20) to the team as well as additional resources to support special events (FY 20). The plan also recommends an additional portable stage (FY 20) and outdoor movie screens (FY 21, FY 23).

The replacement of the slides at Summit pool (FY 20) and Walker pool (FY 20) as well as the re-plastering of the Lion's Junction pool (FY 20) is recommended in the plan.

An allocation of \$33,000,000 for a potential Parks Capital Improvement Program is included in the Financial Plan and is proposed as a general obligation bond program in May of 2020. It is recommended that the specific projects that are proposed as part of this bond program would be determined based on the updated Parks and Trails Master Plan, which is scheduled to be completed in late 2019.

The Financial Plan recommends developing a management plan for the Mayborn Civic and Convention Center (FY 20) as well as the Railroad and Heritage Museum (FY 20). An additional Food and Beverage Specialist (FY 21) position is also recommended to support events held at these facilities.

The plan also allocates funding for a new Destination Strategic Plan (FY 20) and an update to our destination brand and website (FY 20). An update to our Downtown Temple brand (FY 20), website (FY 20), and wayfinding (FY 21) is also recommended.

A Destination Marketing Manager (FY 20) position is also funded as part of the Marketing and Communications Department. This position will be tasked with implementing the Destination Strategic Plan..

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

A Library Master Plan (FY 21) is proposed as well as the replacement of the Library Bookmobile (FY 22). A part-time Circulation Assistant (FY 22) and part-time Outreach Assistant (FY 22) position are also proposed to be upgraded to full-time positions.

An additional Transform Temple morning crew (FY 20) and a new Transform Temple evening crew (FY 20) is recommended to support a great first impression in Downtown Temple. A clean downtown communicates volumes about our community's sense of pride and can affect the level of security and behaviors in the Downtown district. Services provided by the crews include litter, weed, and graffiti removal, as well as power washing and special projects.



Neighborhoods Where People Love to Live

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

The Financial Plan recommends the creation of a neighborhood planning program focused initially on the eighteen neighborhoods that form the core of our community. The proposed program is comprised of two major components: 1) the physical transformation of our older neighborhoods through public improvements, housing reinvestment projects, and neighborhood cleanups; and 2) social transformation through education, awareness, and neighborhood engagement.

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

The Financial Plan 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 six-year plan include the housing improvement program, solution-oriented code compliance, infrastructure improvements, crime prevention, and the demolition program.

The Financial Plan includes funding to systematically develop neighborhood-specific strategic plans for each of the eighteen core neighborhood planning districts. The plan is based on initiating one new neighborhood plan per quarter, beginning in fiscal year 20. The individual neighborhood plans, as well as the Housing Reinvestment Strategy that is currently being developed, should be used to guide the implementation of public improvements, as well as other neighborhood revitalization programs.

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

The Financial Plan allocates funding for the development of a strategic action plan on homelessness (FY 21) and the implementation of a Social Navigator program (FY 22) to improve access to existing programs and resources for vulnerable populations and help identify solutions to address homelessness, poverty issues, and other high priority human service needs.



Infrastructure and Systems that Support Exceptional Services and Community Growth

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

The Financial Plan includes the final three years of the ten-year mobility capital improvement program and recommends expansion of the current program from \$145,764,000 to \$148,581,000 in order to fund several additional projects that have been identified as high priority needs including:

- extension of Canyon Creek Drive/Blackland Road in support of the Temple Independent School District new school site;
- matching funds for a potential grant for the construction of the Georgetown Railroad Hike and Bike trail; and
- an allocation of funds to design and construct mobility improvements identified as part of the neighborhood planning district strategic planning process.

The Financial Plan also recommends the development of a Mobility Master Plan (FY 23) to identify transportation infrastructure needs and guide future investments. The last project in the current plan is funded in fiscal year 2022.

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

The Financial Plan also includes funding for an additional Senior Planner (FY 23) to assist in the development and implementation of the Mobility Plan and to help represent Temple's interest in regional planning initiatives such as the Killeen-Temple Metropolitan Planning Organization.

Four new transportation-related maintenance crews are proposed as part of the Financial Plan to provide the necessary level of maintenance needed for the transportation infrastructure in which we have invested. Additional crew proposals include a Street Reconstruction crew (FY 20), a Street Patching crew (FY 23), an Alley and Right-of-Way crew (FY 23), and a Concrete crew (FY 24). The Financial Plan also recommends the implementation of an annual pavement marking maintenance program (FY 21) and the addition of a Traffic Control Technician (FY 25).

We are currently in the process of conducting a Drainage Study and Comprehensive Modeling Assessment. The first phase of this assessment began in the fall of 2017.

An allocation of \$5,000,000 for an expansion to our Drainage Capital Improvement Program is included in the Financial Plan in fiscal year 2020. It is recommended that the highest priority projects that were identified in the first phase of the Drainage Study be included as part of this bond program. The second phase of the assessment began in spring of 2019 and is anticipated to be completed in fall of 2020. Another expansion to the Drainage Capital Improvement Program is anticipated following the full completion of the study. The Financial Plan allocates funding for a Drainage Rate Study (FY 20) to determine capital project capacity and funding options.

The City has invested almost \$137,452,000 over the past 10 years in improving and extending our water and wastewater infrastructure. We will be completing the Water and Wastewater Master Plan update this year. The Master Plan will evaluate system demands and improvements through 2070.

The Financial Plan includes an additional \$187,486,000 in capital funds to implement water and wastewater improvement projects including an expansion of our water treatment plant, an expansion of the Temple-Belton Wastewater Treatment Plant, and a system approach to reducing sanitary sewer overflows.

The plan also allocates funding for a new Lead Maintenance Operator (FY 20) at the water treatment plant to focus on plant maintenance activities, as well as the addition of a Water Quality Control crew (FY 20) who would be responsible for flushing the distribution system and collecting water quality and compliance data.



Three additional water maintenance crews 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. Additional crew proposals include two additional Water Maintenance crews (FY 20, FY 23) and a Water Leak crew (FY 20). The plan also funds the addition of a Water Crew Leader (FY 20) position and the reassignment of two existing Utility Technician positions to form a fourth additional water maintenance crew. The reassignment of the Utility Technician positions is made possible by adding a Water Quality Control crew at the Water Treatment Plant to assume responsibility for system flushing for water quality control purposes.

Four additional wastewater maintenance crews 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. Additional crew proposals include one Wastewater Maintenance crew in fiscal year 2020, two additional crews in fiscal year 2021, and one additional crew in fiscal year 2022.

An Assistant Director of Public Works (FY 20) position, a Utility Foreman (FY 20) position, a Utility Compliance Coordinator (FY 20) position, and a Utility Manager (FY 21) position are also recommended to be added to provide additional management resources to the Public Works Department.

The Financial Plan also recommends the addition of a Meter Technician (FY 23) position and two Environmental Program Technician (FY 21, FY 24) positions.

Funding for additional Solid Waste and Recycling routes is also proposed in the Financial Plan. These route additions are intended to maintain service levels in the midst of the growth of our community. An additional commercial route and additional roll-off route are recommended to be added in fiscal year 2020. Additional residential routes are recommended in fiscal year 2021 and 2023.

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. The Financial Plan proposes enhancing public safety services by investing in positions, equipment, and technology.

The Financial Plan recommends the expansion of our police patrol program from eight patrol districts to ten patrol districts to provide enhanced response capacity and consistent, visible police presence in our community. A total of five additional police officers are needed for this initiative. The addition of three patrol officers is recommended in fiscal year 2024 and two in fiscal year 2025.

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 (FY 24, FY 25) positions is recommended to fully staff that unit.

Funding is also recommended in the Financial Plan to establish a Neighborhood and District Community Policing Program. This proposal involves funding an additional Community Oriented Policing (COPs) unit (FY 24, FY 25), as well as the addition of six civilian Safety Ambassador (FY 24, FY 25) positions to help provide expanded foot and bicycle patrol in neighborhoods, downtown, and parks.

A second Property Crimes Investigation Squad (FY 24, FY 25) is recommended to respond to the projected increase in case load based on the growth of our community. An additional detective (FY 25) position is also recommended to be added to the Violent Crimes Investigation Squad.

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



An allocation of \$15,000,000 for a potential Public Safety Capital Improvement Program is included in the Financial Plan and is proposed as a general obligation bond program in May of 2020.

It is recommended that this bond include an expansion of the Public Safety Training Center, a new shooting range, an expansion and update of the Animal Shelter and Pet Adoption Center, improvements to fire stations, and investments in equipment.

The Financial Plan recommends funding for a Fire Department Master Plan (FY 20), as well as Fire Management Specialist (FY 21) position.

An additional fire squad vehicle is recommended to be purchased and fully staffed (FY 24, FY 25) to provide enhanced response capacity in the growth areas of our community.

The plan includes funding for three additional outdoor warning sirens (FY 21, FY 23, FY 25), the replacement of eleven cardiac monitors (FY 20-FY 25), the replacement of two ladder trucks (FY 20, FY 21), the replacement of a fire engine (FY 23), the replacement of a fire rescue vehicle (FY 24), and the replacement of two fire squad vehicles (FY 24).

Funding for additional code compliance resources are included in the Financial Plan including an additional Code Compliance Officer (FY 20) and a Code Compliance Manager (FY 22). These proposed additions will provide the staff resources necessary to expand our proactive, solution-oriented code compliance approach.

COMBINED STATEMENT – SOURCES OF FUNDS

	Adopted Budget FY 2019	Adopted Budget FY 2020	% Increase/ (Decrease)
Revenues/Other Sources			
General Fund	\$ 74,038,158	\$ 81,609,702	10.23%
Water & Wastewater Fund	35,917,181	45,547,087	26.81%
Debt Service Fund	17,429,889	19,354,415	11.04%
Hotel/Motel Tax Fund	2,028,000	2,313,723	14.09%
Federal/State Grant Fund	536,232	588,159	9.68%
Drainage Fund	2,754,500	2,775,825	0.77%
Reinvestment Zone No. 1 Fund	16,990,273	33,905,330	99.56%
Total Revenues/Other Sources	\$ 149,694,233	\$ 186,094,241	24.32%

	Adopted Budget FY 2019	Adopted Budget FY 2020	% Increase/ (Decrease)
Expenditures/Transfers			
General Fund	\$ 77,358,633 ⁽¹⁾	\$ 84,220,820 ⁽²⁾	8.87%
Water & Wastewater Fund	35,917,181	45,547,087	26.81%
Debt Service Fund	17,450,971	19,354,415	10.91%
Hotel/Motel Tax Fund	2,131,200	2,598,723	21.94%
Federal/State Grant Fund	536,232	588,159	9.68%
Drainage Fund	2,754,500	2,775,825	0.77%
Reinvestment Zone No. 1 Fund	11,542,276	40,561,703	251.42%
Total Expenditures/Transfers	\$ 147,690,993	\$ 195,646,732	32.47%

(1) - Includes the use of \$3,320,475 in Undesignated Fund Balance - Capital Projects to fund Capital of \$1,833,739, TEDC Matrix allocation of \$863,236, Strategic Investment Zone of \$100,000, and Debt Service for Capital Replacement - Sanitation Vehicles of \$274,000 and for Capital Replacement - Public Safety P25 Radios of \$249,500.

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

COMBINED STATEMENT – SOURCES OF FUNDS

	PROJECTED Budget FY 2021	PROJECTED Budget FY 2022	PROJECTED Budget FY 2023	PROJECTED Budget FY 2024	PROJECTED Budget FY 2025
Revenues/Other Sources					
General Fund	\$ 83,273,902	\$ 86,634,789	\$ 90,744,394	\$ 94,054,553	\$ 97,837,044
Water & Wastewater Fund	47,361,806	49,030,604	52,664,054	54,280,807	56,116,149
Debt Service Fund	20,010,238	23,236,300	24,238,044	25,419,274	26,697,825
Hotel/Motel Tax Fund	2,403,503	2,507,553	2,567,203	2,628,293	2,690,858
Federal/State Grant Fund	605,804	623,978	642,697	661,978	681,837
Drainage Fund	2,792,046	2,819,946	2,847,990	2,876,178	2,904,510
Reinvestment Zone No. 1 Fund	18,715,913	60,313,900	21,451,033	22,609,406	23,966,490
Total Revenues/Other Sources	\$ 175,163,212	\$ 225,167,070	\$ 195,155,415	\$ 202,530,489	\$ 210,894,713

	PROJECTED Budget FY 2021	PROJECTED Budget FY 2022	PROJECTED Budget FY 2023	PROJECTED Budget FY 2024	PROJECTED Budget FY 2025
Expenditures/Transfers					
General Fund	\$ 86,519,666	\$ 88,405,642	\$ 91,817,362	\$ 95,803,775	\$ 99,102,565
Water & Wastewater Fund	47,361,806	49,030,604	52,664,054	54,280,807	56,116,149
Debt Service Fund	20,010,238	23,236,300	24,238,044	25,419,274	26,697,825
Hotel/Motel Tax Fund	2,536,379	2,481,317	2,675,741	2,528,726	2,652,770
Federal/State Grant Fund	605,804	623,978	642,697	661,978	681,837
Drainage Fund	2,421,134	2,497,444	2,598,959	2,662,001	2,709,036
Reinvestment Zone No. 1 Fund	18,664,316	59,347,125	19,694,909	16,267,317	32,269,940
Total Expenditures/Transfers	\$ 178,119,343	\$ 225,622,410	\$ 194,331,766	\$ 197,623,878	\$ 220,230,122

FINANCIAL SUMMARY GENERAL FUND

	Actual		2018/2019 AMENDED Budget	2019/20120 ADOPTED Budget	+(-)
	09/30/17	9/30/18	@ 06/30/19		
Revenues:					
Taxes	\$ 34,982,637	\$ 35,625,665	\$ 36,498,625	\$ 38,927,828	\$ 2,429,203
Franchise fees	6,771,002	6,834,212	7,103,030	7,538,297	435,267
Licenses and permits	905,004	1,034,209	909,250	1,113,500	204,250
Intergovernmental	197,099	59,122	71,318	45,065	(26,253)
Charges for services	24,995,905	25,369,209	27,592,247	30,314,697	2,722,450
Fines	2,206,811	1,868,233	2,208,553	2,092,702	(115,851)
Interest and other	1,398,399	1,552,914	2,164,766	1,286,151	(878,615)
Total revenues	71,456,857	72,343,564	76,547,789	81,318,240	4,770,451
Expenditures:					
Current:					
General government	14,535,188	14,763,301	16,943,038	18,298,913	1,355,875
Public safety	30,411,717	31,718,631	33,149,420	34,848,653	1,699,233
Highways and streets	3,032,091	3,232,900	3,597,688	4,034,533	436,845
Sanitation	6,056,584	6,431,591	7,582,280	7,462,583	(119,697)
Parks and recreation	9,668,629	10,268,655	12,177,879	12,487,784	309,905
Airport	2,348,692	2,552,451	2,352,471	2,298,791	(53,680)
Contingency ⁽¹⁾	-	-	251,655	506,197	254,542
Capital	2,681,537	2,550,031	3,331,484	2,201,273	(1,130,211)
Debt service:					
Principal retirement - lease	50,096	108,767	136,870	325,214	188,344
Interest and fiscal charges - lease	5,074	14,087	16,169	36,324	20,155
Total expenditures	68,789,608	71,640,414	79,538,954	82,500,265	2,961,311
Excess (deficiency) of revenues over expenditures	2,667,249	703,150	(2,991,165)	(1,182,025)	1,809,140
Other financing sources (uses):					
Transfers in (out):					
Transfers out - Debt Service	(1,282,438)	(1,503,119)	(1,506,800)	(1,720,555)	(213,755)
Transfers out - Grant Fund	(17,470)	(22,083)	(19,771)	-	19,771
Transfers out - Capital Projects-Designated	(437,000)	(418,518)	(915,683)	-	915,683
Transfers in - Drainage Fund	-	-	-	291,462	291,462
Excess Revenue Over Expenditure - prior year	-	-	-	-	-
Lease proceeds	-	538,186	111,555	-	(111,555)
Total other financing sources (uses)	(1,736,908)	(1,405,534)	(2,330,699)	(1,429,093)	901,606
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	930,341	(702,384)	(5,321,864)	(2,611,118)	2,710,746
Fund balance, beginning of period	27,551,771	28,482,112	27,779,728	22,457,864	-
Fund balance, end of period	\$ 28,482,112	\$ 27,779,728	\$ 22,457,864	\$ 19,846,746	\$ 2,710,746

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

FINANCIAL SUMMARY GENERAL FUND

Total General Fund Expenditures - By Category					
	Actual		2018/2019 AMENDED Budget @ 06/30/19	2019/20120 ADOPTED Budget	+(-)
	09/30/17	9/30/18			
Personnel services	\$ 45,774,606	\$ 47,996,150	\$ 51,106,955	\$ 54,653,758	\$ 3,546,803
Operations	20,278,295	20,971,379	24,947,476	24,777,499	(169,977)
Capital outlay	2,681,537	2,550,031	3,079,829	2,201,273	(878,556)
Contingency ⁽¹⁾	-	-	251,655	506,197	254,542
Debt Service	55,170	122,854	153,039	361,538	208,499
Fund Total	\$ 68,789,608	\$ 71,640,414	\$ 79,538,954	\$ 82,500,265	\$ 2,961,311

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

FINANCIAL SUMMARY GENERAL FUND

	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Revenues:					
Taxes	\$ 41,703,757	\$ 44,089,501	\$ 46,421,208	\$ 48,741,779	\$ 50,986,371
Franchise fees	7,735,097	7,925,877	8,217,036	8,409,550	8,615,228
Licenses and permits	1,135,770	1,158,485	1,181,655	1,205,288	1,229,394
Intergovernmental	48,340	48,340	48,340	48,340	48,340
Charges for services	28,874,880	29,579,221	30,984,439	31,698,462	33,237,350
Fines	2,100,300	2,142,306	2,185,152	2,228,855	1,982,156
Interest and other	1,395,728	1,408,239	1,420,940	1,433,836	1,446,929
Total revenues	82,993,872	86,351,969	90,458,770	93,766,110	97,545,768
Expenditures:					
Current:					
General government	19,498,309	19,317,383	19,752,160	19,869,868	20,366,078
Public safety	35,701,719	37,027,445	38,648,210	41,209,686	42,423,269
Highways and streets	4,202,966	4,200,180	4,421,503	4,556,572	4,509,824
Sanitation	7,691,822	7,744,048	7,979,683	8,069,075	8,262,394
Parks and recreation	12,975,086	13,097,620	13,524,934	14,022,470	14,553,551
Airport	2,333,273	2,375,403	2,507,214	2,485,502	2,544,933
Contingency ⁽¹⁾	961,259	970,872	1,580,580	1,596,386	2,012,350
Capital	1,792,315	2,000,937	1,728,736	2,193,199	2,457,924
Debt service:					
Principal retirement - lease	136,634	136,634	136,634	136,634	136,634
Interest and fiscal charges - lease	14,314	14,314	14,314	14,314	14,314
Total expenditures	85,307,697	86,884,836	90,293,968	94,153,706	97,281,271
Excess (deficiency) of revenues over expenditures	(2,313,825)	(532,867)	164,802	(387,596)	264,497
Other financing sources (uses):					
Transfers in (out):					
Transfers out - Debt Service	(1,211,969)	(1,520,806)	(1,523,394)	(1,650,069)	(1,821,294)
Transfers out - Grant Fund	-	-	-	-	-
Transfers out - Capital Projects-Designated	-	-	-	-	-
Transfers in - Drainage Fund	280,030	282,820	285,624	288,443	291,276
Excess Revenue Over Expenditure - prior year	2,417,815	2,623,187	2,101,736	2,293,199	2,557,924
Lease proceeds	-	-	-	-	-
Total other financing sources (uses)	1,485,876	1,385,201	863,966	931,573	1,027,906
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(827,949)	852,334	1,028,768	543,977	1,292,403
Fund balance, beginning of period	19,846,746	19,018,797	19,871,131	20,899,899	21,443,876
Fund balance, end of period	\$ 19,018,797	\$ 19,871,131	\$ 20,899,899	\$ 21,443,876	\$ 22,736,279

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

FINANCIAL SUMMARY GENERAL FUND

Total General Fund Expenditures - By Category					
	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Personnel services	\$ 56,408,769	\$ 57,866,368	\$ 60,320,824	\$ 63,020,454	\$ 64,806,267
Operations	25,994,406	25,895,711	26,512,880	27,192,719	27,853,782
Capital outlay	1,792,315	2,000,937	1,728,736	2,193,199	2,457,924
Contingency ⁽¹⁾	961,259	970,872	1,580,580	1,596,386	2,012,350
Debt Service	150,948	150,948	150,948	150,948	150,948
Fund Total	\$ 85,307,697	\$ 86,884,836	\$ 90,293,968	\$ 94,153,706	\$ 97,281,271

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

CAPITAL SUMMARY GENERAL FUND

Department	Project	2019/2020 ADOPTED Budget	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Police	Replace (10) Marked Units - Patrol	\$ 546,300	\$ -	\$ -	\$ -	\$ -	\$ -
Police	Integrated Digital Evidence Management Software (Axon)	134,889	-	-	-	-	-
Recreation	Pool Re-plastering - Lions Junction	120,000	-	-	-	-	-
ITS	Council Meeting Video Acquisition System Replacement	77,000	-	-	-	-	-
Airport	Aircraft Tow Vehicle **Addition to Fleet**	75,000	-	-	-	-	-
Fire	Cardiac Monitor Replacement (FY 20-FY 24=2, FY 25=1)	70,000	70,000	70,000	70,000	70,000	35,000
Parks	Replace 2002 Bobcat S250H Skid Steer Asset # 11469	65,695	-	-	-	-	-
Police	Replace 2012 Chevrolet Tahoe Asset # 13488	65,000	-	-	-	-	-
Streets	Utility Body Truck for New Reconstruction Crew **Addition to Fleet**	60,000	-	-	-	-	-
Parks	Brush Chipper **Addition to Fleet**	57,000	-	-	-	-	-
Recreation	Tennis Court Assessment - Harold P. Rose Tennis Center (Wilson Park)	50,000	-	-	-	-	-
Performance Excellence	Performance Review / Employee Engagement Software Split Funded	38,134	-	-	-	-	-
Fleet Services	FASTER Software - Add MotorPool COTS Module	45,999	-	-	-	-	-
Animal Services	Replace 2012 Ford F-150 Regular Cab 4x2 Asset # 13518	37,700	-	-	-	-	-
Fire	Refurbish Booster/Brush Vehicle (Station 8) Asset # 12806	35,000	-	-	-	-	-
Recreation	New Slide - Summit Pool	35,000	-	-	-	-	-
Recreation	New Slide - Walker Pool	35,000	-	-	-	-	-
Code Compliance	Vehicle for Additional Code Officer **Addition to Fleet**	33,800	-	-	-	-	-
Fire	Replace 2010 Ford F-150 Regular Cab 4x2 Asset # 13124	32,700	-	-	-	-	-
Permits & Inspections	Replace 2008 Ford F-150 Regular Cab 4x2 Asset # 12820	32,700	-	-	-	-	-
Solid Waste	Replace 2010 Ford F-150 Regular Cab 4x2 Asset # 13131	32,700	-	-	-	-	-
Fire	Replace 2010 Ford F-250 Asset # 12574	32,640	-	-	-	-	-
Police	Replace 2002 Toyota Tacoma (Seized Vehicle) Asset # 13842	32,500	-	-	-	-	-

CAPITAL SUMMARY GENERAL FUND

Department	Project	2019/2020 ADOPTED Budget	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Airport	Aircraft Rescue and Firefighting (ARFF) Vehicle - Maintenance	30,000	-	-	-	-	-
Airport	Fueling Truck - Repairs	25,000	-	-	-	-	-
Parks	Repairs to Roads & Drainage Pipe - Hillcrest	25,000	-	-	-	-	-
Parks	Skate Park Equipment Refurbishment	23,700	-	-	-	-	-
Parks	Musco Lighting (FY 20 - 2 Ball Fields, FY 21 & FY 22 - 3 Ball Fields)	22,500	33,750	33,750	-	-	-
Marketing & Communications	New City Website Split Funded	20,725	-	-	-	-	-
Fire	Replace Metal Coping on Parapet Wall - Central Fire Station	20,000	-	-	-	-	-
Parks	Repairs to Leaning Headstones - Hillcrest	20,000	-	-	-	-	-
Facility Services	Entryway & Stairway Repairs and Paint - Lanier Building	19,583	-	-	-	-	-
Parks	Replace 2010 Rhino Shredder Asset # 13121	16,500	-	-	-	-	-
Code Compliance	Basement Remodel - Historic Post Office Building	15,000	-	-	-	-	-
Fleet Services	Parts Room Remodel - Fleet	15,000	-	-	-	-	-
Parks	Signage - Hillcrest	15,000	-	-	-	-	-
Fleet Services	On Car Brake Lathe	14,000	-	-	-	-	-
Parks	Replace 2013 Kubota Zip N Go Mower Asset # 13839	13,253	-	-	-	-	-
Recreation	Floor Padding in Climbing Wall Room - Summit	13,000	-	-	-	-	-
Fire	Treadmill Replacement (FY 20-FY 23=2, FY 24-FY 25=1)	12,000	12,000	12,000	12,000	6,000	6,000
Airport	Replace Ground Support Equipment - UTV Asset # 12099	12,000	-	-	-	-	-
City Manager	Furniture - City Manager's Office	12,000	-	-	-	-	-
Fleet Services	Recovery and Recharge Air Conditioning Machines (2)	10,600	-	-	-	-	-
Police	Audio/Video System - TV Briefing Room	9,000	-	-	-	-	-
City Manager	Furniture - City Manager's Small Conference Room	7,000	-	-	-	-	-
Marketing & Communications	New Still Camera (FY 20=2, FY 23=1)	5,000	-	-	5,000	-	-

CAPITAL SUMMARY GENERAL FUND

Department	Project	2019/2020 ADOPTED Budget	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Facility Services	Replace Ceiling Tiles - Jeff Hamilton Building	5,000	-	-	-	-	-
Code Compliance	Vehicle for Current Transform Temple Agent **Addition to Fleet**	32,700	-	-	-	-	-
Code Compliance	Vehicle for New Position - Transform Temple Projects Agent **Addition to Fleet**	25,955	-	-	-	-	-
Code Compliance	Utility Vehicle for New Position - Transform Temple Projects Agent **Addition to Fleet**	12,000	-	-	-	-	-
Code Compliance	Add Hydraulic Controls to John Deere Tractor Asset # 12812	5,000	-	-	-	-	-
Police	Fleet Replacement for Police (Based on 10 Year Replacement List)	-	697,660	801,700	782,189	829,700	1,407,097
Facility Services	General Facility Improvements	-	98,000	150,000	150,000	150,000	150,000
Traffic Signals	Replace 2011 Ford F-350 Super Duty Asset # 13376	-	78,000	-	-	-	-
Parks	Vehicle for (2) Additional Maintenance Workers **Addition to Fleet**	-	65,400	-	-	-	-
Streets	Replace 2011 Ford F-350 Asset # 13296	-	63,847	-	-	-	-
Sammons Golf	Replace Toro Fairway Mower Asset # 13081	-	62,500	-	-	-	-
Streets	Replace 1997 New Holland LX665 Skid Steer Asset # 10256	-	61,241	-	-	-	-
Parks	Replace 2003 KUT-KWICK SSM38 Asset # 11648	-	55,059	-	-	-	-
Police	Vehicle for Police Officer (SRO - Belton) **Addition to Fleet**	-	53,006	-	-	-	-
Code Compliance	Replace 2008 F-350 / Upgrade F250 Crew Cab w Utility Body Asset # 12920	-	45,000	-	-	-	-
Animal Services	Ford F-150 with Lift Gate **Addition to Fleet**	-	43,500	-	-	-	-
Facility Services	Demolition of Jack Baskin Buildings	-	35,000	-	-	-	-
Sammons Golf	Replace Greens Aerifier Asset # 12593	-	33,500	-	-	-	-
Code Compliance	Replace 2006 Chevrolet Silverado 1500 Asset # 12341	-	33,300	-	-	-	-
Solid Waste	Replace 2012 Ford F-150 Regular Cab 4x2 Asset # 13517	-	33,300	-	-	-	-
Solid Waste	Replace 2011 Ford F-150 Regular Cab 4x2 Asset # 13295	-	33,300	-	-	-	-
Streets	Replace 2008 Ford F-250 Asset # 12868	-	33,300	-	-	-	-
Fire	Additional Outdoor Warning Sirens	-	29,000	-	29,000	-	29,000

CAPITAL SUMMARY GENERAL FUND

Department	Project	2019/2020 ADOPTED Budget	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Parks	Replace 2008 John Deere 2305 Asset # 12592	-	19,262	-	-	-	-
Police	AV Training Room Upgrades	-	17,000	-	-	-	-
Recreation	Airscreen Outdoor Screen 16 x 80	-	17,000	-	-	-	-
Facility Services	Replace 2008 Ford Ranger Asset # 12787	-	13,990	-	-	-	-
Airport	Replace Ground Support Equipment - UTV	-	12,000	-	-	-	-
Code Compliance	Replace 2015 Hustler Super Z Asset # 14139	-	11,700	-	-	-	-
Code Compliance	Replace 2015 Hustler Super Z Asset # 14267	-	11,700	-	-	-	-
Recreation	Directional/Onsite Signage for Bloomin' Temple	-	10,000	10,000	-	-	15,000
Recreation	Paint Interior - Patsy Luna Building	-	10,000	-	-	-	-
Parks	Fleet Replacement for Parks (Based on 10 Year Replacement List)	-	-	220,426	325,259	70,400	211,000
Library	Replace 1998 Ford E-450 (Bookmobile) Asset # 10385	-	-	100,000	-	-	-
Solid Waste	Replace 2009 Ford F-350 Asset # 12962	-	-	63,424	-	-	-
Airport	Airport Lavatory Service Vehicle **Addition to Fleet**	-	-	50,000	-	-	-
Facility Services	Vehicle for New Building Improvement Technician Team **Addition to Fleet**	-	-	43,000	-	-	-
Recreation	Replace 2006 Ford E-350 Asset # 12353	-	-	42,000	-	-	-
Animal Services	Replace 2013 Ford F-150 Regular Cab 4x2 Asset # 13700	-	-	39,200	-	-	-
Facility Services	Replace 2006 Chevrolet Silverado 3500 Asset # 12273	-	-	35,557	-	-	-
Fire	Replace 2011 Ford F-150 Regular Cab 4x2 Asset # 13378	-	-	34,600	-	-	-
Engineering	Replace 2012 Ford F-150 Regular Cab 4x2 Asset # 13514	-	-	34,000	-	-	-
Fire	Replace 2010 Ford F-250 Asset # 13122	-	-	34,000	-	-	-
Fire	Replace 2012 Dodge Ram 1500 Asset # 13515	-	-	34,000	-	-	-
Engineering	Replace 2008 Ford Explorer Asset # 12824	-	-	32,000	-	-	-
Recreation	Pedestrian Fencing for Events	-	-	30,000	-	-	-

CAPITAL SUMMARY GENERAL FUND

Department	Project	2019/2020 ADOPTED Budget	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Code Compliance	Vehicle for New Code Compliance Manager **Addition to Fleet**	-	-	29,500	-	-	-
Fleet Services	Replace 2008 Chevrolet Uplander Asset # 12781	-	-	25,500	-	-	-
Library	Media Shelving - First Floor	-	-	19,180	-	-	-
Library	Library Furnishing - Reference Desks	-	-	18,000	-	-	-
Library	Coffee Lounge	-	-	16,300	-	-	-
Library	Shelving - Second Floor	-	-	12,800	-	-	-
Recreation	Event Trailer **Addition to Fleet**	-	-	10,000	-	-	-
Streets	Replace 2010 Brush Bandit 1090 Chipper Asset # 13273	-	-	-	44,084	-	-
Recreation	Airscren Outdoor Movie Package 40" Screen	-	-	-	42,000	-	-
Animal Services	Replace 2013 Ford F-150 Regular Cab 4x2 Asset # 13701	-	-	-	40,000	-	-
Airport	Replace 2008 Ford F-250 Asset # 12585	-	-	-	35,000	-	-
Solid Waste	Replace 2011 Ford F-150 Regular Cab 4x2 Asset # 13389	-	-	-	34,700	-	-
Traffic Signals	Replace 2012 Ford F-150 Regular Cab 4x2 Asset # 13519	-	-	-	34,700	-	-
Engineering	Replace 2012 Ford F-150 Regular Cab 4x2 Asset # 13516	-	-	-	34,000	-	-
Streets	Utility Body for New ROW Crew - Split Funded **Addition to Fleet**	-	-	-	26,500	-	-
Permits & Inspections	Vehicle for New Combination Building Inspector **Addition to Fleet**	-	-	-	25,000	-	-
Streets	Replace 2006 Mauldin 1450WS Mini Roller Asset # 12502	-	-	-	21,304	-	-
Streets	Roller for Additional New Patch Crew **Addition to Fleet**	-	-	-	18,000	-	-
Police	Vehicles for (7) Police Officers for COPS (FY 24=3, FY 25=4) **Addition to Fleet**	-	-	-	-	159,018	212,024
Police	Vehicles for (5) Police Officers for 10 Districts (FY 24=3, FY 25=2) *Addition to Fleet**	-	-	-	-	159,018	106,012
Streets	Capital for New Concrete Maintenance Crew - Split Funded **Addition to Fleet**	-	-	-	-	121,200	-
Airport	Replace 2002 Chevrolet W4S042 Asset # 11316	-	-	-	-	106,240	-
Fire	Replace 2009 Ford F-350 Asset # 12964	-	-	-	-	70,000	-

CAPITAL SUMMARY GENERAL FUND

Department	Project	2019/2020 ADOPTED Budget	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Police	Vehicles for (4) Detectives (FY 24=2, FY 25=2) **Addition to Fleet**	-	-	-	-	60,000	60,000
Airport	Replace 2006 Jacobson Batwing Mower Asset # 12541	-	-	-	-	55,711	-
Police	Vehicles for (2) Police Officers for VCES (FY 24=1, FY 25=1) **Addition to Fleet**	-	-	-	-	53,006	53,006
Police	Vehicle for Training Officer **Addition to Fleet**	-	-	-	-	53,006	-
Fire	Replace 2004 Ford F-350 Asset # 11912	-	-	-	-	50,000	-
Fleet Services	Replace 2007 Ford Explorer Asset # 12558	-	-	-	-	39,000	-
Fleet Services	Replace 2010 Ford Ranger Asset # 13128	-	-	-	-	34,000	-
Police	Vehicle for Sergeant (COPS) **Addition to Fleet**	-	-	-	-	30,000	-
Police	Vehicle for Sergeant (for Detectives) **Addition to Fleet**	-	-	-	-	30,000	-
Fire	Replace 2013 Ford Focus Asset # 13533	-	-	-	-	24,900	-
Airport	Replace Ground Support Equipment - UTV	-	-	-	-	12,000	-
Animal Services	Replace 1995 Drexell 6000 Lift Truck Asset # 14152	-	-	-	-	10,000	-
Code Compliance	Replace 2016 Hustler Raptor SD Asset # 14303	-	-	-	-	-	52,000
Streets	Replace 2013 Ford F-250 Asset # 13381	-	-	-	-	-	43,065
Fleet Services	Replace 2011 Ford F-150 Asset # 13292	-	-	-	-	-	36,000
Streets	Replace 2012 Ford F-150 Super Cab Asset # 13511	-	-	-	-	-	36,000
Code Compliance	Replace 2017 John Deere MX10 10' Shredder Asset # 14503	-	-	-	-	-	6,720
Total Capital		\$ 2,201,273	\$ 1,792,315	\$ 2,000,937	\$ 1,728,736	\$ 2,193,199	\$ 2,457,924

Dues and Subscriptions	\$ -	\$ 2,805	\$ 2,805	\$ 2,805	\$ 2,805	\$ 2,805
Fuel	8,875	13,103	13,365	19,132	37,144	47,202
Insurance	1,423	3,121	3,864	5,671	21,492	35,547
Repair & Maintenance	1,750	2,235	2,480	3,654	6,427	7,906
Total Cumulative Operating Impact	\$ 12,048	\$ 21,264	\$ 22,514	\$ 31,262	\$ 67,868	\$ 93,460

PERSONNEL SUMMARY GENERAL FUND

Department	Full Time			Part Time			Total F.T.E			2020 vs 2019 Increase/ (Decrease)
	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020	
GENERAL FUND										
<u>General Government:</u>										
CITY ATTORNEY	9.00	9.00 ¹	9.00	-	-	-	9.00	9.00	9.00	-
CITY COUNCIL	5.00	5.00	5.00	-	-	-	5.00	5.00	5.00	-
CITY MANAGER	8.00	13.00 ^{2,3,4}	7.00 ^{5,6,7}	-	-	-	8.00	13.00	7.00	(6.00)
CITY SECRETARY	6.00	6.00	6.00	-	-	-	6.00	6.00	6.00	-
FACILITY SERVICES	16.45	18.45 ⁸	18.45	-	-	-	16.45	18.45	18.45	-
FINANCE	11.70	11.00 ⁹	13.00 ¹⁰	-	-	-	11.70	11.00	13.00	2.00
FLEET SERVICES	19.00	20.00 ¹¹	20.00	-	-	-	19.00	20.00	20.00	-
HUMAN RESOURCES	6.00	6.00	7.00 ¹²	-	-	-	6.00	6.00	7.00	1.00
INFORMATION TECHNOLOGY SERVICES	20.00	19.00 ³	20.00 ¹³	-	-	-	20.00	19.00	20.00	1.00
MARKETING & COMMUNICATIONS	-	-	6.80 ^{6,14,15}	-	-	-	-	-	6.80	6.80
PERFORMANCE EXCELLENCE	-	-	3.00 ^{7,16}	-	-	-	-	-	3.00	3.00
PERMITS / INSPECTIONS	8.00	8.00	8.00	-	-	-	8.00	8.00	8.00	-
PLANNING	8.00	8.00	8.75 ¹⁷	-	-	-	8.00	8.00	8.75	0.75
PURCHASING	8.00	8.00	8.00	-	-	-	8.00	8.00	8.00	-
<u>Public Safety:</u>										
ANIMAL SERVICES	7.00	8.00 ¹⁸	8.00	0.50	- ¹⁸	-	7.50	8.00	8.00	-
CODE COMPLIANCE	12.97 ¹⁹	12.48 ^{9,19}	16.26 ^{19,20}	0.63	0.63	0.63	13.60	13.11	16.89	3.78
FIRE	124.00	124.00	124.00	-	-	-	124.00	124.00	124.00	-
MUNICIPAL COURT	12.00	12.00	12.00	0.03	0.03	0.03	12.03	12.03	12.03	-
POLICE	181.00	184.00 ^{21,22}	184.00	0.63	0.63	0.63	181.63	184.63	184.63	-
<u>Highways and Streets:</u>										
ENGINEERING	7.95	7.95	7.90	-	-	-	7.95	7.95	7.90	(0.05)
STREETS	24.50	24.50	28.50 ²³	-	-	-	24.50	24.50	28.50	4.00
TRAFFIC CONTROL	5.75	5.75	5.75	-	-	-	5.75	5.75	5.75	-
<u>Solid Waste:</u>										
SOLID WASTE	50.00	53.00 ^{24,25,26}	55.00 ²⁷	1.22	0.50 ²⁵	0.50	51.22	53.50	55.50	2.00
<u>Parks and Recreation:</u>										
GOLF COURSE	12.28	12.53 ²⁸	12.53	6.88	6.88	6.88	19.16	19.41	19.41	-
LIBRARY	18.00	18.00	18.00	9.65	10.15 ²⁹	10.15	27.65	28.15	28.15	-
PARKS	36.95	39.58 ^{28,30,31,32,33}	39.58	0.96	0.46 ³¹	0.46	37.91	40.04	40.04	-
PARKS & RECREATION ADMIN SERVICES	5.95	2.27 ^{4,28,33}	3.02 ^{34,35}	0.25	0.25	- ³⁴	6.20	2.52	3.02	0.50
RECREATION	20.07	21.72 ^{28,31}	21.97 ³⁷	49.67	49.67	49.92 ³⁶	69.74	71.39	71.89	0.50
<u>Airport:</u>										
AIRPORT	12.00	12.00	12.00	1.38	1.38	1.38	13.38	13.38	13.38	-
GENERAL FUND TOTAL (F.T.E.)	655.57	669.23	688.51	71.79	70.57	70.57	727.36	739.80	759.08	19.28

1 - During FY 2019, the Administrative Assistant II position was reclassified to a Legal Specialist.

2 - In FY 2019, an Administrative Assistant I position, as well as an additional Assistant City Manager position was added.

3 - During FY 2019, the Management Analyst position was transferred from Information Technology Services Department to City Manager. This position is to be reclassified to a Chief of Staff position in FY 2020.

4 - During FY 2019, two Communications Specialist positions were transferred to City Manager from Parks & Recreation Administration. One of the positions that transferred over from Parks & Recreation Administration was reclassified from a Program Coordinator - Marketing position.

5 - In FY 2020, an additional Administrative Assistant I position will be added to support the Assistant City Managers.

6 - In FY 2020, the Marketing & Communications Department will have their own budget. The following positions will be moved from City Manager to Marketing & Communications: Communications Manager, two Communications Specialists, Director of Marketing & Communications, Marketing Assistant and Public Relations Manager.

7 - In FY 2020, the Performance Excellence Department will have their own budget. The Director of Performance Excellence position will be moved from City Manager to Performance Excellence.

8 - In FY 2019, an additional Facility Attendant/Custodian position was added. In addition, the Facility Attendant/Custodian position belonging to Police was transferred to Facility Services.

PERSONNEL SUMMARY GENERAL FUND

Department	Total F.T.E				
	Forecasted 2021	Forecasted 2022	Forecasted 2023	Forecasted 2024	Forecasted 2025
GENERAL FUND					
<u>General Government:</u>					
CITY ATTORNEY	9.00	9.00	9.00	9.00	9.00
CITY COUNCIL	5.00	5.00	5.00	5.00	5.00
CITY MANAGER	7.00	7.00	7.00	7.00	7.00
CITY SECRETARY	6.00	6.00	6.00	6.00	6.00
FACILITY SERVICES	18.45	20.45	³⁸ 20.45	20.45	20.45
FINANCE	13.00	14.00	³⁹ 14.00	14.00	14.00
FLEET SERVICES	20.00	22.00	⁴⁰ 22.00	22.00	22.00
HUMAN RESOURCES	8.00	⁴¹ 8.00	8.00	8.00	8.00
INFORMATION TECHNOLOGY SERVICES	21.00	⁴² 21.00	23.00	⁴³ 23.00	23.00
MARKETING & COMMUNICATIONS	7.35	⁴⁴ 7.35	7.35	7.35	7.35
PERFORMANCE EXCELLENCE	5.00	⁴⁵ 6.00	⁴⁶ 6.00	6.00	6.00
PERMITS / INSPECTIONS	8.00	8.00	10.00	⁴⁷ 10.00	10.00
PLANNING	10.75	⁴⁸ 10.75	11.75	⁴⁹ 11.75	11.75
PURCHASING	8.00	8.00	8.00	8.00	8.00
<u>Public Safety:</u>					
ANIMAL SERVICES	8.00	9.00	⁵⁰ 10.00	⁵¹ 11.00	⁵² 11.00
CODE COMPLIANCE	16.89	17.89	⁵³ 17.89	17.89	17.89
FIRE	125.00	⁵⁴ 126.00	⁵⁵ 126.00	126.00	129.00
MUNICIPAL COURT	12.03	12.03	12.03	12.03	12.03
POLICE	186.63	⁵⁷ 187.63	⁵⁸ 187.63	202.63	⁵⁹ 214.63
<u>Highways and Streets:</u>					
ENGINEERING	7.90	8.90	⁶¹ 8.90	9.90	⁶² 9.90
STREETS	28.50	28.50	31.50	⁶³ 33.50	⁶⁴ 33.50
TRAFFIC CONTROL	5.75	5.75	5.75	5.75	6.75
<u>Solid Waste:</u>					
SOLID WASTE	56.50	⁶⁶ 57.50	⁶⁷ 59.50	⁶⁸ 59.50	59.50
<u>Parks and Recreation:</u>					
GOLF COURSE	19.41	19.41	19.41	19.41	19.41
LIBRARY	28.15	29.89	⁶⁹ 29.89	29.89	29.89
PARKS	43.04	⁷⁰ 44.04	⁷¹ 44.04	44.04	44.04
PARKS & RECREATION ADMIN SERVICES	3.02	3.02	3.02	3.02	3.02
RECREATION	72.89	⁷² 72.89	72.89	72.89	72.89
<u>Airport:</u>					
AIRPORT	13.38	13.38	15.38	⁷³ 15.38	15.38
GENERAL FUND TOTAL (F.T.E.)	773.63	788.37	801.37	820.37	836.37

9 - During FY 2019, the Grant Coordinator position was transferred to Code Compliance/Transform Temple.

10 - During FY 2020, a Financial Analyst position and a Payroll Specialist position will be added.

11 - During FY 2019, a Automotive Service Writer position was added.

12 - In FY 2020, an Assistant Director of Human Resources position will be created.

25 - In FY 2019, the part-time Customer Service Representative I position was reclassified to a full-time Customer Service Representative I position.

26 - In FY 2019, a Maintenance Worker for the Recycling Processing Center was added.

27 - In FY 2020, two additional Automated Route Operator positions will be added - one to support the additional frontload route and one to support the additional rolloff route.

28 - In FY 2019, an additional Assistant Director of Parks & Recreation position was added thus resulting in a change of funding allocation for management. The first Assistant Director of PARD position was split 75% Parks and 25% Golf Course. The second Assistant Director of PARD position was split 65% Recreation, 25% Tourism, 5% Mayborn Convention Center and 5% Railroad and Heritage Museum.

PERSONNEL SUMMARY GENERAL FUND

29 - In FY 2019, a part-time Assistant Youth Services Librarian was added.

30 - In FY 2019, an Irrigation Technician position was added.

31 - In FY 2019, the part-time Recreation Specialist that was to assist with East Temple Revitalization was reclassified to a full-time Recreation Specialist for Wilson Recreation. This full-time Recreation Specialist position is now funded within Recreation.

32 - During FY 2019, an Administrative Assistant I position was added to assist with Hillcrest Cemetery.

33 - During FY 2019, the Administrative Assistant II position within Parks and Recreation - Administration was reclassified to Operations Coordinator. This position will heavily assist with Hillcrest Cemetery. In addition to reclassifying the position, the funding allocation changed (88% to Parks and 12% to Parks & Recreation - Administration).

34 - In FY 2020, a part-time Administrative Assistant I position will be reclassified to a full-time Administrative Assistant I position.

35 - In FY 2020, the Recreation Specialist position will be reclassified to Program Coordinator. In addition to reclassifying the position, the funding allocation will change to 100% Recreation.

36 - In FY 2020, a part-time Administrative Assistant I position will be added.

37 - In FY 2020, a Recreation Specialist position will be reclassified to Program Coordinator. In addition to reclassifying the position, the funding allocation will change from 25% PARD Administration & 75% Recreation to 100% Recreation.

38 - In FY 2022, a Building Improvement Technician Team (consisting of two additional positions) will be funded.

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

40 - In FY 2022, one Automotive Technician II position will be added for the Heavy Duty Shop, as well as one Automotive Technician II position for the Light Duty Shop.

41 - In FY 2021, one HR Generalist - Benefits position will be added.

42 - In FY 2021, one Systems Analyst I position will be added.

43 - In FY 2023, one Information Security Officer position and one Technical Trainer position will be added.

44 - In FY 2021, one Multi-media Specialist (Video/Photo) position will be added and will be funded 55% General Fund, 25% Water/Wastewater Fund, 15% Hotel/Motel Fund, and 5% Drainage Fund

45 - In FY 2021, one Performance Analyst position and one Customer Service Champion position will be added.

46 - In FY 2022, one Employee Experience Champion position will be added.

47 - In FY 2023, one Combination Building Inspector position and one Business Navigator position will be added.

48 - In FY 2021, one Planning Manager position and one Senior Planner position will be added.

49 - In FY 2023, one Senior Planner position will be added.

50 - In FY 2022, one Field Officer position will be added.

51 - In FY 2023, one Shelter Technician position will be added.

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

53 - In FY 2022, one Code Compliance Manager position will be added.

54 - In FY 2021, one Fire Management Specialist position will be added.

55 - In FY 2022, one Plan Reviewer position will be added.

56 - In FY 2025, one Captain, one Fire Driver, and one Firefighter position will be added to support the New Squad Vehicle at Fire Station 4.

57 - In FY 2021, one Police Officer (SRO) position and one Community Service Records Technician I position will be added.

58 - In FY 2022, one Community Service Records Technician II position will be added.

59 - In FY 2024, three Police Officers for COPS, three Police Officers for Districts, one Sergeant for COPS, two Detectives, three Civilian Ambassadors, one Sergeant for Detectives, one Police Officer for VCES and one Training Officer will be added.

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

61 - In FY 2022, one Project Manager position will be added.

62 - In FY 2024, one Project Engineer will be added. 63 - In FY 2023, one Additional Patch Crew (consisting of one Crew Leader and one Equipment Operator) will be added. In addition, a new ROW Crew (consisting of one Crew Leader and one Equipment Operator) will be added. The funding allocation for the new ROW Crew will be split - 50% General Fund and 50% Drainage.

64 - In FY 2024, a Concrete Maintenance Crew will be added, which will consist of one Foreman, one Crew Leader, one Equipment Operator II, one Equipment Operator I, and one Maintenance Worker. Funding for this new crew will be split 40% General Fund, 40% Water/Wastewater Fund, and 20% Drainage Fund.

65 - In FY 2025, one Traffic Control Technician position will be added.

66 - In FY 2021, one Automated Route Operator position will be added for the addition of a Residential route.

67 - In FY 2022, an additional Administrative Assistant position will be added to support the expansion of the Service Center.

68 - In FY 2023, one Automated Route Operator will be added for the additional Curbside Recycling route being added. In addition, one Warehouse Worker will be added.

69 - In FY 2022, a Social Navigator position will be created. In addition, one Circulation Assistant will be reclassified to a full time position and one part time Library Outreach Assistant will be reclassified to a full time position.

70 - In FY 2021, two Maintenance Worker positions and one Associated Park Planner position will be added.

71 - In FY 2022, one Event Crew/Maintenance Staff will be added.

72 - In FY 2021, one Recreation Superintendent position will be added.

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

74 - In FY 2020, the funding allocation for Director of Public Works will change to 20% Engineering, 10% Drainage and 70% Public Works Administration.

FINANCIAL SUMMARY HOTEL/MOTEL TAX FUND

	Actual		2018/2019 AMENDED Budget @ 06/30/19	2019/2020 ADOPTED Budget	+(-)
	09/30/17	9/30/18			
Revenues:					
Taxes	\$ 1,583,762	\$ 1,593,331	\$ 1,546,938	\$ 1,788,573	\$ 241,635
Charges for services	504,684	461,829	468,100	497,550	29,450
Interest and other	19,824	90,761	27,600	27,600	-
Total revenues	2,108,270	2,145,921	2,042,638	2,313,723	271,085
Expenditures:					
Mayborn center	1,042,310	1,201,533	1,134,434	1,145,114	10,680
Destination marketing	455,273	486,132	579,417	903,567	324,150
Railroad museum	501,474	505,097	703,494	546,516	(156,978)
Debt Service:					
Principal	-	3,264	3,262	3,360	98
Interest	-	260	264	166	(98)
Total expenditures	1,999,057	2,196,286	2,420,871	2,598,723	177,852
Excess (deficiency) of revenues over expenditures	109,213	(50,365)	(378,233)	(285,000)	93,233
Other financing sources:					
Lease Proceeds	-	13,345	-	-	-
Total other financing sources	-	13,345	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	109,213	(37,020)	(378,233)	(285,000)	93,233
Fund balance, beginning of year	1,372,370	1,481,583	1,444,563	1,066,330	(378,233)
Fund balance, end of year	\$ 1,481,583	\$ 1,444,563	\$ 1,066,330	\$ 781,330	\$ (285,000)

Total Hotel/Motel Tax Fund Expenditures - By Category

	Actual		2018/2019 AMENDED Budget @ 06/30/19	2019/2020 ADOPTED Budget	+(-)
	09/30/17	09/30/18			
Personnel services	\$ 1,102,612	\$ 1,175,165	\$ 1,247,085	\$ 1,388,896	\$ 141,811
Operations	806,832	832,887	957,695	1,024,728	67,033
Capital outlay	89,613	184,710	212,565	162,073	(50,492)
Debt service	-	3,524	3,526	3,526	-
Contingency ⁽¹⁾	-	-	-	19,500	19,500
Fund Total	\$ 1,999,057	\$ 2,196,286	\$ 2,420,871	\$ 2,598,723	\$ 177,852

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

FINANCIAL SUMMARY HOTEL/MOTEL TAX FUND

	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Revenues:					
Taxes	\$ 1,878,002	\$ 1,971,902	\$ 2,021,199	\$ 2,071,729	\$ 2,123,522.49
Charges for services	507,501	517,651	528,004	538,564	549,335
Interest and other	18,000	18,000	18,000	18,000	18,000
Total revenues	2,403,503	2,507,553	2,567,203	2,628,293	2,690,858
Expenditures:					
Mayborn center	1,189,123	1,221,579	1,211,564	1,236,093	1,336,177
Destination marketing	793,554	725,970	933,642	751,576	764,778
Railroad museum	550,176	530,243	530,535	541,057	551,815
Debt Service:					
Principal	3,360	3,460	-	-	-
Interest	166	65	-	-	-
Total expenditures	2,536,379	2,481,317	2,675,741	2,528,726	2,652,770
Excess (deficiency) of revenues over expenditures	(132,876)	26,236	(108,538)	99,567	38,088
Other financing sources:					
Lease Proceeds	-	-	-	-	-
Total other financing sources	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(132,876)	26,236	(108,538)	99,567	38,088
Fund balance, beginning of year	781,330	648,454	674,689	566,152	665,719
Fund balance, end of year	\$ 648,454	\$ 674,689	\$ 566,152	\$ 665,719	\$ 703,807

Total Hotel/Motel Tax Fund Expenditures - By Category

	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Personnel services	\$ 1,470,693	\$ 1,507,460	\$ 1,545,146	\$ 1,583,775	\$ 1,623,370
Operations	917,160	926,332	935,595	944,951	954,400
Capital outlay	145,000	44,000	195,000	-	75,000
Debt service	3,526	3,525	-	-	-
Contingency ⁽¹⁾	-	-	-	-	-
Fund Total	\$ 2,536,379	\$ 2,481,317	\$ 2,675,741	\$ 2,528,726	\$ 2,652,770

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

CAPITAL SUMMARY HOTEL/MOTEL TAX FUND

Department	Project	2019/2020 ADOPTED Budget	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Recreation	Stage	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -
Mayborn Center	Carpet Replacement	25,000	-	-	-	-	-
Marketing & Communications	Discover Downtown Temple Website	25,000	-	-	-	-	-
Railroad & Heritage Museum	Kitchen Renovations - Museum Rental Space	15,000	-	-	-	-	-
Performance Excellence	Performance Review / Employee Engagement Software Split Funded	1,343	-	-	-	-	-
Marketing & Communications	New City Website Split Funded	730	-	-	-	-	-
Tourism	Wayfinding Signage Update (Downtown)	-	80,000	-	-	-	-
Railroad & Heritage Museum	Rolling Stock Renovation	-	40,000	-	-	-	-
Mayborn Center	Truck with Lift Gate	-	25,000	-	-	-	-
Mayborn Center	Replace 2008 Ford F150 Super Cab Asset #12785	-	-	34,000	-	-	-
Railroad & Heritage Museum	Wrap the GP Engine	-	-	10,000	-	-	-
Tourism	Amtrak Lobby Redesign - Visitor Center	-	-	-	195,000	-	-
Mayborn Center	Replace Large Stage - Convention Center	-	-	-	-	-	75,000
Total Capital		\$ 162,073	\$ 145,000	\$ 44,000	\$ 195,000	\$ -	\$ 75,000

Dues and Subscriptions	\$ -	\$ 5,249	\$ 5,249	\$ 5,249	\$ 5,249	\$ 5,249
Fuel	-	1,350	1,377	1,405	1,433	1,461
Insurance	119	374	392	413	432	455
Repair & Maintenance	-	750	765	780	796	812
Total Cumulative Operating Impact	\$ 119	\$ 7,723	\$ 7,783	\$ 7,847	\$ 7,910	\$ 7,977

PERSONNEL SUMMARY HOTEL/MOTEL TAX FUND

Department	Full Time			Part Time			Total F.T.E			2020 vs 2019 Increase/ (Decrease)
	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020	
HOTEL/MOTEL TAX FUND										
MAYBORN CENTER	10.70	10.65 ³	10.80 ⁴	6.50	5.75	5.75	17.20	16.40	16.55	0.15
RAILROAD & HERITAGE MUSEUM	4.00	4.05 ³	5.05 ⁵	1.75 ¹	1.75	1.00 ⁵	5.75	5.80	6.05	0.25
TOURISM	2.60	3.75 ^{2,3}	4.75 ⁶	-	-	-	2.60	3.75	4.75	1.00
HOTEL/MOTEL TAX FUND TOTAL (F.T.E.)	17.30	18.45	20.60	8.25	7.50	6.75	25.55	25.95	27.35	1.40

1 - During FY 2018, the funding for the part-time Custodian & Maintenance Technician I was increased.

2 - In FY 2019, a part-time Senior Convention Center Staff position was eliminated for the creation of a Program Coordinator for Tourism. The Program Coordinator position was funded in Tourism.

3 - In FY 2019, an additional Assistant Director of Parks & Recreation position was added thus resulting in a change of funding allocation for management. The first Assistant Director of PARD position was split 75% Parks and 25% Golf Course. The second Assistant Director of PARD position was split 65% Recreation, 25% Tourism, 5% Mayborn Convention Center and 5% Railroad and Heritage Museum. The Director of Parks & Recreation position funding allocation changed to 70% PARD Administration, 20% Mayborn Convention Center and 10% Tourism to 90% PARD Administration and 10% Mayborn Convention Center.

4 - In FY 2020, one Multi-media Specialist will be created. This position will be split funded - 55% General Fund, 25% Water/Wastewater Fund(Public Works Admin), 15% Hotel/Motel Fund, and 5% Drainage Fund.

5 - In FY 2020, one part-time Custodian & Maintenance Technician I position will be reclassified to full time.

6 - In FY 2020, a Destination Marketing Manager position will be added. Position will report to Marketing & Communications, but will be funded out of Hotel/Motel Fund. The Office Assistant II position will be reclassified to a Visitor Services Specialist.

PERSONNEL SUMMARY HOTEL/MOTEL TAX FUND

Department	Total F.T.E				
	Forecasted 2021	Forecasted 2022	Forecasted 2023	Forecasted 2024	Forecasted 2025
HOTEL/MOTEL TAX FUND					
MAYBORN CENTER	17.70 ^{7,8}	17.70	17.70	17.70	17.70
RAILROAD & HERITAGE MUSEUM	6.05	6.05	6.05	6.05	6.05
TOURISM	4.75	4.75	4.75	4.75	4.75
HOTEL/MOTEL TAX FUND TOTAL (F.T.E.)	28.50	28.50	28.50	28.50	28.50

7 - In FY 2021, one Multi-media Specialist (Video/Photo) position will be added and will be funded 55% General Fund, 25% Water/Wastewater Fund, 15% Hotel/Motel Fund, and 5% Drainage Fund

8 - In FY 2021, one Food & Beverage Specialist position will be added.

FINANCIAL SUMMARY FEDERAL/STATE GRANT FUND

	Actual		2018/2019 AMENDED Budget @ 06/30/19	2019/2020 ADOPTED Budget	+(-)
	09/30/17	09/30/18			
Revenues:					
Intergovernmental	\$ 575,049	\$ 1,668,338	\$ 3,854,055	\$ 588,159	\$ (3,265,896)
Other	20,890	-	-	-	-
Total revenues	595,939	1,668,338	3,854,055	588,159	(3,265,896)
Expenditures:					
General government	71,118	44,118	107,246	117,631	10,385
Public safety	54,087	114,645	149,358	-	(149,358)
Sanitation	9,425	10,000	-	-	-
Health and welfare	159,310	150,312	1,090,567	470,528	(620,039)
Highways and streets	133,213	2,356,669	4,597,692	-	(4,597,692)
Parks and recreation	184,586	-	-	-	-
Airport	3,839	-	-	-	-
Total expenditures	615,578	\$ 2,675,744	5,944,863	588,159	(5,356,704)
Excess (deficiency) of revenues over expenditures	(19,639)	(1,007,406)	(2,090,808)	-	2,090,808
Other financing sources (uses):					
Transfers in - General Fund	19,639	1,007,406	2,090,808	-	(2,090,808)
Transfers in - Capital Projects	-	-	-	-	-
Total other financing sources (uses)	19,639	1,007,406	2,090,808	-	(2,090,808)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	-	-	-	-
Fund balance, beginning of year	-	-	-	-	-
Fund balance, end of year	\$ -	\$ -	\$ -	\$ -	\$ -

Total Federal/State Grant Fund Expenditures - By Category

	Actual		2018/2019 AMENDED Budget @ 06/30/19	2019/2020 ADOPTED Budget	+(-)
	09/30/17	09/30/18			
Personnel services	\$ 69,792	\$ 47,187	\$ 217,228	\$ 312,707	\$ 95,479
Operations	227,987	205,828	264,270	275,452	11,182
Capital outlay	317,799	2,422,729	5,463,365	-	(5,463,365)
Fund Total	\$ 615,578	\$ 2,675,744	\$ 5,944,863	\$ 588,159	\$ (5,356,704)

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

FINANCIAL SUMMARY FEDERAL/STATE GRANT FUND

	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Revenues:					
Intergovernmental	\$ 605,804	\$ 623,978	\$ 642,697	\$ 661,978	\$ 681,837
Other	-	-	-	-	-
Total revenues	605,804	623,978	642,697	661,978	681,837
Expenditures:					
General government	121,161	124,796	128,539	132,396	136,367
Public safety	-	-	-	-	-
Sanitation	-	-	-	-	-
Health and welfare	484,643	499,182	514,158	529,583	545,470
Highways and streets	-	-	-	-	-
Parks and recreation	-	-	-	-	-
Airport	-	-	-	-	-
Total expenditures	605,804	623,978	642,697	661,978	681,837
Excess (deficiency) of revenues over expenditures	-	-	-	-	-
Other financing sources (uses):					
Transfers in - General Fund	-	-	-	-	-
Transfers in - Capital Projects	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	-	-	-	-
Fund balance, beginning of year	-	-	-	-	-
Fund balance, end of year	\$ -	\$ -	\$ -	\$ -	\$ -

Total Federal/State Grant Fund Expenditures - By Category

	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Personnel services	\$ 322,088	\$ 331,751	\$ 341,703	\$ 351,954	\$ 362,513
Operations	283,716	292,227	300,994	310,024	319,324
Capital outlay	-	-	-	-	-
Fund Total	\$ 605,804	\$ 623,978	\$ 642,697	\$ 661,978	\$ 681,837

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

PERSONNEL SUMMARY FEDERAL/STATE GRANT FUND

Department	Full Time			Part Time			Total F.T.E			2020 vs 2019 Increase/ (Decrease)
	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020	
FEDERAL/STATE GRANT FUND										
ADMINISTRATION (CDBG)	0.25	1.25 ¹	0.95	-	-	-	0.25	1.25	0.95	(0.30)
HOUSING IMPROVEMENT (CDBG)	0.73	0.93	0.79	-	-	-	0.73	0.93	0.79	(0.14)
NEIGHBORHOOD REVITALIZATION (CDBG)	0.35	1.34	2.25 ²	-	-	-	0.35	1.34	2.25	0.91
CRIME PREVENTION (CDBG)	-	1.00 ³	1.00	-	-	-	-	1.00	1.00	-
FED/STATE GRANT FUND TOTAL (F.T.E.)	1.33	4.52	4.99	-	-	-	1.33	4.52	4.99	0.47

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

1 - During FY 2019, a Senior Planner was added to assist with Neighborhood Planning.

2 - During FY 2020, an additional Code Compliance Officer will be added.

3 - During FY 2019, a Police Officer position was authorized to assist with the Crime Prevention Program.

PERSONNEL SUMMARY FEDERAL/STATE GRANT FUND

Department	Total F.T.E				
	Forecasted 2021	Forecasted 2022	Forecasted 2023	Forecasted 2024	Forecasted 2025
FEDERAL/STATE GRANT FUND					
ADMINISTRATION (CDBG)	0.95	0.95	0.95	0.95	0.95
HOUSING IMPROVEMENT (CDBG)	0.79	0.79	0.79	0.79	0.79
NEIGHBORHOOD REVITALIZATION (CDBG)	2.25	2.25	2.25	2.25	2.25
CRIME PREVENTION (CDBG)	1.00	1.00	1.00	1.00	1.00
FED/STATE GRANT FUND TOTAL (F.T.E.)	4.99	4.99	4.99	4.99	4.99

FINANCIAL SUMMARY DRAINAGE FUND

	Actual		2018/2019 AMENDED Budget @ 06/30/19	2019/2020 ADOPTED Budget	+(-)
	09/30/17	9/30/18			
Revenues:					
Drainage fees	\$ 2,283,793	\$ 2,705,091	\$ 2,720,000	\$ 2,748,225	\$ 28,225
Interest and other	24,905	45,036	34,500	27,600	(6,900)
Total revenues	2,308,698	2,750,127	2,754,500	2,775,825	21,325
Expenditures:					
Highways and streets:					
Drainage	1,983,088	2,159,538	3,675,444	2,335,406	(1,340,038)
Total expenditures	1,983,088	2,159,538	3,675,444	2,335,406	(1,340,038)
Excess (deficiency) of revenues over expenditures	325,610	590,589	(920,944)	440,419	1,361,363
Other financing (uses):					
Transfers out - Debt Service	-	(262,332)	(264,169)	(440,419)	(176,250)
Total other financing (uses)	-	(262,332)	(264,169)	(440,419)	(176,250)
Excess (deficiency) of revenues over expenditures and other financing uses	325,610	328,257	(1,185,113)	-	1,185,113
Fund balance, beginning of year	1,489,689	1,815,299	2,143,556	958,443	(1,185,113)
Fund balance, end of year	\$ 1,815,299	\$ 2,143,556	\$ 958,443	\$ 958,443	\$ -

Total Drainage Fund Expenditures - By Category

	Actual		2018/2019 AMENDED Budget @ 06/30/19	2019/2020 ADOPTED Budget	+(-)
	09/30/17	9/30/18			
Personnel services	\$ 734,121	\$ 770,158	\$ 1,030,622	\$ 1,072,086	\$ 41,464
Operations	225,595	243,674	588,404	731,926	143,522
Capital outlay	1,023,372	1,145,706	2,056,418	32,448	(2,023,970)
Contingency ⁽¹⁾	-	-	-	498,946	498,946
Fund Total	\$ 1,983,088	\$ 2,159,538	\$ 3,675,444	\$ 2,335,406	\$ (1,340,038)

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

FINANCIAL SUMMARY DRAINAGE FUND

	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Revenues:					
Drainage fees	\$ 2,773,296	\$ 2,801,196	\$ 2,829,240	\$ 2,857,428	\$ 2,885,760
Interest and other	18,750	18,750	18,750	18,750	18,750
Total revenues	2,792,046	2,819,946	2,847,990	2,876,178	2,904,510
Expenditures:					
Highways and streets:					
Drainage	1,820,796	1,890,456	1,996,221	2,058,963	2,106,348
Total expenditures	1,820,796	1,890,456	1,996,221	2,058,963	2,106,348
Excess (deficiency) of revenues over expenditures	971,250	929,490	851,769	817,215	798,162
Other financing (uses):					
Transfers out - Debt Service	(600,338)	(606,988)	(602,738)	(603,038)	(602,688)
Total other financing (uses)	(600,338)	(606,988)	(602,738)	(603,038)	(602,688)
Excess (deficiency) of revenues over expenditures and other financing uses	370,912	322,502	249,031	214,177	195,474
Fund balance, beginning of year	958,443	1,329,355	1,651,857	1,900,888	2,115,066
Fund balance, end of year	\$ 1,329,355	\$ 1,651,857	\$ 1,900,888	\$ 2,115,066	\$ 2,310,539

Total Drainage Fund Expenditures - By Category

	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Personnel services	\$ 1,102,687	\$ 1,141,281	\$ 1,224,732	\$ 1,300,922	\$ 1,352,959
Operations	657,214	670,358	683,765	697,440	711,389
Capital outlay	60,895	78,817	87,724	60,600	42,000
Contingency ⁽¹⁾	-	-	-	-	-
Fund Total	\$ 1,820,796	\$ 1,890,456	\$ 1,996,221	\$ 2,058,963	\$ 2,106,348

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

CAPITAL SUMMARY DRAINAGE FUND

Department	Project	2019/2020 ADOPTED Budget	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Engineering	Info Works ICM (Single User License) Split Funded	\$ 30,900	\$ -	\$ -	\$ -	\$ -	\$ -
Performance Excellence	Performance Review / Employee Engagement Software Split Funded	1,003	-	-	-	-	-
Marketing & Communications	New City Website Split Funded	545	-	-	-	-	-
Drainage	Replace 2010 Ford Ranger Asset # 13129	-	33,300	-	-	-	-
Drainage	Replace 2008 RHINO FR15 Asset # 12591	-	14,909	-	-	-	-
Drainage	Replace 2013 HUSTLER SUPER Z Asset # 13837	-	12,686	-	-	-	-
Engineering	DJI Matrice 600 Pro Hexacopter/LiDAR Drone	-	-	78,817	-	-	-
Drainage	Replace 2008 NEW HOLLAND TL90A Asset # 12590	-	-	-	43,523	-	-
Streets	Utility Body for New ROW Crew Split Funded	-	-	-	26,500	-	-
Drainage	Replace 2008 KUBOTA RTV 900 Asset # 12811	-	-	-	17,701	-	-
Streets	Capital for New Concrete Maintenance Crew Split Funded	-	-	-	-	60,600	-
Drainage	Replace Pick-up Truck Asset # 13881	-	-	-	-	-	42,000
Total Capital		\$ 32,448	\$ 60,895	\$ 78,817	\$ 87,724	\$ 60,600	\$ 42,000

Dues and Subscriptions	\$ -	\$ 6,291	\$ 6,291	\$ 6,291	\$ 6,291	\$ 6,291
Fuel	-	-	-	775	1,506	1,536
Insurance	-	-	144	316	611	672
Repair & Maintenance	-	-	-	375	833	849
Total Cumulative Operating Impact	\$ -	\$ 6,291	\$ 6,435	\$ 7,757	\$ 9,240	\$ 9,348

PERSONNEL SUMMARY DRAINAGE FUND

Department	Full Time			Part Time			Total F.T.E			2020 vs 2019 Increase/ (Decrease)
	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020	
DRAINAGE FUND										
DRAINAGE	16.40	19.40 ¹	19.57 ^{2,3}	-	-	-	16.40	19.40	19.57	0.17
DRAINAGE FUND TOTAL (F.T.E)	16.40	19.40	19.57	-	-	-	16.40	19.40	19.57	0.17

1 - In FY 2019, an additional Drainage Maintenance Crew was added. This crew consisted of one Crew Leader, one Equipment Operator II, and one Equipment Operator I.

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

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

PERSONNEL SUMMARY DRAINAGE FUND

Department	Total F.T.E				
	Forecasted 2021	Forecasted 2022	Forecasted 2023	Forecasted 2024	Forecasted 2025
DRAINAGE FUND					
DRAINAGE	19.62 ⁴	19.62	20.62 ⁵	21.62 ⁶	21.62
DRAINAGE FUND TOTAL (F.T.E)	19.62	19.62	20.62	21.62	21.62

4 - In FY 2021, one Multi-media Specialist (Video/Photo) position will be added and will be funded 55% General Fund, 25% Water/Wastewater Fund, 15% Hotel/Motel Fund, and 5% Drainage Fund

5 - In FY 2023, a new ROW Crew will be added, which will consist of one Crew Leader and one Equipment Operator I. Funding for this new crew will be split 50% General Fund and 50% Drainage.

6 - In FY 2024, a Concrete Maintenance Crew will be added, which will consist of one Foreman, one Crew Leader, one Equipment Operator II, one Equipment Operator I, and one Maintenance Worker. Funding for this new crew will be split 40% General Fund, 40% Water/Wastewater Fund, and 20% Drainage Fund.

FINANCIAL SUMMARY DEBT SERVICE FUND

	Actual		2018/2019 AMENDED Budget @ 06/30/19	2019/2020 ADOPTED Budget	+(-)
	09/30/17	9/30/18			
Revenues:					
Taxes	\$ 11,918,256	\$ 12,998,582	\$ 14,015,920	\$ 15,568,441	\$ 1,552,521
Intergovernmental	1,462,140	1,505,000	1,505,000	1,505,000	-
Interest and other	57,978	107,745	138,000	120,000	(18,000)
Total revenues	13,438,374	14,611,327	15,658,920	17,193,441	1,534,521
Expenditures:					
Debt service:					
Principal retirement	9,025,000	10,495,000	9,560,000	12,235,000	2,675,000
Interest and fiscal charges	5,868,068	6,153,102	7,901,113	7,119,415	(781,698)
Refunding bond issuance costs	-	129,246	5,285,213	-	(5,285,213)
Total expenditures	14,893,068	16,777,348	22,746,326	19,354,415	(3,391,911)
Excess (deficiency) of revenues over expenditures	(1,454,694)	(2,166,021)	(7,087,406)	(2,160,974)	4,926,432
Other financing sources (uses):					
Transfers in - General Fund	1,282,438	1,503,119	1,506,800	1,720,555	213,755
Transfers in - Drainage Fund	-	262,332	264,169	440,419	176,250
Refunding bonds issued	-	17,780,000	4,880,000	-	(4,880,000)
Original issue premium	-	2,770,295	415,355	-	(415,355)
Bond discount	-	(120,242)	-	-	-
Payment to refunded bond escrow agent	-	(20,297,618)	-	-	-
Total other financing sources (uses)	1,282,438	1,897,886	7,066,324	2,160,974	(4,905,350)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(172,256)	(268,135)	(21,082)	-	21,082
Fund balance, beginning of year	724,003	551,747	283,612	262,530	(21,082)
Fund balance, end of year	\$ 551,747	\$ 283,612	\$ 262,530	\$ 262,530	\$ -
Allocation of Fund Balance, end of year:					
Reserved for Debt Service	\$ 551,747	\$ 283,612	\$ 262,530	\$ 106,683	
	<u>\$ 551,747</u>	<u>\$ 283,612</u>	<u>\$ 262,530</u>	<u>\$ 106,683</u>	

FINANCIAL SUMMARY DEBT SERVICE FUND

	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Revenues:					
Taxes	\$ 16,602,931	\$ 19,513,506	\$ 20,516,912	\$ 21,571,167	\$ 22,678,843
Intergovernmental	1,505,000	1,505,000	1,505,000	1,505,000	1,505,000
Interest and other	90,000	90,000	90,000	90,000	90,000
Total revenues	18,197,931	21,108,506	22,111,912	23,166,167	24,273,843
Expenditures:					
Debt service:					
Principal retirement	12,825,619	16,467,005	17,890,268	19,488,579	21,232,304
Interest and fiscal charges	7,184,619	6,769,295	6,347,776	5,930,695	5,465,521
Refunding bond issuance costs	-	-	-	-	-
Total expenditures	20,010,238	23,236,300	24,238,044	25,419,274	26,697,825
Excess (deficiency) of revenues over expenditures	(1,812,307)	(2,127,794)	(2,126,132)	(2,253,107)	(2,423,982)
Other financing sources (uses):					
Transfers in - General Fund	1,211,969	1,520,806	1,523,394	1,650,069	1,821,294
Transfers in - Drainage Fund	600,338	606,988	602,738	603,038	602,688
Refunding bonds issued	-	-	-	-	-
Original issue premium	-	-	-	-	-
Bond discount	-	-	-	-	-
Payment to refunded bond escrow agent	-	-	-	-	-
Total other financing sources (uses)	1,812,307	2,127,794	2,126,132	2,253,107	2,423,982
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	-	-	-	-
Fund balance, beginning of year	262,530	262,530	262,530	262,530	262,530
Fund balance, end of year	\$ 262,530	\$ 262,530	\$ 262,530	\$ 262,530	\$ 262,530
Allocation of Fund Balance, end of year:					
Reserved for Debt Service	\$ 262,530	\$ 262,530	\$ 262,530	\$ 262,530	\$ 262,530
	<u>\$ 262,530</u>	<u>\$ 262,530</u>	<u>\$ 262,530</u>	<u>\$ 262,530</u>	<u>\$ 262,530</u>

FINANCIAL SUMMARY WATER & WASTEWATER FUND

	Actual		2018/2019 AMENDED Budget @ 06/30/19	2019/2020 ADOPTED Budget	+(-)
	09/30/17	09/30/18			
Operating Revenues:					
Water service	\$ 18,026,858	\$ 19,277,829	\$ 18,574,662	\$ 24,223,210	\$ 5,648,548
Wastewater service	12,392,742	12,632,819	12,881,780	17,037,259	4,155,479
Effluent	760,673	1,122,671	1,050,000	850,000	(200,000)
Other	2,080,998	2,194,200	2,147,074	2,150,795	3,721
Total operating revenues	33,261,271	35,227,519	34,653,516	44,261,264	9,607,748
Operating Expenses:					
Personnel services	4,943,453	5,201,564	5,989,745	6,684,704	694,959
Supplies	1,540,475	1,710,390	1,986,089	2,202,168	216,079
Repairs and maintenance	955,582	1,219,255	1,373,079	1,536,160	163,081
Depreciation	6,548,999	6,909,604	7,000,000	7,000,000	-
Other services and charges	11,726,069	12,083,237	13,848,353	15,677,555	1,829,202
Contingency ⁽¹⁾	-	-	-	193,500	193,500
Total operating expenses	25,714,578	27,124,050	30,197,266	33,294,087	3,096,821
Operating income	7,546,693	8,103,469	4,456,250	10,967,177	6,510,927
Nonoperating revenues (expenses):					
Interest income	831,715	1,072,980	1,301,823	1,285,823	(16,000)
Contributions - TxDOT	41,235	16,401	155,349	-	(155,349)
Interest expense	(3,126,307)	(3,782,788)	(5,147,980)	(8,005,540)	(2,857,560)
Net nonoperating expenses	(2,253,357)	(2,693,407)	(3,690,808)	(6,719,717)	(3,028,909)
Net income	5,293,336	5,410,062	765,442	4,247,460	3,482,018
Increase in net assets	\$ 5,293,336	\$ 5,410,062	\$ 765,442	\$ 4,247,460	\$ 3,482,018

Water & Wastewater Fund - Changes in Working Capital

	Actual		2018/2019 AMENDED Budget @ 06/30/19	2019/2020 ADOPTED Budget	+(-)
	09/30/17	09/30/18			
Gross revenue -					
Operating income	\$ 33,261,271	\$ 35,227,519	\$ 34,653,516	\$ 44,261,264	\$ 9,607,748
Interest income	831,715	1,072,980	1,301,823	1,285,823	(16,000)
Contributions - TxDOT	41,235	16,401	155,349	-	(155,349)
Operating expenses ⁽²⁾	(19,165,579)	(20,214,446)	(23,197,266)	(26,100,587)	(2,903,321)
Net revenue available for capital & debt	14,968,642	16,102,454	12,913,422	19,446,500	6,533,078
Capital & debt:					
Principal	(4,650,000)	(5,956,902)	(6,466,896)	(9,196,706)	(2,729,810)
Interest	(3,126,307)	(3,782,788)	(5,147,980)	(8,005,540)	(2,857,560)
Capital outlay	(13,608,258)	(23,757,101)	(41,715,464)	(73,077,754)	(31,362,290)
Contingency ⁽¹⁾	-	-	(103,054)	(193,500)	(90,446)
Application of bond proceeds	9,048,201	16,153,921	28,418,876	71,027,000	42,608,124
Total capital & debt	(12,336,364)	(17,342,870)	(25,014,518)	(19,446,500)	5,568,018

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

(2) Operating expenses less depreciation and contingency

FINANCIAL SUMMARY WATER & WASTEWATER FUND

	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Operating Revenues:					
Water service	\$ 25,484,424	\$ 26,147,073	\$ 27,687,223	\$ 28,322,129	\$ 29,212,652
Wastewater service	17,759,533	18,722,018	20,770,781	21,707,200	22,605,682
Effluent	867,000	884,340	902,027	920,067	938,469
Other	2,160,026	2,186,350	2,213,200	2,240,588	2,268,523
Total operating revenues	46,270,983	47,939,781	51,573,231	53,189,984	55,025,326
Operating Expenses:					
Personnel services	7,046,421	7,370,428	7,739,025	7,989,918	8,189,666
Supplies	2,074,681	2,148,571	2,183,525	2,254,027	2,320,939
Repairs and maintenance	1,375,331	1,411,327	1,439,770	1,479,717	1,509,311
Depreciation	7,250,000	7,500,000	7,750,000	8,000,000	8,250,000
Other services and charges	15,315,115	15,822,962	16,408,535	17,052,979	17,497,067
Contingency ⁽¹⁾	-	-	-	-	-
Total operating expenses	33,061,548	34,253,288	35,520,855	36,776,641	37,766,983
Operating income	13,209,435	13,686,493	16,052,376	16,413,343	17,258,343
Nonoperating revenues (expenses):					
Interest income	1,090,823	1,090,823	1,090,823	1,090,823	1,090,823
Contributions - TxDOT	-	-	-	-	-
Interest expense	(9,332,162)	(9,762,767)	(10,424,930)	(10,967,993)	(11,368,487)
Net nonoperating expenses	(8,241,339)	(8,671,944)	(9,334,107)	(9,877,170)	(10,277,664)
Net income	4,968,096	5,014,549	6,718,269	6,536,173	6,980,679
Increase in net assets	\$ 4,968,096	\$ 5,014,549	\$ 6,718,269	\$ 6,536,173	\$ 6,980,679

Water & Wastewater Fund - Changes in Working Capital

	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Gross revenue -					
Operating income	\$ 46,270,983	\$ 47,939,781	\$ 51,573,231	\$ 53,189,984	\$ 55,025,326
Interest income	1,090,823	1,090,823	1,090,823	1,090,823	1,090,823
Contributions - TxDOT	-	-	-	-	-
Operating expenses ⁽²⁾	(25,811,548)	(26,753,288)	(27,770,855)	(28,776,641)	(29,516,983)
Net revenue available for capital & debt	21,550,258	22,277,316	24,893,199	25,504,166	26,599,166
Capital & debt:					
Principal	(10,606,124)	(11,164,511)	(13,637,483)	(13,721,178)	(15,002,179)
Interest	(9,332,162)	(9,762,767)	(10,424,930)	(10,967,993)	(11,368,487)
Capital outlay	(25,640,972)	(19,080,038)	(24,530,786)	(23,464,995)	(21,378,500)
Contingency ⁽¹⁾	-	-	-	-	-
Application of bond proceeds	24,029,000	17,730,000	23,700,000	22,650,000	21,150,000
Total capital & debt	(21,550,258)	(22,277,316)	(24,893,199)	(25,504,166)	(26,599,166)

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

(2) Operating expenses less depreciation and contingency

CAPITAL SUMMARY WATER & WASTEWATER FUND

Department	Project	2019/2020 ADOPTED Budget	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Water Distribution	FY 2020 Water Line Improvements	\$ 533,449	\$ -	\$ -	\$ -	\$ -	\$ -
PW Admin	Approach Mains	500,000	-	-	-	-	-
Water Treatment Plant	Solids Handling Improvements	100,000	-	-	-	-	-
Water Treatment Plant	Replace Rake Drive (1/yr)	75,000	75,000	75,000	75,000	-	-
Water Distribution	Vehicle for Maintenance Crew #7 (Distribution) **Addition to Fleet**	52,000	-	-	-	-	-
Municipal Court/Utility Business Office	Roof Replacement - UBO/Municipal Court (50/50)	50,000	-	-	-	-	-
Wastewater Collection	Vehicle for Maintenance Crew #2 (Collections) **Additions to Fleet**	49,000	-	-	-	-	-
Water Distribution	Vehicle for Maintenance Crew #1 (V/H Crew) **Addition to Fleet**	49,000	-	-	-	-	-
Water Distribution	Vehicle for Maintenance Crew #3 (Distribution Leak Crew) **Addition to Fleet**	49,000	-	-	-	-	-
Wastewater Collection	Replace 2006 Ford F-350 Super Duty Regular Cab 4x2 Asset # 12354	48,960	-	-	-	-	-
Wastewater Collection	Replace 2008 Ford F-350 Asset # 12588	48,960	-	-	-	-	-
Water Distribution	Replace 2006 Ford F-350 Super Duty Regular Cab 4x2 Asset # 12355	48,960	-	-	-	-	-
Water Distribution	Replace 2010 Ford F-350 Super Duty Super Crew 4x2 Asset # 13132	48,960	-	-	-	-	-
Wastewater Collection	(4) Jet Scan for Jet Truck & Vactors (FY 20=3, FY 23=1)	45,000	-	-	15,000	-	-
Water Distribution	Vehicle for Utility Foreman (Specialty Distribution) **Addition to Fleet**	40,000	-	-	-	-	-
Water Distribution / Wastewater Collection	Vehicle for Existing Utility Manager **Addition to Fleet**	40,000	-	-	-	-	-
Wastewater Collection	Replace 2009 Ford Super Duty F-250 Asset # 12969	34,245	-	-	-	-	-
Metering	Replace 2010 Ford F-150 Regular Cab 4x2 Asset # 13126	32,700	-	-	-	-	-

CAPITAL SUMMARY WATER & WASTEWATER FUND

Department	Project	2019/2020 ADOPTED Budget	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Metering	Replace 2010 Ford F-150 Regular Cab 4x2 Asset # 13127	32,700	-	-	-	-	-
Metering	Replace 2012 Ford F-150 Regular Cab 4x2 Asset # 13513	32,700	-	-	-	-	-
Engineering	InfoWorks ICM (Single User License) Split Funded	30,900	-	-	-	-	-
Water Treatment Plant	Valve Actuator Replacement (5/yr)	30,000	30,500	31,000	31,500	32,000	32,500
Water Treatment Plant	Clarifier Rapid Mix (2/yr)	30,000	30,000	30,000	30,000	15,000	-
Water Distribution	Leak Detection Equipment	20,000	-	-	10,000	-	-
Water Distribution	Trailer for Maintenance Crew #7 (Distribution) **Addition to Fleet**	10,700	-	-	-	-	-
Wastewater Collection	Trailer for Maintenance Crew #2 (Collections) **Addition to Fleet**	10,000	-	-	-	-	-
Performance Excellence	Performance Review / Employee Engagement Software Split Funded	5,520	-	-	-	-	-
Marketing & Communications	New City Website Split Funded	3,000	-	-	-	-	-
Water Treatment Plant	Filter Media Replacement	-	203,000	203,000	180,000	180,000	-
Water Treatment Plant	Membrane Module Replacements	-	186,000	-	186,000	-	186,000
Wastewater Collection	Replace 2011 Freightliner FL112 Asset # 13377	-	133,497	-	-	-	-
Water Distribution / Wastewater Collection	Dump Truck for Maintenance Crews **Addition to Fleet**	-	125,000	-	-	-	-
Wastewater Collection	Replace 2008 International Work Star Asset # 12575	-	113,870	-	-	-	-
Wastewater Collection	Replace 2008 Caterpillar 420E Asset # 12784	-	102,527	-	-	-	-
Wastewater Collection	Replace 2008 Sterling Acterra Asset # 12805	-	92,946	-	-	-	-
Wastewater Collection	Manhole Scan Equipment	-	70,000	-	-	-	-

CAPITAL SUMMARY WATER & WASTEWATER FUND

Department	Project	2019/2020 ADOPTED Budget	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Wastewater Collection	Vehicle for Maintenance Crew #4 - I&I Crew in Collections **Addition to Fleet**	-	50,000	-	-	-	-
Wastewater Collection	Vehicle for Maintenance Crew #5 - Collections **Addition to Fleet**	-	50,000	-	-	-	-
Water Distribution	Replace 2008 Ford F-350 Super Duty Regular Cab 4x2 Asset # 12587	-	49,900	-	-	-	-
Utility Business Office	Replace Drive Thru Pneumatic System	-	40,000	-	-	-	-
Water Distribution	Vehicle for Requested 2nd Utility Manager **Addition to Fleet**	-	40,000	-	-	-	-
Water Distribution	Replace 2008 Ford F-250 Asset # 12869	-	34,039	-	-	-	-
Metering	Replace 2013 Ford F-150 Regular Cab 4x2 Asset # 13706	-	33,300	-	-	-	-
Water Treatment Plant	Replace 2002 Dodge Ram 2500 Truck Asset # 11325	-	33,300	-	-	-	-
Water Treatment Plant	Replace 2004 Chevrolet Silverado 1500 Asset # 11777	-	33,300	-	-	-	-
Water Treatment Plant	Replace 2009 Ford Super Duty F-250 Asset # 12966	-	33,300	-	-	-	-
Wastewater Collection	Replace 2012 Norton Clipper Asset # 13526	-	13,584	-	-	-	-
Water Distribution	Replace 2006 Target Pro Asset # 12441	-	13,047	-	-	-	-
Wastewater Collection	Trailer for Maintenance Crew #5 - Collections *Addition to Fleet**	-	10,500	-	-	-	-
Water Treatment Plant	Chemical Pump Replacement (2/yr)	-	10,000	10,000	10,000	10,000	10,000
Wastewater Collection	Replace 2012 Wanco WTSP Asset # 13493	-	5,363	-	-	-	-
Water Distribution / Wastewater Collection	1-Ton Truck w/Pipe Cleaner (to Replace/Upgrade Existing F-350)	-	-	250,000	-	-	-
Wastewater Collection	Dump Truck for Maintenance Crew #6 - Collections **Addition to Fleet**	-	-	130,000	-	-	-
Water Distribution	1-Ton Truck w/Travel Vac (to Replace/Upgrade Existing F-350)	-	-	125,000	-	-	-

CAPITAL SUMMARY WATER & WASTEWATER FUND

Department	Project	2019/2020 ADOPTED Budget	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Wastewater Collection	Replace 2010 Caterpillar 420E Asset # 13137	-	-	120,860	-	-	-
Water Distribution / Wastewater Collection	Upgrade Mini Excavator to Mid-Size Excavator	-	-	112,000	-	-	-
Wastewater Collection	Vehicle for Maintenance Crew #6 - Collections **Addition to Fleet**	-	-	52,000	-	-	-
Water Distribution	Replace 2012 Ford F-350 Asset # 13522	-	-	50,898	-	-	-
Wastewater Collection	Replace 2012 Ford Super Duty Super Crew Cab Asset # 13521	-	-	46,280	-	-	-
Water Distribution	Replace 2015 Ford F-350 Super Duty Regular Cab 4x2 Asset # 13885	-	-	46,000	-	-	-
Metering	Replace 2012 Ford F-150 Regular Cab 4x2 Asset # 13512	-	-	34,000	-	-	-
Metering	Replace 2013 Ford F-150 Regular Cab 4x2 Asset # 13707	-	-	34,000	-	-	-
Wastewater Collection	Replace 2011 Vactor 2110 J4 Asset # 967	-	-	-	240,286	-	-
Wastewater Collection	Vehicle for Maintenance Crew #8 - Distribution **Addition to Fleet**	-	-	-	53,000	-	-
Wastewater Collection	Replace 2013 Freightliner Business Class Asset # 13528	-	-	-	-	125,100	-
Streets	Capital for New Concrete Maintenance Crew Split Funded	-	-	-	-	121,200	-
Wastewater Collection	Replace 2013 747-FR2000 Trailer Jet Asset # 13540	-	-	-	-	73,923	-
Wastewater Collection	Replace 2007 444 Sectional Rodder Asset # 12549	-	-	-	-	54,450	-
Water Distribution	Replace 2004 Valve Exerciser EH WACHS TM-7 Asset # 12074	-	-	-	-	36,987	-
Water Distribution	Replace 2012 Caterpillar 301.4C Asset # 13536	-	-	-	-	35,536	-
Environmental Programs	Vehicle for Requested Environmental Programs Tech **Addition to Fleet**	-	-	-	-	32,000	-
Wastewater Collection	Replace 2012 Ford F-150 Regular Cab 4x2 Asset # 13520	-	-	-	-	29,258	-

CAPITAL SUMMARY WATER & WASTEWATER FUND

Department	Project	2019/2020 ADOPTED Budget	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
PW Admin	Replace 2013 Ford Focus Asset # 13705	-	-	-	-	25,400	-
Water Distribution	Replace 2006 Tapping Machine Asset # 12440	-	-	-	-	19,102	-
Water Distribution	Replace 2008 Sullair 185 Air Compressor Asset # 12921	-	-	-	-	14,110	-
Water Distribution	Replace 2000 Alamand Portable Light Asset # 10990	-	-	-	-	10,930	-
Total Capital		\$ 2,050,754	\$ 1,611,972	\$ 1,350,038	\$ 830,786	\$ 814,995	\$ 228,500
	Dues and Subscriptions	\$ -	\$ 612	\$ 612	\$ 612	\$ 612	\$ 612
	Fuel	8,100	12,987	15,272	16,927	20,721	21,135
	Insurance	2,135	4,296	6,006	7,238	8,998	9,898
	Repair & Maintenance	900	8,380	9,591	9,813	10,939	11,038
Total Cumulative Operating Impact		\$ 11,135	\$ 26,275	\$ 31,480	\$ 34,590	\$ 41,270	\$ 42,683

PERSONNEL SUMMARY WATER & WASTEWATER FUND

Department	Full Time			Part Time			Total F.T.E			2020 vs 2019
	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020	Increase/ (Decrease)
UTILITY ENTERPRISE FUND										
ENVIRONMENTAL PROGRAMS	4.00	5.00 ¹	5.00	-	-	-	4.00	5.00	5.00	-
METERING	8.00	8.00	8.00	-	-	-	8.00	8.00	8.00	-
PUBLIC WORKS ADMINISTRATION	6.40	6.40	8.45 ^{2, 3, 4, 5}	-	-	-	6.40	6.40	8.45	2.05
PURCHASING	1.00	1.00	1.00	0.38	0.38	0.38	1.38	1.38	1.38	-
UTILITY BUSINESS OFFICE	10.00	10.00	10.00	0.63	0.63	0.63	10.63	10.63	10.63	-
WASTEWATER COLLECTION	22.00	24.50 ^{6, 7}	27.50 ⁸	-	-	-	22.00	24.50	27.50	3.00
WASTEWATER TREATMENT	-	-	-	-	-	-	-	-	-	-
WATER DISTRIBUTION	22.00	25.50 ^{6, 7, 9}	33.50 ^{10, 11, 12}	-	-	-	22.00	25.50	33.50	8.00
WATER TREATMENT	21.00	20.00 ¹	23.00 ^{13, 14}	-	-	-	21.00	20.00	23.00	3.00
UTILITY ENT FUND TOTAL (F.T.E.)	94.40	100.40	116.45	1.01	1.01	1.01	95.41	101.41	117.46	16.05

1 - In FY 2019, the Deputy Utility Director position was transferred from Water Treatment Plant to Environmental Programs.

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

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

4 - In FY 2020, a Utility Compliance Coordinator position will be added.

5 - In FY 2020, the funding allocation for City Engineer will increase by 5% for Public Works Administration (from 30% to 35%).

6 - In FY 2019, a Crew Leader position was added. Funding allocation is a 50/50 split between Water Distribution and Wastewater Collection.

7 - In FY 2019, two Specialty Crews (Vactor and Closed Circuit Television) were added, for a total of four Utility Technician I positions. Funding allocation is a 50/50 split between Water Distribution and Wastewater Collection.

8 - In FY 2020, an additional Maintenance Crew will be added. The additional crew consists of one Crew Leader position, one Utility Technician I position and one Utility Technician II position.

9 - In FY 2019, one GIS Modeler position was added.

10 - In FY 2020, a Utility Foreman for Specialty Distribution will be added.

11 - In FY 2020, a Crew Leader position for the Water Quality Control Crew will be added.

12 - In FY 2020, two Water Maintenance Crews will be added. Each crew will consists of one Crew Leader position, one Utility Technician I position and one Utility Technician II position.

13 - In FY 2020, a Lead Water Operator position to focus on plant maintenance activities will be added.

14 - In FY 2020, two additional Water Operator I positions will be added to support the Water Quality Control Crew.

PERSONNEL SUMMARY WATER & WASTEWATER FUND

Department	Total F.T.E				
	Forecasted 2021	Forecasted 2022	Forecasted 2023	Forecasted 2024	Forecasted 2025
UTILITY ENTERPRISE FUND					
ENVIRONMENTAL PROGRAMS	6.00 ¹⁵	6.00	6.00	7.00 ¹⁶	7.00
METERING	8.00	8.00	9.00 ¹⁷	9.00	9.00
PUBLIC WORKS ADMINISTRATION	8.70 ¹⁸	8.70	8.70	10.70 ¹⁹	10.70
PURCHASING	1.38	1.38	1.38	1.38	1.38
UTILITY BUSINESS OFFICE	10.63	10.63	10.63	10.63	10.63
WASTEWATER COLLECTION	33.50 ²⁰	36.50 ²¹	39.50 ²²	39.50	39.50
WASTEWATER TREATMENT	-	-	-	-	-
WATER DISTRIBUTION	34.50 ²³	34.50	34.50	34.50	34.50
WATER TREATMENT	23.00	23.00	23.00	23.00	23.00
UTILITY ENT FUND TOTAL (F.T.E.)	125.71	128.71	132.71	135.71	135.71

15 - In FY 2021, one Environmental Programs Technician will be added.

16 - In FY 2024, one Environmental Programs Technician will be added.

17 - In FY 2023, one Meter Technician position will be added.

18 - In FY 2021, a Multi-media Specialist (Video/Photo) position will be created. This position will be split funded - 55% General Fund, 25% Water/Wastewater Fund (Public Works Admin), 15% Hotel/Motel Fund (Mayborn Center), and 5% Drainage Fund.

19 - In FY 2024, a Concrete Maintenance Crew will be added, which will consist of one Foreman, one Crew Leader, one Equipment Operator II, one Equipment Operator I, and one Maintenance Worker. Funding for this new crew will be split 40% General Fund, 40% Water/Wastewater Fund, and 20% Drainage Fund.

20 - In FY 2021, two additional Maintenance Crews will be added. Each crew will consist of one Crew Leader, one Utility Technician II, and one Utility Technician I - a total of 6 positions will be added.

21 - In FY 2022, an additional Maintenance Crews will be added. The crew will consist of one Crew Leader, one Utility Technician II, and one Utility Technician I - a total of 3 positions will be added.

22 - In FY 2023, an additional Maintenance Crews will be added. The crew will consist of one Crew Leader, one Utility Technician II, and one Utility Technician I - a total of 3 positions will be added.

23 - In FY 2021, an additional Utility Manager position will be added.

FINANCIAL SUMMARY REINVESTMENT ZONE NO. 1 FUND

	Actual		2018/2019 AMENDED Budget	2019/2020 ADOPTED Budget ⁽¹⁾	+(-)
	09/30/17	09/30/18			
Revenues:					
Taxes	\$ 18,495,349	\$ 25,185,270	\$ 17,779,208	\$ 18,085,880	\$ 306,672
Intergovernmental	50,000	805,198	414,802	50,000	(364,802)
Licenses and permits	83,483	58,315	36,000	36,000	-
Interest - other	248,488	942,588	1,165,000	865,000	(300,000)
Total revenues	18,877,320	26,991,371	19,395,010	19,036,880	(358,130)
Expenditures:					
Current:					
General government	5,913,318	5,934,336	3,325,369	3,305,415	(19,954)
Capital outlay	14,487,545	15,685,876	42,572,649	30,053,550	(12,519,099)
Debt service:					
Principal retirement	4,020,000	4,150,000	4,745,000	4,730,000	(15,000)
Interest and fiscal charges	1,755,213	1,618,367	2,466,283	2,472,738	6,455
Issuance cost - bonds	-	179,452	-	-	-
Total expenditures	26,176,076	27,568,031	53,109,301	40,561,703	(12,547,598)
Excess (deficiency) of revenues over expenditures	(7,298,756)	(576,660)	(33,714,291)	(21,524,823)	12,189,468
Other financing sources (uses):					
Bond proceeds	-	23,565,000	-	14,868,450	14,868,450
Original issues premium	-	910,440	-	-	-
Bond discount	-	(295,988)	-	-	-
Total other financing sources (uses)	-	24,179,452	-	14,868,450	14,868,450
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(7,298,756)	23,602,792	(33,714,291)	(6,656,373)	27,057,918
Fund balance, beginning of year	27,838,650	20,539,894	44,142,686	10,428,395	(33,714,291)
Fund balance, end of year	\$ 20,539,894	\$ 44,142,686	\$ 10,428,395	\$ 3,772,022	\$ (6,656,373)

(1) - As amended in the Financing Plan approved by the Reinvestment Board on 09/25/19 and Council on 10/17/19.

FINANCIAL SUMMARY REINVESTMENT ZONE NO. 1 FUND

	2020/2021 ADOPTED Budget ⁽¹⁾	2021/2022 ADOPTED Budget ⁽¹⁾	2022/2023 ADOPTED Budget ⁽¹⁾	2023/2024 ADOPTED Budget ⁽¹⁾	2024/2025 ADOPTED Budget ⁽¹⁾
Revenues:					
Taxes	\$ 18,649,913	\$ 20,267,900	\$ 21,405,033	\$ 22,563,406	\$ 23,920,490
Intergovernmental	-	-	-	-	-
Licenses and permits	36,000	36,000	36,000	36,000	36,000
Interest - other	30,000	10,000	10,000	10,000	10,000
Total revenues	18,715,913	20,313,900	21,451,033	22,609,406	23,966,490
Expenditures:					
Current:					
General government	3,347,252	3,504,809	3,581,277	3,679,273	3,734,977
Capital outlay	6,840,000	47,803,900	7,200,000	3,200,000	19,025,000
Debt service:					
Principal retirement	5,295,000	5,110,000	3,265,000	3,990,000	4,375,000
Interest and fiscal charges	3,182,064	2,928,416	5,648,632	5,398,044	5,134,963
Issuance cost - bonds	-	-	-	-	-
Total expenditures	18,664,316	59,347,125	19,694,909	16,267,317	32,269,940
Excess (deficiency) of revenues over expenditures	51,597	(39,033,225)	1,756,124	6,342,089	(8,303,450)
Other financing sources (uses):					
Bond proceeds	-	40,000,000	-	-	-
Original issues premium	-	-	-	-	-
Bond discount	-	-	-	-	-
Total other financing sources (uses)	-	40,000,000	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	51,597	966,775	1,756,124	6,342,089	(8,303,450)
Fund balance, beginning of year	3,772,022	3,823,619	4,790,394	6,546,518	12,888,607
Fund balance, end of year	\$ 3,823,619	\$ 4,790,394	\$ 6,546,518	\$ 12,888,607	\$ 4,585,157

(1) - As amended in the Financing Plan approved by the Reinvestment Board on 09/25/19 and Council on 10/17/19.

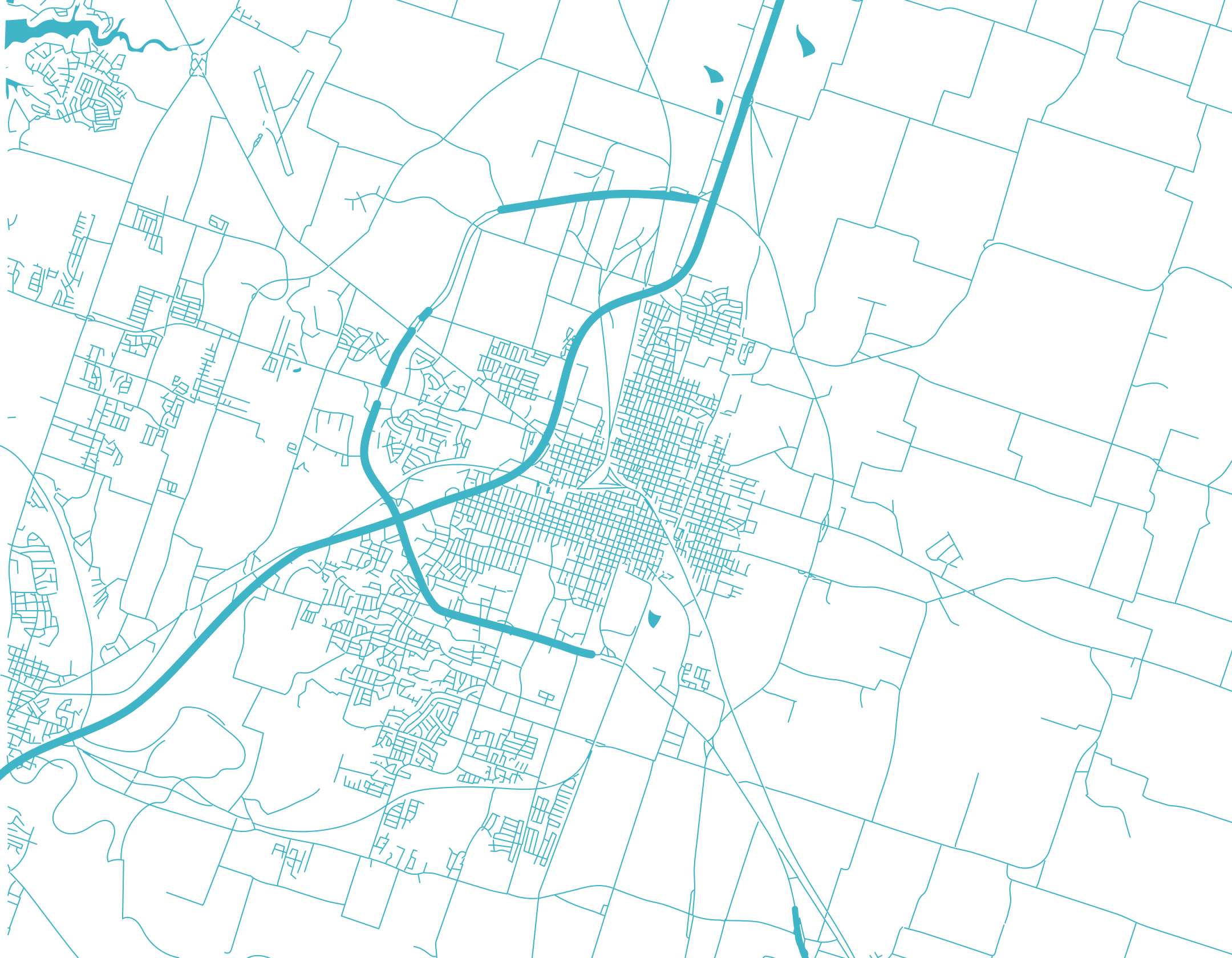
CAPITAL SUMMARY REINVESTMENT ZONE NO. 1 FUND

Department	Project	2019/2020 ADOPTED Budget	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Reinvestment Zone	North 31st Street (Nugent to Central)	\$ 5,010,000	\$ -	\$ -	\$ -	\$ -	\$ -
Reinvestment Zone	Downtown City Center /Hawn Hotel	4,250,000	-	-	-	-	-
Reinvestment Zone	Avenue C from Main Street to 24th Street	2,000,000	-	-	-	-	-
Reinvestment Zone	Crossroads Park @ Pepper Creek Trail	900,000	-	-	-	-	-
Reinvestment Zone	MLK Festival Fields Electric Design	750,000	-	-	-	-	-
Reinvestment Zone	Downtown Lighting to include Master Plan	528,600	-	-	-	-	-
Reinvestment Zone	Festival Fields Parking Lot	350,000	-	-	-	-	-
Reinvestment Zone	East/West IH 35 Gateway - Design Only (Construction Bond Funded)	320,000	-	-	-	-	-
Reinvestment Zone	Rail Park Receiving and Delivery Tract, Right-Of-Way	265,000	-	-	-	-	-
Reinvestment Zone	Airfield Lighting - Grant Match	213,000	-	-	-	-	-
Reinvestment Zone	Art District	150,000	-	-	1,500,000	-	10,000,000
Reinvestment Zone	24th Street Reconstruction, Design and Right-of-Way (Construction Bond Funded)	148,500	1,000,000	-	-	-	-
Reinvestment Zone	Rail Maintenance	100,000	100,000	100,000	100,000	100,000	100,000
Reinvestment Zone	Road/Signage Maintenance	100,000	100,000	100,000	100,000	100,000	100,000
Reinvestment Zone	Industrial Park Grading (Partially Bond Funded)	100,000	-	853,900	1,500,000	-	1,500,000
Reinvestment Zone	Draughon-Miller Regional Airport FBO Center & Parking	-	4,740,000	-	-	-	-
Reinvestment Zone	Festival Fields Buildings	-	750,000	-	-	-	-
Reinvestment Zone	Library/City Hall Campus	-	150,000	-	-	-	5,000,000
Reinvestment Zone	Land Acquisition	-	-	3,750,000	-	-	-
Reinvestment Zone	Veterans Memorial Blvd., Phase II	-	-	3,000,000	-	-	-
Reinvestment Zone	Central and Adams Corridor Improvements	-	-	-	1,500,000	2,000,000	-

CAPITAL SUMMARY REINVESTMENT ZONE NO. 1 FUND

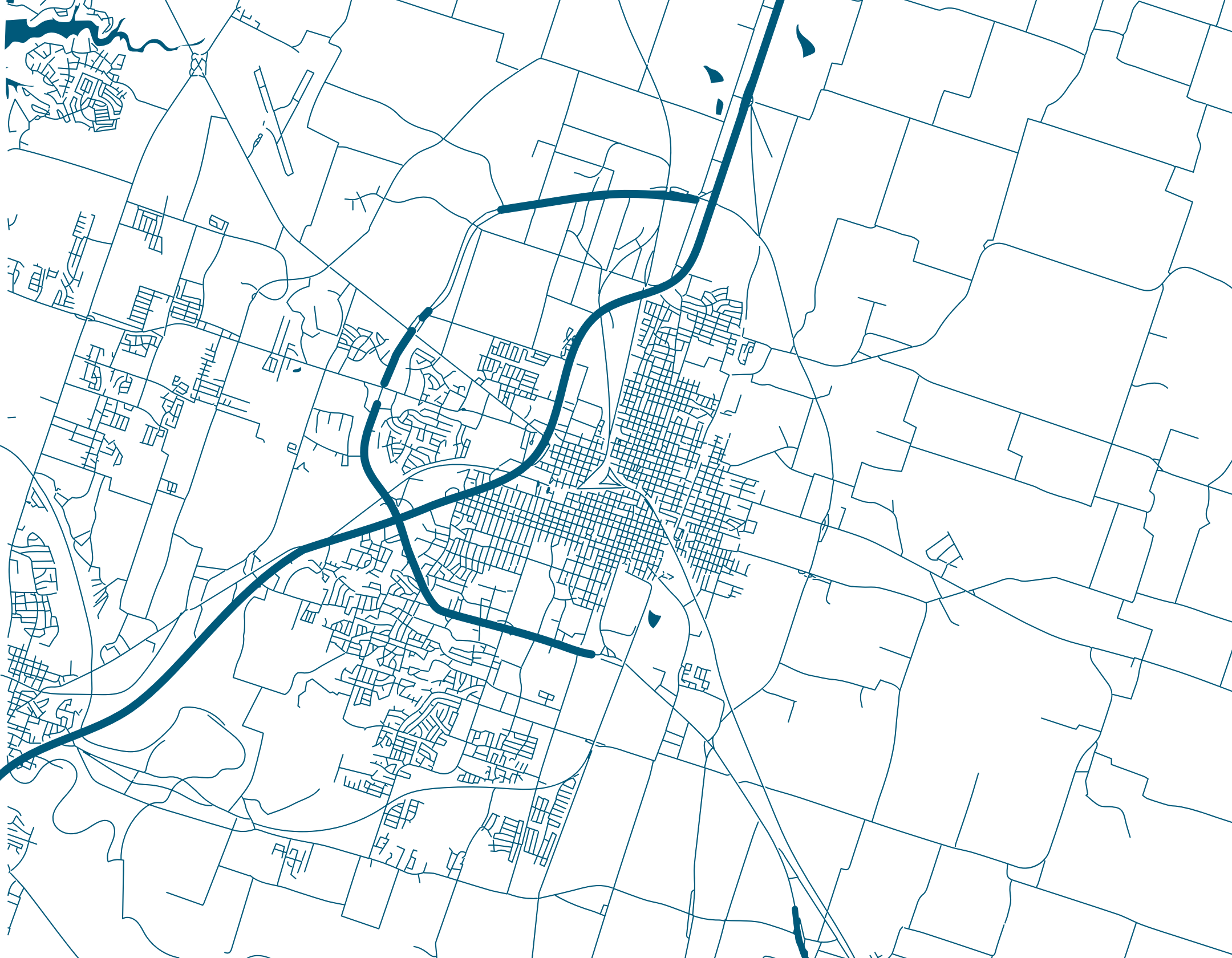
Department	Project	2019/2020 ADOPTED Budget	2020/2021 FORECASTED Budget	2021/2022 FORECASTED Budget	2022/2023 FORECASTED Budget	2023/2024 FORECASTED Budget	2024/2025 FORECASTED Budget
Reinvestment Zone	Corporate Hangar, Phase IV	-	-	-	1,500,000	-	-
Reinvestment Zone	Public Improvements	-	-	-	1,000,000	1,000,000	-
Reinvestment Zone	Rail Backage Road (N-S) GST Tract	-	-	-	-	-	2,325,000
Total Capital		\$ 15,185,100	\$ 6,840,000	\$ 7,803,900	\$ 7,200,000	\$ 3,200,000	\$ 19,025,000

Repair & Maintenance	\$ -	\$ 2,843	\$ 2,899	\$ 37,757	\$ 42,302	\$ 43,149
Total Cumulative Operating Impact	\$ -	\$ 2,843	\$ 2,899	\$ 37,757	\$ 42,302	\$ 43,149



ANNUAL BUDGET





ANNUAL BUDGET

The annual budget provides the resources necessary to carry out the City’s plan for providing the services, facilities, and infrastructure that has helped make Temple a place you love to call home. The development and adoption of the annual budget is a task of primary importance for the City Manager and the City Council.

This is an exciting time to be part of this incredible community as we prepare for the future ahead. Great things are happening right now. The City of Temple has excellent, dedicated staff and with the development of the 2020 Business Plan, the City Council has laid the foundation for a bright future.

The Annual Budget portion of the Business Plan formally adopts the first year of the Business Plan’s six-year Financial Plan meeting the City’s Charter requirement that the City Council adopt a complete financial plan of all the City funds and activities for the upcoming fiscal year.

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

For Fiscal Year 2020, the Adopted Budget totals \$195,646,732 for all funds. This adopted 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 Proposed Budget is based on a property tax rate of 67.27¢ per \$100 valuation, an increase of 1.15¢ from the current tax rate.

The focus of the FY 2020 Adopted Budget is on providing services that our residents request while responding to the growth of our community. This adopted budget reflects a fiscally responsible approach to improving the City’s infrastructure and maintaining quality City services to a growing population.

This year’s budget has been developed within the following budget parameters:

- maintain fiscal soundness;
- align strategic, financial, and staff work plans;
- focus on core mission and activities;
- maintain or improve services and service levels;
- continue to improve infrastructure; and
- continue to support and develop our workforce.

FINANCIAL HIGHLIGHTS

The FY 2020 Budget allocates resources based on the four focus areas identified in the Strategic Plan:

HIGH-PERFORMING ORGANIZATION



\$21,189,944

An organization committed to performance excellence

- expansion of the Office of Performance Excellence including a Performance and Analytics Manager
- implementation of a performance management system
- additional Administrative Assistant positions in the City Manager's Office and Parks & Recreation Administration.
- a hydraulic and hydrologic modeling system for water, sewer, and drainage systems
- a solid waste management and route optimization system
- 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 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
- a fleet and equipment sharing system
- a Senior Project Manager in the Information Technology Department
- an expansion to the Service Center facility
- a Customer Service Representative position in Fleet Services
- approximately \$2.35 million in capital equipment purchases and replacements

Talented and dedicated employees who have a heart for service

- a new Assistant Director of Human Resources
- \$1.8 million to implement compensation adjustments for Police and Fire civil service employees

An open, responsive, and accountable government

- the addition of a Financial Analyst and a Payroll Specialist in the Finance Department
- expansion of the Marketing and Communications Department including a Communication Specialist and a Multi-Media Specialists
- funding for a new city website
- funding to conduct a citizen survey

FINANCIAL HIGHLIGHTS

PLACES & SPACES



\$16,186,314

Beautiful spaces and unique experiences

- a part-time Reservation Specialist
- consolidating our community event planners into one team and an additional Program Coordinator to the team
- additional resources to support special events
- the plan also recommends an additional portable stage
- the replacement of the slides at Summit pool and Walker pool as well as the re-plastering of the Lion's Junction pool
- an allocation of \$33,000,000 for a potential Parks Capital Improvement Program that will be considered by voters as a general obligation bond program in May of 2020.
- a management plan for the Mayborn Civic and Convention Center as well as the Railroad & Heritage Museum
- a new Destination Strategic Plan
- an update to our destination brand and website
- an update to our Downtown Temple brand and website
- a Destination Marketing Manager position
- an additional Transform Temple morning crew
- a new Transform Temple evening crew

Neighborhoods where people love to live

- development of four individual neighborhood plans

INFRASTRUCTURE & UTILITIES



\$122,269,637

Infrastructure and systems that support exceptional services and community growth

- a Street Reconstruction Crew
- an allocation of \$5,000,000 for an expansion to our Drainage Capital Improvement Program
- funding for a Drainage Rate Study
- a new Lead Maintenance Operator at the water treatment plant
- the addition of a Water Quality Control crew (FY 20)
- additional Water Maintenance crews
- a Water Leak crew
- addition of a Water Crew Leader
- additional Wastewater Maintenance crew in fiscal year 2020
- an Assistant Director of Public Works (FY 20) position
- a Utility Foreman (FY 20) position
- a Utility Compliance Coordinator (FY 20) position
- additional solid waste commercial route
- additional solid waste roll-off route

PUBLIC SAFETY



\$36,000,837

A safe and healthy community

- a Master Plan for Fire Department
- replacement of two cardiac monitors
- the replacement of one ladder truck
- additional Code Compliance Officer

FINANCIAL HIGHLIGHTS

General Fund Revenues

Total revenues for the FY 2020 General Fund Budget are presented at \$81,609,702 an increase of 10.23% compared to the FY 2019 Adopted Budget. The four largest sources of revenue for the General Fund are sales tax, property tax, charges for services, and solid waste charges.

Property Tax

In the FY 2020 Budget, property tax accounts for 19.27% of the General Fund budgeted revenues and is the second largest revenue source of the General Fund. The Adopted Budget is based on a property tax rate of 67.27¢ per \$100 valuation, an increase of 1.15¢ from the current tax rate.

This rate is based on a preliminary appraised value of \$4,354,611,733 (net taxable value not adjusted for frozen values). The tax rate is comprised of two components, the Maintenance and Operations rate (M&O) and the Interest and Sinking rate (I&S). This year's tax rate is at 30.97¢ for the M&O rate and 36.30¢ 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 2020 Budget, sales tax is projected to account for 28.16% of the General Fund budgeted revenues.

The FY 2020 Budget estimates \$22,980,000 in sales tax revenue, a 2.00% increase in sales tax revenue over budgeted FY 2019 sales tax revenue.

Charges for Services

In the FY 2020 Budget, charges for services accounts for 15.99% of the General Fund budgeted revenues and is the third largest revenue sources of the General Fund. Total revenues for charges for services are presented at \$ 13,047,117, an increase of 38.78% as compared to the FY 2019 Adopted Budget. The increase associated to charges for services can be associated with the 0.5% increase for the Water & Wastewater Contractual Fee (based on gross Water and Wastewater Revenues for FY 2020), as well as the increase in reimbursements budgeted from the Reinvestment Zone No. 1.

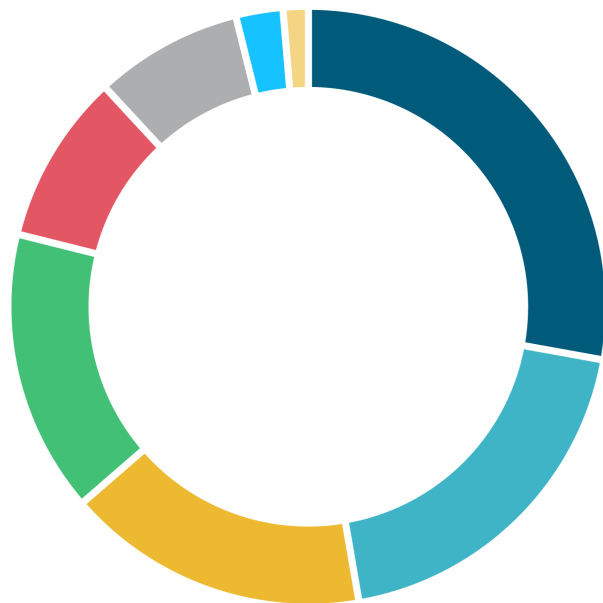
Solid Waste Rates

Charges associated with solid waste services represent the fourth largest source of revenue for the General Fund and are projected to account for 15.42% of total General Fund revenues. \$12,080,571 in solid waste revenue is projected for FY 2020, representing a 3.23% increase from the FY 2019 solid waste revenue adopted budget of \$11,703,090. No rate adjustments are proposed for solid waste services in FY 2020.

General Fund Expenditures

Total expenditures for the FY 2020 General Fund Budget are presented at \$84,620,149, an increase of 9.39% compared to the FY 2019 Adopted Budget.

General Fund Revenues



- Sales Tax **28%**
- Property Tax **19%**
- Other Charges for Services **16%**
- Solid Waste Fees **15%**
- Franchise Fees **9%**
- Other Revenues **9%**
- Fines **3%**
- Licenses & Permits **1%**



FINANCIAL HIGHLIGHTS

Water and Wastewater Fund

Total revenues for the FY 2020 Water and Wastewater Fund Budget are presented at \$45,547,087, an increase of 26.81% compared to the FY 2019 Adopted Budget. A rate adjustment is proposed for water and wastewater rates.

Hotel/Motel Tax Fund

Total revenues for the Hotel/Motel Fund Budget are presented at \$2,313,723, an increase of 14.09% compared to the FY 2019 Adopted Budget. 18.31% of the Hotel/Motel revenues are from the operations of the Frank Mayborn Center. Expenditures for the Hotel/Motel Fund Budget are presented at \$2,598,723, an increase of 21.94% compared to the FY 2019 Adopted Budget.

Federal and State Grant Fund

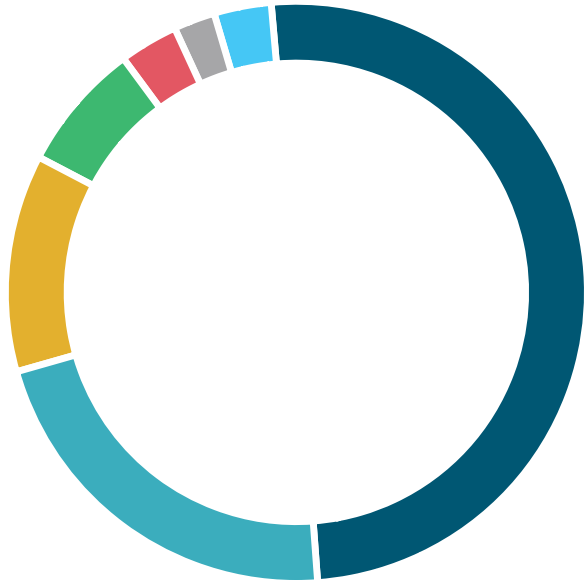
Total revenues and expenditures for Federal and State Grant Fund Budget are presented at \$588,159, an increase of 9.68% compared to the FY 2019 Adopted Budget. Total revenues include the award of the Community Development Block Grant (CDBG). The proposed allocation of CDBG funds are as follows:

Demolition	\$10,000
Housing Improvement Program	\$218,800
Crime Prevention Program	\$88,223
Neighborhood Revitalization Program.....	\$153,505
General Administration	\$117,631

Drainage Fund

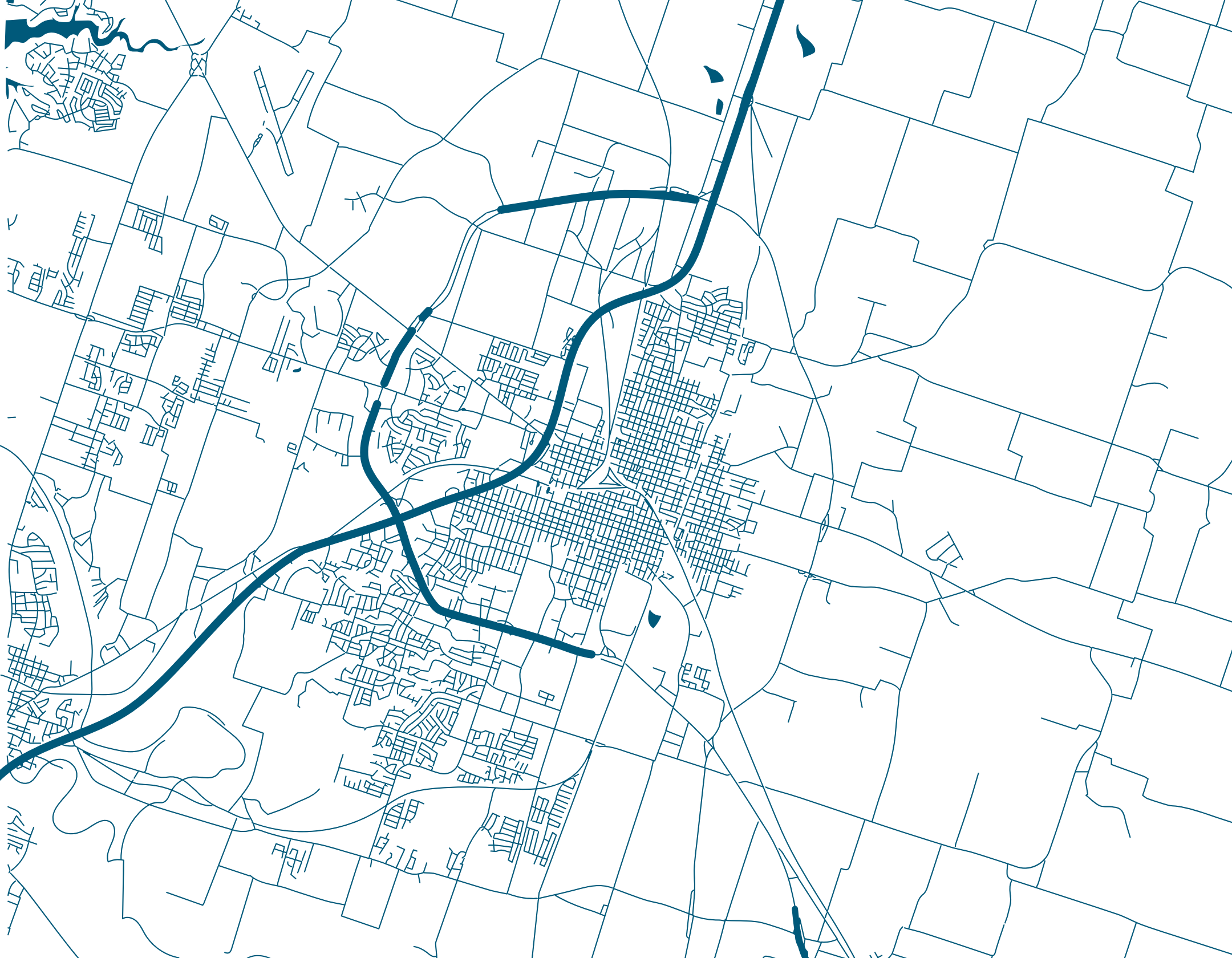
Total revenues and expenditures are presented at \$2,775,825, a 0.77% increase from prior year. These revenues are based on rates that remain unchanged from current year.

GENERAL FUND EXPENDITURES



- Public Safety **41%**
- General Government **22%**
- Parks & Recreation **15%**
- Solid Waste **9%**
- Highways & Streets **5%**
- Airport **3%**
- Other Expenditures **5%**



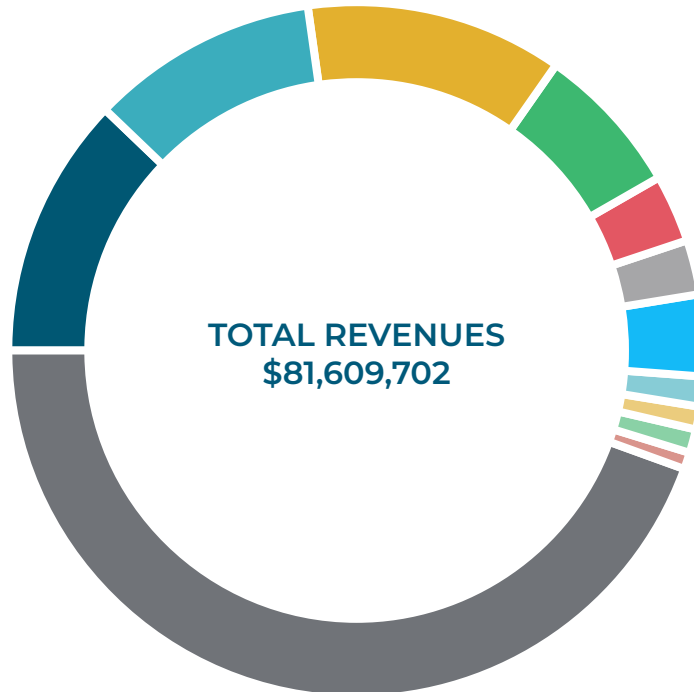


GENERAL FUND

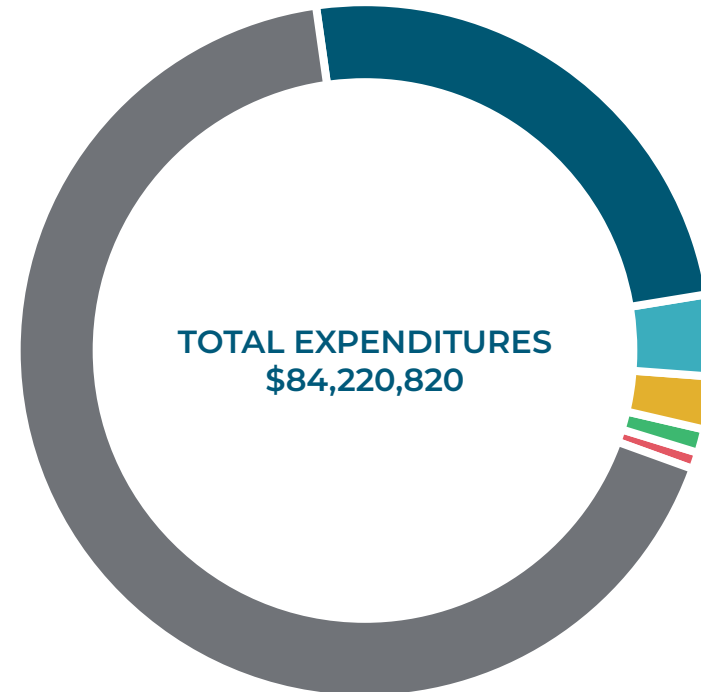


REVENUES & EXPENDITURES

GENERAL FUND REVENUES BY SOURCES



GENERAL FUND EXPENDITURES BY TYPE



- | | |
|--------------------------------------|---|
| ■ Sales Tax 28.16% | ■ Waste Management 2.59% |
| ■ Ad Valorem Tax 19.27% | ■ Fines & Fees 2.56% |
| ■ Charges for Services 15.99% | ■ Licenses & Permits 1.36% |
| ■ Solid Waste 15.42% | ■ Other Revenues/Sources 1.33% |
| ■ Franchise Fees 9.24% | ■ Interest Income 0.88% |
| ■ Airport 3.15% | ■ Intergovernmental Revenues 0.05% |

- | |
|-----------------------------|
| ■ Personnel 64.89% |
| ■ Operations 29.56% |
| ■ Capital 2.72% |
| ■ Transfers 2.04% |
| ■ Contingency 0.62% |
| ■ Debt Service 0.17% |

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2017-2018	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
Current AD Valorem	\$ 13,751,618	\$ 13,852,275	\$ 13,874,893	\$ 15,821,385
Discount Current Tax	(328,037)	(325,000)	(327,621)	(350,000)
Delinquent AD Valorem	56,925	141,350	56,000	161,443
Penalty and Interest - AD Valorem Taxes	83,121	90,000	84,000	90,000
TOTAL TAXES	\$ 13,563,627	\$ 13,758,625	\$ 13,687,272	\$ 15,722,828
Sales Tax	\$ 21,831,623	\$ 22,530,000	\$ 22,851,305	\$ 22,980,000
Mixed Beverage Tax	172,509	155,000	190,466	170,000
Occupation Taxes	39,960	40,000	41,000	40,000
Bingo Tax	17,946	15,000	15,000	15,000
TOTAL NON-PROPERTY TAXES	\$ 22,062,038	\$ 22,740,000	\$ 23,097,771	\$ 23,205,000
Electric Franchise	\$ 3,249,425	\$ 3,445,000	\$ 3,379,779	\$ 3,479,450
Gas Franchise	518,950	560,000	584,776	570,000
Telecommunications	399,239	380,000	399,000	216,000
Cable Television	716,929	720,000	730,000	719,000
Public Education Channel	128,692	115,821	128,000	180,971
Water & Wastewater Franchise Fee	1,721,410	1,795,859	1,795,859	2,276,526
Taxi Cabs	1,350	1,350	1,350	1,350
Ambulance	98,216	85,000	102,887	95,000
TOTAL FRANCHISE FEES	\$ 6,834,212	\$ 7,103,030	\$ 7,121,651	\$ 7,538,297
Building	\$ 413,019	\$ 350,000	\$ 350,000	\$ 425,000
Electrical	62,472	36,000	55,000	50,000
Mechanical	52,724	18,000	24,500	22,000
Plumbing Permit Fees	135,975	96,000	105,000	115,000

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2017-2018	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
Fire Safety	36,011	34,000	26,800	26,000
Curb and Street Cuts	30,510	20,000	30,050	28,000
Other Permits-Fees	79,012	65,000	130,900	110,000
House Moving	55	-	55	-
Contractor Registration Licenses	14,880	10,000	33,000	35,000
Right-Of-Way Permit	2,000	-	1,000	-
Mobile Home Permits	1,461	750	2,519	2,500
Alarm Permit Fee	22,015	24,000	20,755	20,000
TOTAL LICENSES AND PERMITS	\$ 1,034,209	\$ 909,250	\$ 1,087,579	\$ 1,113,500
Federal Grants	\$ 15,064	\$ 17,353	\$ 17,353	\$ -
State Grants	1,685	-	8,900	-
Traffic Signal Reimbursement	8,352	8,352	8,352	8,352
Civil Preparedness - Federal Grant	34,021	36,713	36,713	36,713
TOTAL INTERGOVERNMENTAL REVENUES	\$ 59,122	\$ 62,418	\$ 71,318	\$ 45,065
Vital Statistics	\$ 121,000	\$ 115,000	\$ 133,000	\$ 115,000
Vital Statistics Preservation	7,168	-	7,149	-
Envelope/Misc. Sales	1,258	-	1,400	-
Subdivision Fees	33,898	22,000	33,600	24,000
UR Bond Admin Costs	36,216	-	-	-
W&WW - Reimbursements	102,260	194,562	102,260	102,260
I.T. Services/Water-Wastewater	435,865	429,077	429,077	469,903
W&WW Contractual	3,442,819	3,591,718	3,591,718	4,780,704
Over/Under Account	568	-	(173)	-

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2017-2018	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
Police Overtime	\$ 555,017	\$ 326,929	\$ 326,929	\$ 157,902
Police Revenue	679,093	658,110	644,028	550,633
Police Reports	12,498	10,000	12,875	11,000
Police Donations/Gifts	1,695	3,300	3,325	-
Dare Donations - Unrestricted	3,565	1,000	1,000	-
Firing Range - Rental Fee	1,540	1,500	1,500	1,530
OCU State Seized Funds	66,136	-	10,003	-
OCU Federal Seized Funds	44,183	-	802	-
OCU State Sale of Assets	5,564	-	-	-
Blue Santa Donations	5,892	-	-	-
County Fire Service	5,983	5,000	8,986	5,900
Fire Donations/Gifts	8,379	26,856	26,856	-
Fire Department Revenue	3,552	1,000	5,228	1,000
Fire Training Revenue	44,305	54,732	28,918	25,000
TOTAL CHARGES FOR SERVICES - PUBLIC SAFETY	\$ 1,437,401	\$ 1,088,427	\$ 1,070,450	\$ 752,965
Engineering Income	\$ 15	\$ -	\$ -	\$ -
CNG Sales	8,248	2,000	17,043	10,000
Federal Motor Fuel Excise Tax Credit	80,270	78,000	78,000	78,000
W&WW Street Repair	69,847	40,000	90,000	331,103
Fleet Service Charges	110,820	95,000	110,350	95,000
TOTAL CHARGES FOR SERVICES - PUBLIC WORKS	\$ 269,199	\$ 215,000	\$ 295,393	\$ 514,103

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2017-2018	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
Solid Waste - Residential	\$ 4,972,650	\$ 5,431,221	\$ 5,425,000	\$ 5,576,571
Solid Waste - Residential Recycling	225,410	170,000	216,899	156,000
Solid Waste - Commercial - Plastic	493,121	514,721	517,881	520,000
Solid Waste - Commercial - Sideload	382,489	399,166	396,012	395,000
Solid Waste - Commercial - Frontload	2,353,801	2,511,204	2,564,000	2,600,000
Solid Waste - Rolloff	2,368,656	2,277,973	2,604,000	2,400,000
Solid Waste - Recycling	110,669	110,554	130,184	120,000
Solid Waste - Special Pickup	64,897	30,000	84,319	55,000
Solid Waste - Other Recycling	287,038	210,000	233,818	139,000
Solid Waste - Other Charges	1,150	-	733	-
Solid Waste - Recycling Roll-Off	91,963	122,000	130,245	119,000
Waste Management Contract	676,300	691,794	699,835	717,331
Waste Management Surcharge	1,352,696	1,250,000	1,509,941	1,400,000
Waste Management - Other	-	500,000	500,000	500,000
TOTAL CHARGES FOR SERVICES - SOLID WASTE	\$ 13,380,840	\$ 14,218,633	\$ 15,012,867	\$ 14,697,902
Library Fines	\$ 23,086	\$ 20,000	\$ 21,933	\$ 22,000
Lost Books	6,169	5,500	6,232	6,000
User Fees/Parks Dept.	12,605	12,000	12,000	11,250
Football Entry Fees	4,202	3,500	3,500	3,400
Softball Entry Fees	41,517	50,000	35,000	32,000
Volleyball Entry Fees	16,779	15,000	17,000	15,000
Basketball Entry Fees	17,829	18,000	14,800	14,000
Soccer Entry Fees	6,560	6,000	6,000	5,500
Swimming Pool Fees	37,128	34,000	34,000	33,000

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2017-2018	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
Sponsors - Temple Bloomin' Festival	23,499	24,000	26,993	24,000
Tickets - Temple Bloomin' Festival	100,385	116,172	124,034	95,000
Alcoholic Beverage (Beer) - Temple Bloomin' Festival	50,988	50,000	44,550	45,000
Non-Alcoholic Beverage - Temple Bloomin' Festival	-	-	698	700
Vendors - Temple Bloomin' Festival	9,592	11,000	10,156	9,500
Merchandise Sales - Temple Bloomin' Festival	1,153	1,000	570	750
Carnival - Temple Bloomin' Festival	17,453	15,000	19,017	15,300
Corporate Games	33,366	28,500	28,500	30,000
Mayor's Fitness Council	10,105	10,000	10,000	10,000
Facility Rental/P&R	101,083	90,000	95,000	90,000
Merchandise Sales	1,210	2,000	1,200	1,000
Recreation Membership Fees	27,217	24,000	26,000	24,000
Donations/Parks & Rec.	43,725	46,954	45,000	45,000
Special Events/Classes	842,555	835,320	800,000	860,000
Summit Rec - Memberships	384,719	360,000	354,000	350,000
Summit Rec - Facility Rental	8,458	8,000	8,000	7,500
Summit Rec - Classes	41,059	32,000	34,000	32,000
Summit Rec - Store Sales	439	-	900	-
Summit Concession Sales	5,869	5,800	3,800	3,200
Tennis Fees	-	-	6,700	1,500
Reinvestment Zone No. 1 Reimbursements	654,810	1,342,241	1,342,241	3,145,152
Lion's Junction Water Park - Admission	249,417	277,000	251,000	250,000
Lion's Junction Water Park - Facility Rental	26,760	26,000	26,000	26,000
Lion's Junction Water Park - Lion's Store Sales	3,160	3,000	3,000	3,000
Lion's Junction Water Park - Food & Beverage Sales	92,556	100,000	91,000	90,000
Lion's Junction Water Park - Junction Memberships	52,857	55,000	52,000	50,000

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2017-2018	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
Lion's Locker Rentals	1,065	1,500	1,500	1,500
Lion's Catering Fee	300	250	250	250
Lion's Advertising Sales	-	750	750	-
Indoor Pool Rental	11,550	11,500	11,000	10,500
Indoor Pool Classes/Fees	76,378	78,600	76,000	78,600
Green Fees	106,543	215,000	195,000	205,000
Golf Tournaments	13,430	32,500	27,500	33,150
Golf Cart Fees	113,558	253,080	205,000	230,000
Golf Pro Shop Sales	42,586	80,000	70,000	75,000
Golf Driving Range	40,340	42,000	42,000	42,480
Golf Lessons	6,425	10,500	10,000	8,500
Other Golf Revenue	175	-	350	-
Golf Food Sales	50,101	75,000	65,000	65,000
Golf Non-Alcoholic Beverages	8,290	16,000	11,000	16,000
Golf Alcoholic Beverages	26,426	50,500	40,500	45,000
Junior Golf Program Donations	5,676	6,500	6,500	6,500
Golf Memberships	29,930	61,000	61,000	61,000
Hillcrest Cemetery - Plot Sales	-	28,000	-	15,000
Hillcrest Cemetery - Opening/Closing	-	3,500	3,500	8,400
Hillcrest Cemetery - Headstone Setting	-	1,000	1,000	750
Hillcrest Cemetery - Other	-	30,000	15,000	-
Crossroads Park - Field Rentals	-	-	-	28,800
Crossroads Park - Light Rentals	-	-	-	2,400
Crossroads Park - Concessionaire Revenues	-	-	-	3,600
TOTAL CHARGES FOR SERVICES - CULTURE & REC	\$ 3,481,080	\$ 4,624,167	\$ 4,397,674	\$ 6,288,182

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2017-2018	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
AV Gas Sales	\$ 351,694	\$ 275,000	\$ 275,000	\$ 328,160
Oil	12,427	15,038	15,038	15,038
Jet Fuel Sales	2,326,431	2,000,000	2,000,000	2,100,000
Discount on AV Gas Sales	(22,786)	(18,500)	(18,500)	(20,000)
Discount Jet Sales	(609,215)	(615,000)	(615,000)	(660,750)
Ramp and Tie Down	2,582	2,800	2,200	2,800
Warehouse/Hangar Rent	213,170	198,000	231,725	213,420
Fire Land Lease	12,458	12,458	12,458	12,458
Corporate Land Leases	-	-	20,913	20,913
Corporate Hangar Leases	100,981	160,300	158,690	158,690
Overnight Fees	275	-	370	-
Hangar Complex - Rent	103,887	215,000	-	368,949
AC Service Operators	2,780	-	-	-
Over/Under	20	-	(47)	-
Misc Airport Revenue	124,933	33,850	30,953	30,000
TOTAL CHARGES FOR SERVICES - AIRPORT	\$ 2,619,637	\$ 2,278,946	\$ 2,113,800	\$ 2,569,678
Traffic & Criminal Fines	\$ 1,157,897	\$ 1,350,000	\$ 1,360,000	\$ 1,350,000
Commercial Vehicle Enforcement	13,080	8,000	5,000	-
Dismissal Fee	17,810	18,000	20,670	17,800
Child Safety Fees - Bell County	60,049	61,853	61,853	61,733
False Alarm Violations	52,830	42,000	42,000	40,000
Animal Shelter	51,177	49,000	51,000	50,000
Parking Fines	5,785	20,000	8,400	15,000
Jury Fee	199	200	92	200
Judicial Efficiency - Local	4,973	-	4,400	-

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2017-2018	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
Technology Fee	46,085	147,004	147,004	-
Security Fee	35,158	94,642	94,642	91,665
Judicial Support Fund	6,973	-	7,767	-
Juvenile Case Manager Fund	57,538	67,854	66,413	64,304
Miscellaneous Court Fees	-	-	75	-
Municipal Court O/U	(328)	-	7	-
Defensive Driving	38,297	40,000	49,979	45,000
Warrant Fees	107,632	95,000	97,000	105,000
Written Notice Fee	58,774	60,000	68,000	70,000
Child Safety Court Costs	8,934	9,000	21,750	20,000
Traffic Costs	28,474	28,000	35,393	33,000
State Service Fee	68,026	70,000	81,600	75,000
Credit Card Merchant Charges	37,638	38,000	40,000	42,000
Expunction Fee	150	-	30	-
Truancy Prevention (TPDF)	11,080	10,000	13,828	12,000
Building & Standards Fine	-	-	5,897	-
TOTAL FINES AND FEES	\$ 1,868,233	\$ 2,208,553	\$ 2,282,800	\$ 2,092,702
Interest Income	\$ 499,175	\$ 793,500	\$ 670,361	\$ 720,000
Building Rental/Public Service	110,361	-	-	-
City Leases	245,824	177,380	177,380	177,560
Sale of Scrap	291	-	941	-
Sale of Land	1,374	-	-	-
Sale of Assets	169,746	142,900	205,000	120,000
Insurance Claims	242,697	168,410	170,000	51,000
Pay in Lieu of Taxes	18,033	18,033	16,588	16,500

GENERAL FUND REVENUE DETAIL

REVENUE LINE ITEMS	Actual 2017-2018	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
Other Revenues	111,887	349,362	350,118	102,000
Insufficient Checks	3,448	3,000	3,370	3,000
Street Use License/Abandonment	1,500	1,500	1,500	1,500
Library Donations	-	1,000	1,000	-
Donations/Gifts	20,307	5,534	6,500	-
Library Reimbursements	209	200	400	200
Demolition Revenue	3,777	1,000	500	1,000
Lot Cutting	28,256	10,000	15,000	11,000
Miscellaneous Reimbursements	7,437	400,000	405,000	-
Library - Building Rental	88,591	86,390	86,390	82,391
TOTAL INTEREST AND OTHER	\$ 1,552,914	\$ 2,158,209	\$ 2,110,048	\$ 1,286,151
Other Financing - Lease Purchases	\$ 538,186	\$ 111,555	\$ 103,226	\$ -
Transfer In	-	-	-	291,462
TOTAL OTHER FINANCING SOURCES (TRANSFERS)	\$ 538,186	\$ 111,555	\$ 103,226	\$ 291,462
REVENUE TOTAL - GENERAL FUND	\$ 72,881,749	\$ 75,829,170	\$ 76,749,880	\$ 81,609,702

INTRODUCTION

The Draughton-Miller Central Texas Regional Airport is a modern and award-winning aviation facility and Automated Weather Observation Station operated by the City of Temple. The airport is a vital asset meeting the business transportation needs of the region and supporting economic growth in Temple. The Airport team provides professional service for the corporate, medical, military and general aviation pilot 7 days a week from 5 a.m. to 10 p.m. The Airport sits on roughly 922 acres and consists of excellent runway and taxiway accommodations, Aircraft Rescue and Firefighting facilities, a general aviation terminal, full-service and self-service Jet-A and 100LL fuel, T-hangars and ample land for development. The projected revenue from fuel sales and rentals is \$2.2 million annually.

FY 2019 ACCOMPLISHMENTS:

- Secured grant funding to replace all airfield lighting with LED fixtures estimated at \$3 million at 90 - 10 share

FY 2020 INITIATIVES:

- Reconstruct 35' x 777' of closed runway to support fixed wing operations to aviation business park hangars for future growth
- Expan maintenance facility to improve operations and efficiency
- Secure funding to construct General Aviation Terminal & ARFF facility estimated at \$4 million

CORE PERFORMANCE INDICATORS:

JET FUEL GALLONS SOLD

	FY17	FY18	FY19	FY20
% change	3.4%	-10.3%	-3.37%	2.1%
Gallons	542,455	486,562	470,187	480,000

AVERAGE GALLONS SOLD

	FY17	FY18	FY19	FY20
% change	5.9%	15.2%	10.4%	-23.3%
Gallons	71,762	82,695	91,314	70,000

FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 640,619	\$ 672,367	\$ 652,263	\$ 685,612
PERSONNEL BENEFITS	205,119	213,371	206,991	208,126
SUPPLIES	43,814	58,263	53,252	56,152
CAPITAL < \$5000	2,848	11,150	10,191	10,400
REPAIR AND MAINTENANCE	59,038	81,200	74,217	79,200
OTHER SERVICES	32,361	35,225	32,196	40,775
CONTRACTED SERVICES	183,679	132,490	121,096	151,045
COST OF GOODS SOLD	1,384,973	1,067,481	975,678	1,067,481
CAPITAL EQUIPMENT	1,398	-	-	-
TOTAL	\$ 2,553,849	\$ 2,271,547	\$ 2,125,884	\$ 2,298,791
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
AIRCRAFT RESCUE & FUELING SPECIALIST	5.000	5.000	5.000	5.000
AIRCRAFT RESCUE & FUELING SPECIALIST - PT	0.880	0.880	0.880	0.880
AIRCRAFT RESCUE & FUELING SUPERVISOR	1.000	1.000	1.000	1.000
AIRPORT OPERATIONS SPECIALIST	2.000	2.000	2.000	2.000
AIRPORT OPERATIONS SPECIALIST - PT	0.500	0.500	0.500	0.500
AIRPORT OPERATIONS SUPERVISOR	1.000	1.000	1.000	1.000
AIRPORT SERVICES COORDINATOR	1.000	1.000	1.000	1.000
DIRECTOR OF AIRPORT	1.000	1.000	1.000	1.000
OPERATIONS MANAGER - AIRPORT	1.000	1.000	1.000	1.000
TOTAL	13.380	13.380	13.380	13.380

INTRODUCTION

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

FY 2019 ACCOMPLISHMENTS:

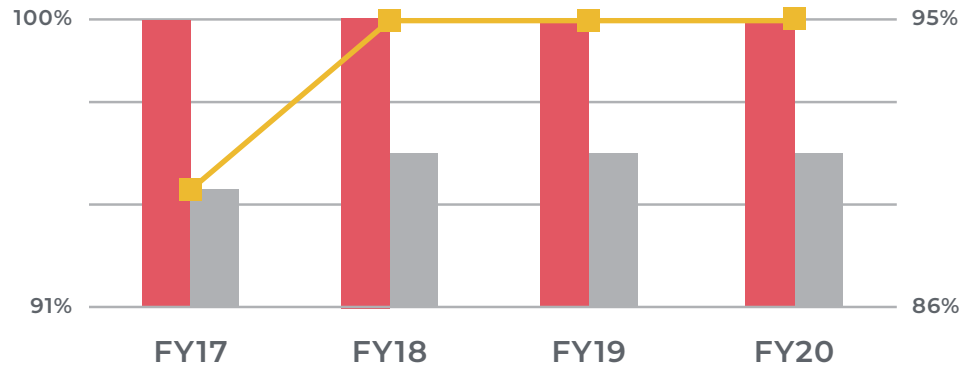
- Acquired right of way and easements for various infrastructure projects
- Handled multiple lawsuits to which the City is a party; coordinated litigation activities with outside counsel
- Drafted multiple economic development agreements and strategic investment zone agreements to assist with stimulating economic growth in the City
- Worked with Municode on recodification of City's Code of Ordinances; began drafting amendments to several Code chapters

FY 2020 INITIATIVES:

- Continue the process of consolidating multiple real estate services into the City Attorney's Office including surplus property management, rental property management, and right-of-way acquisition
- Continue review of and updates to the City's Code of Ordinances; continue to work with Municode on recodification of City Code
- Facilitate the acquisition of property and easements for various infrastructure projects
- Continue management of various lawsuits to which the City is a party
- Develop a comprehensive, accurate, and easy to understand personnel policy manual
- Update the unified development code to ensure community design standards and land use regulations align with the Comprehensive Plan
- Develop a downtown zoning ordinance to ensure design standards and land use regulations align with the Downtown Master Plan
- Develop neighborhood-specific zoning ordinances to ensure design standards and land use regulations align with Neighborhood Master Plans

CORE PERFORMANCE INDICATORS

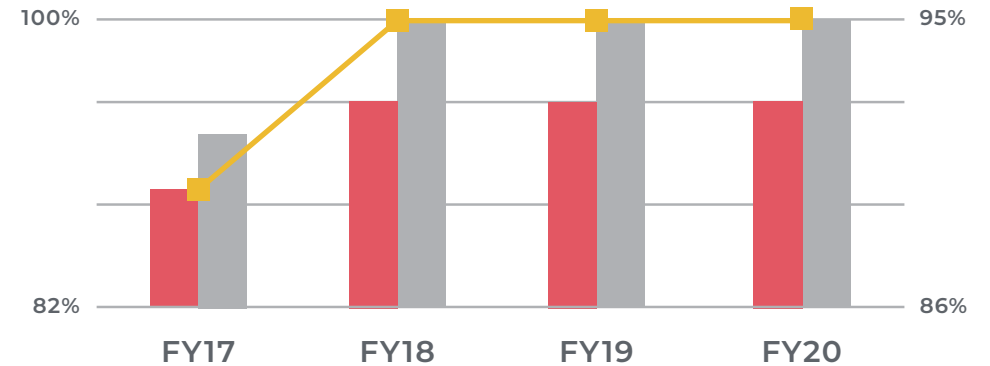
CUSTOMER SATISFACTION



% of survey respondents who agree with the following:

- The legal advice received by me from my assigned attorney was clear and understandable.
- The City Attorney's Office has a strong knowledge of City codes/ordinances and State and Federal Law.
- My assigned attorney does a good job of keeping me informed on the status of my project/request.

CUSTOMER SATISFACTION



% of survey respondents who rate the following good or excellent:

- Turn around time for requests for legal assistance
- Overall level of legal services provided by the City Attorney's Office
- Availability of the attorney assigned to your department or division

FY 17 = Actual, FY 18 & FY 19 & FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 646,950	\$ 687,468	\$ 666,913	\$ 716,384
PERSONNEL BENEFITS	163,085	171,155	166,037	176,789
SUPPLIES	6,500	10,900	9,963	11,100
CAPITAL < \$5000	24,981	18,500	16,909	19,900
OTHER SERVICES	25,653	35,646	32,580	46,094
CONTRACTED SERVICES	53,458	4,759	4,350	4,608
CAPITAL EQUIPMENT	12,041	-	-	-
TOTAL	\$ 932,668	\$ 928,428	\$ 896,752	\$ 974,875
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT II ¹	1.000	1.000	0.000	0.000
ASSISTANT CITY ATTORNEY	1.000	1.000	1.000	1.000
CITY ATTORNEY	1.000	1.000	1.000	1.000
DEPUTY CITY ATTORNEY ²	4.000	4.000	4.000	4.000
EXECUTIVE ASSISTANT - CITY ATTORNEY	1.000	1.000	1.000	1.000
LEGAL ADMINISTRATIVE SUPERVISOR	1.000	1.000	1.000	1.000
LEGAL SPECIALIST ¹	0.000	0.000	1.000	1.000
TOTAL	9.000	9.000	9.000	9.000

1 - During FY 2019, the Administrative Assistant II position was reclassified to Legal Specialist.

2 - One of the Deputy City Attorney positions is bond funded - 50% TCIP CO Bonds and 50% Utility Revenue Bonds.

SUMMARY & PERSONNEL SCHEDULE

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

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
PERSONNEL BENEFITS	\$ 12,054	\$ 35,740	\$ 34,671	\$ 33,982
SUPPLIES	8,206	7,400	6,764	8,400
CAPITAL < \$5000	-	500	457	500
OTHER SERVICES	49,602	54,075	49,425	55,575
CONTRACTED SERVICES	110,065	100,554	91,906	121,160
TOTAL	\$ 179,927	\$ 198,269	\$ 183,223	\$ 219,617
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
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
FTEs	5.000	5.000	5.000	5.000

INTRODUCTION

The City Manager serves as the Chief Executive Officer of the City, manages an annual business plan of nearly \$150 million and a staff of over 900 full and part-time employees, and provides strategic advice to the Council on the long-term directions of the City. The City Manager and staff implement City Council policy decisions and facilitate the coordinated responses of all City departments to daily government activities.

FY 2019 ACCOMPLISHMENTS:

- Facilitated the preparation of the 2020 Business Plan
- Provided management for the City's operating departments and various City initiatives including the Transportation Capital Improvement Program, Utility Capital Program, and Downtown and East Temple Redevelopment
- Facilitated the development of the 2020-2025 Strategic Plan

FY 2020 INITIATIVES:

- Facilitate the preparation of the 2021 Business Plan
- Provide management for the City's operating departments and various City initiatives including the Transportation Capital Improvement Program, Utility Capital Program, and Downtown and East Temple Redevelopment
- Update the City's governance policy
- Proactively engage in policy and legislative development at all levels of government regulation

FY 2020 INITIATIVES - CONTINUED:

- Engage in regional policy conversations through active participation in Killeen-Temple Metropolitan Planning Organization, Texas Water Development Board, and other regional planning organizations
- Establish regular meetings with other governmental officials, key stakeholders, educational partners, and community organizations
- Establish a specific City staff liaison for each community partner organization
- Update the City's boards and commission policy
- Establish a City Council orientation program and a board member orientation program
- Establish a continuing education and professional development program for City Council
- Establish clear goals and work plans for each City board, commission, and committee
- Improve the process for recruiting, vetting, and appointing City board, commission, and committee members
- Continue to support the Leadership Temple program to help educate current and future leaders about key issues and service opportunities
- Evaluate the most effective options for delivery of transit services
- Focus efforts on enhancing the I-14 corridor through collaboration with regional and state partners

SUMMARY

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 480,083	\$ 909,971	\$ 882,763	\$ 715,623
PERSONNEL BENEFITS	127,153	243,864	236,572	184,743
SUPPLIES	29,621	36,050	32,950	14,000
CAPITAL < \$5000	1,429	1,100	1,005	7,231
OTHER SERVICES	23,997	38,645	35,322	45,590
CONTRACTED SERVICES	24,374	8,717	7,967	8,244
CAPITAL EQUIPMENT	5,342	-	-	-
CAPITAL BUILDINGS AND GROUNDS	5,903	-	-	-
TOTAL	\$ 697,901	\$ 1,238,347	\$ 1,196,579	\$ 975,431
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT I ^{1,9}	0.000	1.000	1.000	2.000
ADMINISTRATIVE ASSISTANT II ^{4,7}	0.000	0.000	0.000	0.000
ASSISTANT CITY MANAGER ¹	1.000	2.000	2.000	2.000
CHIEF OF STAFF ⁶	0.000	0.000	0.000	1.000
CITIZENS REQUEST COORDINATOR ⁴	1.000	1.000	0.000	0.000
CITY MANAGER	1.000	1.000	1.000	1.000
COMMUNICATIONS MANAGER ^{8,10}	0.000	0.000	1.000	0.000
COMMUNICATIONS SPECIALIST ^{8,10}	1.000	1.000	2.000	0.000
DIRECTOR OF COMMUNICATIONS ⁵	1.000	1.000	0.000	0.000
DIRECTOR OF MARKETING & COMMUNICATIONS ^{3,10}	0.000	1.000	1.000	0.000
DIRECTOR OF PERFORMANCE EXCELLENCE ^{2,11}	0.000	1.000	1.000	0.000
EXECUTIVE ASSISTANT - CITY MANAGER	1.000	1.000	1.000	1.000
MANAGEMENT ANALYST ⁶	0.000	0.000	1.000	0.000
MARKETING ASSISTANT ^{7,10}	0.000	0.000	1.000	0.000
PUBLIC RELATIONS MANAGER ^{5,10}	0.000	0.000	1.000	0.000
SPECIAL ASSISTANT - CITY MANAGER ³	1.000	0.000	0.000	0.000
STRATEGIC INITIATIVES COORDINATOR ²	1.000	0.000	0.000	0.000
TOTAL	8.000	10.000	13.000	7.000

1 - In FY 2019, an Administrative Assistant I position, as well as an additional Assistant City Manager position was added.

2 - In FY 2019, the Director of Performance Excellence position was created with the elimination of the Strategic Initiatives Coordinator position.

3 - In FY 2019, the Director of Marketing & Communications position was created with the elimination of the Special Assistant - City Manager position.

4 - During FY 2019, the Citizens Request Coordinator position was eliminated and an Administrative Assistant II position was added.

5 - During FY 2019, the Director of Communications position was reclassified to a Public Relations Manager position.

6 - During FY 2019, the Management Analyst position was transferred from Information Technology Services Department. This position is to be reclassified to a Chief of Staff position in FY 2020.

7 - During FY 2019, the Administrative Assistant II position was reclassified to a Marketing Assistant.

8 - During FY 2019, the Communications Specialist position was reclassified to a Communications Manager position. In addition, two Communications Specialist positions were transferred to City Manager from Parks & Recreation Administration. One of the positions that transferred over from Parks & Recreation Administration was reclassified from a Program Coordinator - Marketing position.

9 - In FY 2020, an additional Administrative Assistant I position will be added to support the Assistant City Managers.

10 - In FY 2020, the Marketing & Communications Department will have their own budget. The following positions will be moved from City Manager to Marketing & Communications: Communications Manager, Communications Specialist, Director of Marketing & Communications, Marketing Assistant and Public Relations Manager.

11 - In FY 2020, the Performance Excellence Department will have their own budget. The Director of Performance Excellence position will be moved from City Manager to Performance Excellence.

INTRODUCTION

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

FY 2019 ACCOMPLISHMENTS:

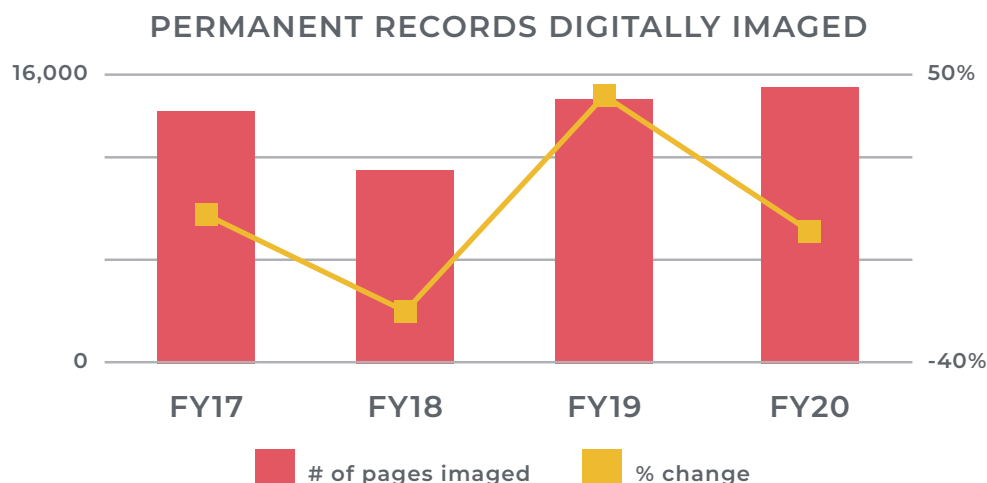
- Conducted a successful City Council election for District 1 and District 4
- Continued implementation of imaging program for City's permanent records
- Continued participation in Texas Municipal Clerks Certification/Recertification Program

FY 2020 INITIATIVES:

- Continue implementation of imaging program for City's permanent records
- Continue participation in Texas Municipal Clerks Certification Program
- Implement a board and commission management software

- Expand voting locations to provide more opportunity and better voting experience for citizens
- Conduct a successful City Council elections for Districts 2 and 3, and any other City voter initiatives
- Implement an agenda management software
- Implement an electronic document signing system
- Implement an open records software

CORE PERFORMANCE INDICATORS:



FIVE-STAR LOCAL REGISTRAR VITAL REGISTRATION AWARD RECEIVED

FY17	FY18	FY19	FY20
✓	✓	✓	✓

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 298,079	\$ 319,163	\$ 309,620	\$ 324,431
PERSONNEL BENEFITS	92,313	103,276	100,188	101,384
SUPPLIES	7,496	9,655	8,825	9,655
CAPITAL < \$5000	2,592	3,300	3,016	3,260
REPAIR AND MAINTENANCE	-	500	457	500
OTHER SERVICES	10,093	20,255	18,513	21,095
CONTRACTED SERVICES	16,735	29,248	26,733	29,135
CAPITAL EQUIPMENT	15,280	-	-	-
TOTAL	\$ 442,587	\$ 485,397	\$ 467,352	\$ 489,460
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
CITY SECRETARY	1.000	1.000	1.000	1.000
DEPUTY CITY SECRETARY	1.000	1.000	1.000	1.000
EXECUTIVE ASSISTANT - CITY SECRETARY	1.000	1.000	1.000	1.000
PUBLIC RECORDS ADMINISTRATOR	1.000	1.000	1.000	1.000
RECORDS SPECIALIST	2.000	2.000	2.000	2.000
TOTAL	6.000	6.000	6.000	6.000

SUMMARY & PERSONNEL SCHEDULE

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

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
OTHER SERVICES	\$ 2,006,167	\$ 2,517,875	\$ 2,517,875	\$ 2,258,032
TOTAL	\$ 2,006,167	\$ 2,517,875	\$ 2,517,875	\$ 2,258,032

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

INTRODUCTION

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

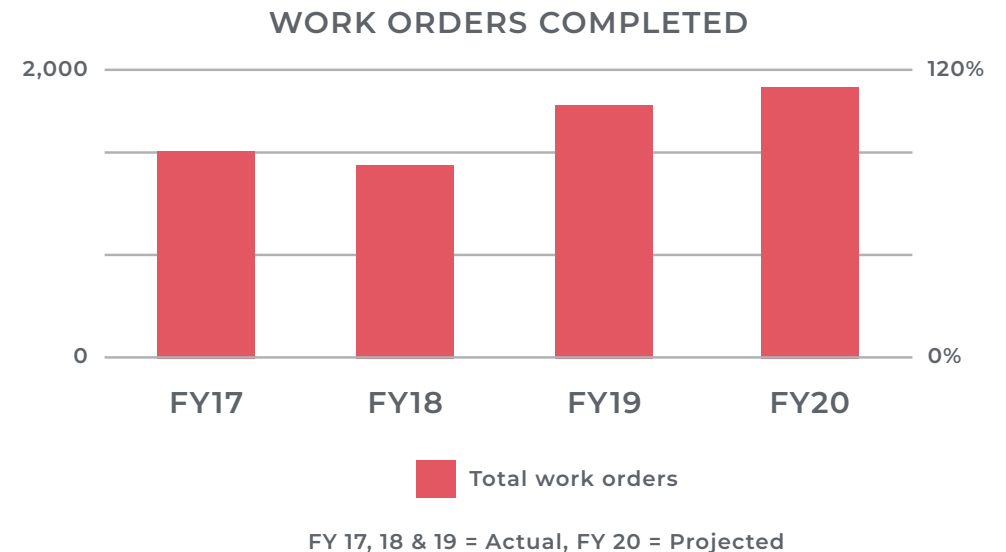
FY 2019 ACCOMPLISHMENTS:

- Implemented preventative maintenance program for mechanical systems
- Integrated HVAC control system into six city facilities
- Integrated janitorial supplies into our warehouse/inventory system to track expenditures

FY 2020 INITIATIVES:

- Complete several Capital Improvement Projects including three elevator upgrades; two roof replacements; flooring replacement projects along with several other building upgrades
- Produce monthly work order completion percentage report with backlog reconciliation
- Implement documented supervisor Quality Assurance inspection reports for Custodial Services
- Continue to maintain and improve City facilities

CORE PERFORMANCE INDICATORS:



SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 458,463	\$ 574,748	\$ 557,563	\$ 571,000
PERSONNEL BENEFITS	185,680	253,895	246,304	245,452
SUPPLIES	62,529	80,850	73,897	84,953
CAPITAL < \$5000	17,314	29,720	27,164	29,120
REPAIR AND MAINTENANCE	183,237	242,110	221,289	227,660
OTHER SERVICES	8,175	11,200	10,237	8,900
CONTRACTED SERVICES	161,336	187,777	171,628	258,257
CAPITAL EQUIPMENT	9,558	-	-	-
CAPITAL BUILDINGS AND GROUNDS	15,204	-	-	-
TOTAL	\$ 1,101,496	\$ 1,380,300	\$ 1,308,081	\$ 1,425,342
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT I	0.000	0.000	0.000	0.000
BUILDING MAINTENANCE WORKER	2.670	2.670	2.670	2.670
CITY ELECTRICIAN	1.000	1.000	1.000	1.000
CREW LEADER	2.890	2.890	2.890	2.890
FACILITY ATTENDANT/CUSTODIAN ¹	6.890	8.890	8.890	8.890
FOREMAN - CUSTODIAL	1.000	1.000	1.000	1.000
FOREMAN - FACILITY MAINTENANCE	1.000	1.000	1.000	1.000
HVAC TECHNICIAN	0.000	0.000	1.000	1.000
TROUBLESHOOTER- FACILITY	1.000	1.000	0.000	0.000
TOTAL	16.450	18.450	18.450	18.450

1 - In FY 2019, an additional Facility Attendant/Custodian position was added. In addition, the Facility Attendant/Custodian position belonging to Police was transferred to Facility Services.

INTRODUCTION

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

FY 2019 ACCOMPLISHMENTS:

- Facilitated the preparation of the six year business plan and capital improvement programs
- Implemented updates to the Civil Service Compensation Plan
- Facilitated funding for various City initiatives including the Mobility Capital Improvement Program, Utility Capital Program, Drainage Capital Improvement Program, and Reinvestment Zone No. 1 Master Plan Projects.
- Completed the Water and Wastewater Cost of Service Study

FY 2020 INITIATIVES:

- Implement year one of the six year business plan and capital improvement programs
- Continue to fund and implement the Mobility Capital Improvement Program, Utility Capital Program, Drainage Capital Improvement Program, and Facility Capital Improvement Program
- Align capital improvement programs with adopted master plans
- Align the City's budgeting process with the strategic plan to ensure resource allocations are focused on City's strategic goals and commitments
- Develop recommendations to reduce overtime expenditures
- Implement an interactive, web-based financial dashboard to promote understanding and confidence in the expenditure of public funds

CORE PERFORMANCE INDICATORS

BOND RATINGS (TAX-BACKED)

	FY17	FY18	FY19	FY20
S&P	AA	AA	AA	AA

UNQUALIFIED AUDIT OPINION RECEIVED

FY17	FY18	FY19	FY20
✓	✓	✓	✓

DISTINGUISHED BUDGET PRESENTATION AWARD & CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING

	FY17	FY18	FY19	FY20
Budget Award Received	✓	✓	✓	✓
CAFR Award Received	✓	✓	✓	✓

PORTFOLIO YIELD - ABOVE BENCHMARK YIELD

	FY17	FY18	FY19	FY20
1st Quarter	✓	X	X	✓
2nd Quarter	✓	X	✓	✓
3rd Quarter	X	X	✓	✓
4th Quarter	✓	X	✓	✓

FY 17 = Actual, FY 18, 19 & 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATED 2019	ADOPTED 2020
SALARIES	\$ 815,197	\$ 883,083	\$ 856,679	\$ 1,034,671
PERSONNEL BENEFITS	218,574	240,258	233,074	285,076
SUPPLIES	16,350	22,636	20,689	24,086
CAPITAL < \$5000	2,690	1,550	1,417	6,982
REPAIR AND MAINTENANCE	471	-	-	-
OTHER SERVICES	39,022	26,407	24,136	41,000
CONTRACTED SERVICES	460,243	519,650	474,960	514,391
CAPITAL EQUIPMENT	20,206	-	-	-
TOTAL	\$ 1,572,754	\$ 1,693,584	\$ 1,610,955	\$ 1,906,206
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATED 2019	ADOPTED 2020
ACCOUNTANT ⁴	1.000	1.000	1.000	0.000
ACCOUNTING SPECIALIST	1.000	1.000	1.000	1.000
ACCOUNTING TECHNICIAN	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF FINANCE	1.000	1.000	1.000	1.000
BUDGET MANAGER ¹	1.000	1.000	0.000	0.000
DIRECTOR OF BUDGET ¹	0.000	0.000	1.000	1.000
DIRECTOR OF FINANCE	1.000	1.000	1.000	1.000
DIRECTOR OF TREASURY & DEBT ⁴	0.000	0.000	0.000	1.000
EXECUTIVE ASSISTANT - FINANCE	1.000	1.000	1.000	1.000
FINANCIAL ANALYST ^{3,4}	1.000	1.000	1.000	3.000
GRANT COORDINATOR ²	0.700	0.700	0.000	0.000
PAYROLL COORDINATOR ¹	1.000	1.000	0.000	0.000
PAYROLL SPECIALIST ³	0.000	0.000	0.000	1.000
PAYROLL MANAGER ¹	0.000	0.000	1.000	1.000
SENIOR ACCOUNTANT ⁴	1.000	1.000	1.000	1.000
TREASURY & GRANTS MANAGER ⁴	1.000	1.000	1.000	0.000
TOTAL	11.700	11.700	11.000	13.000

1 - During FY 2019, the following positions were reclassified: Budget Manager to Director of Budget and Payroll Coordinator to Payroll Manager.

2 - During FY 2019, the Grant Coordinator position was transferred to Code Compliance/Transform Temple.

3 - During FY 2020, a Financial Analyst position and a Payroll Specialist position will be added.

4 - During FY 2020, the following positions will be reclassified: Treasury & Grants Manager to Director of Treasury & Debt, Senior Account to Financial Analyst and Accountant to Senior Accountant.

INTRODUCTION

The Fleet Services staff provides management of both the daily activities and long-term goals to effectively support all City 600+ vehicles and/or pieces of equipment through scheduled maintenance and unscheduled repairs. Staff develops and implements the annual budget, manages fuel purchases and billings, internally audits inventory, and prepares and recommends parts bids. Responsibilities also include record keeping for vehicle and equipment repairs as well as monitoring the equipment used in making repairs, acquisition and disposal. Staff also prepares recommendations and specifications for new equipment, approves the design and construction of equipment by employees, and inspects and approves newly purchased equipment. The Fleet Services facility is approximately 25,850 square feet with 16 bay areas, housing an oil and lube pit, light, heavy, and medium equipment area, small engine area, tire service area, storage, heavy duty crane, welding equipment and diagnostic tools.

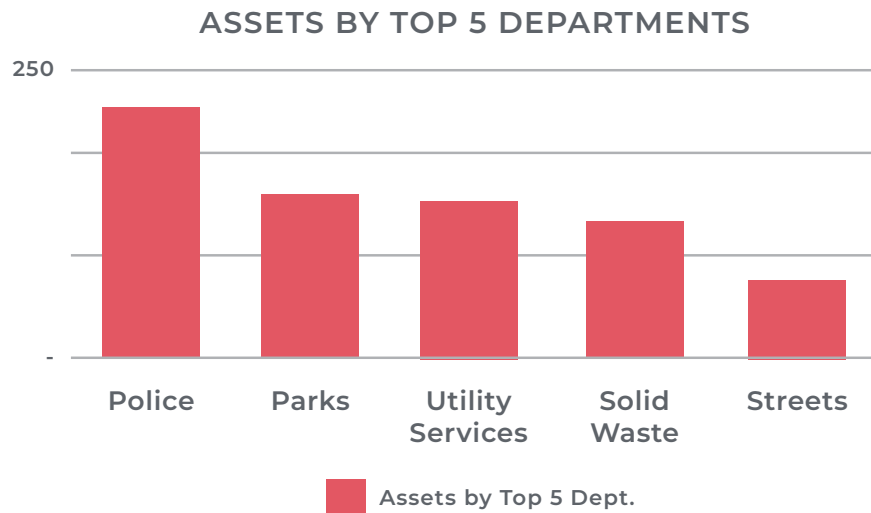
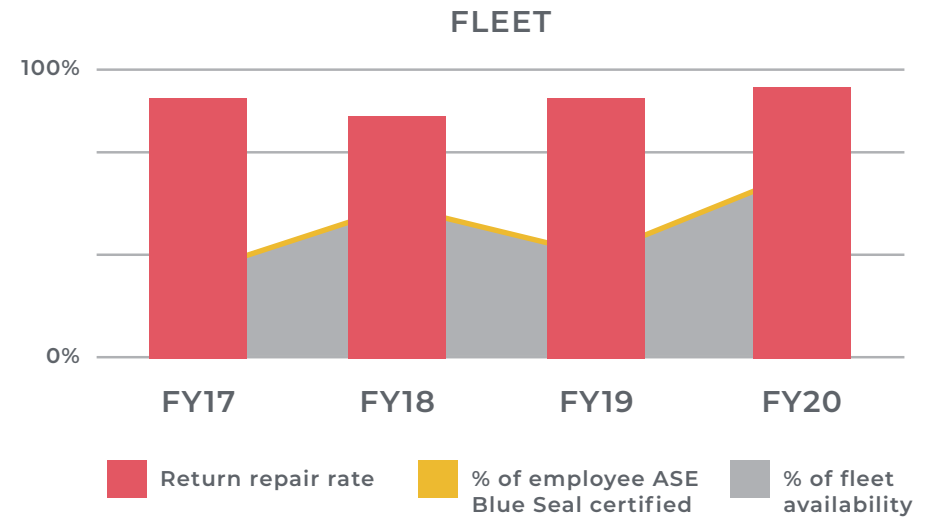
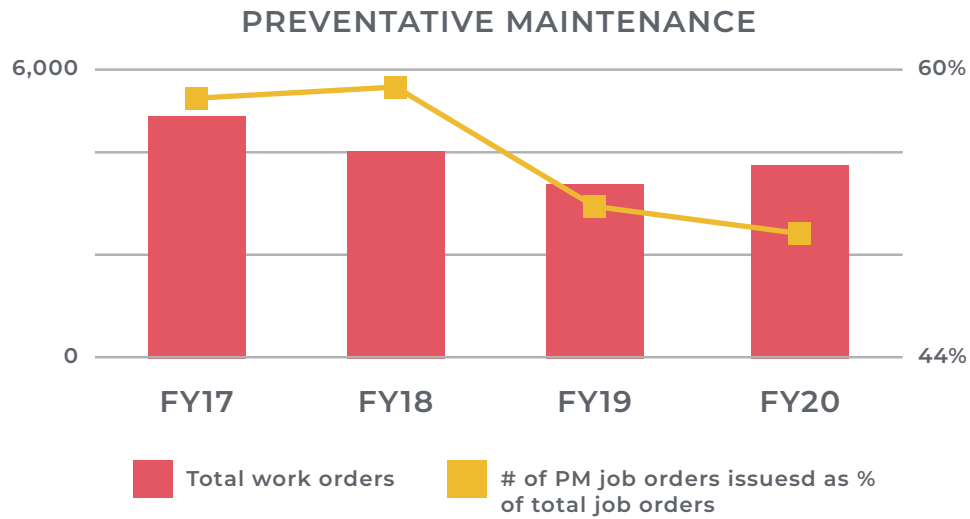
FY 2019 ACCOMPLISHMENTS:

- Completed staff and resource alignment to improve service levels

FY 2020 INITIATIVES:

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

CORE PERFORMANCE INDICATORS



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 705,651	\$ 803,776	\$ 779,743	\$ 872,948
PERSONNEL BENEFITS	228,569	277,366	269,073	294,503
SUPPLIES	22,548	32,492	29,698	35,859
CAPITAL < \$5000	7,177	3,690	3,373	10,790
REPAIR AND MAINTENANCE	14,928	11,700	10,694	11,700
OTHER SERVICES	18,411	20,415	18,659	20,415
CONTRACTED SERVICES	20,364	22,645	20,698	23,068
CAPITAL EQUIPMENT	6,046	-	-	-
TOTAL	\$ 1,023,695	\$ 1,172,084	\$ 1,131,937	\$ 1,269,283
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT I	1.000	1.000	0.000	0.000
ADMINISTRATIVE ASSISTANT II	0.000	0.000	1.000	1.000
AUTOMOTIVE SERVICE WRITER ¹	0.000	0.000	1.000	1.000
AUTOMOTIVE TECHNICIAN I	2.000	2.000	2.000	2.000
AUTOMOTIVE TECHNICIAN II	7.000	7.000	7.000	7.000
AUTOMOTIVE TECHNICIAN III	2.000	2.000	2.000	2.000
DIRECTOR OF FLEET SERVICES	1.000	1.000	1.000	1.000
FLEET SERVICES INVENTORY SUPERVISOR	1.000	1.000	1.000	1.000
FOREMAN - FLEET SERVICES	1.000	1.000	1.000	1.000
INVENTORY SPECIALIST	2.000	2.000	2.000	2.000
LEAD AUTOMOTIVE TECHNICIAN	2.000	2.000	2.000	2.000
TOTAL	19.000	19.000	20.000	20.000

1 - During FY 2019, the Automotive Service Writer position was added.

INTRODUCTION

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

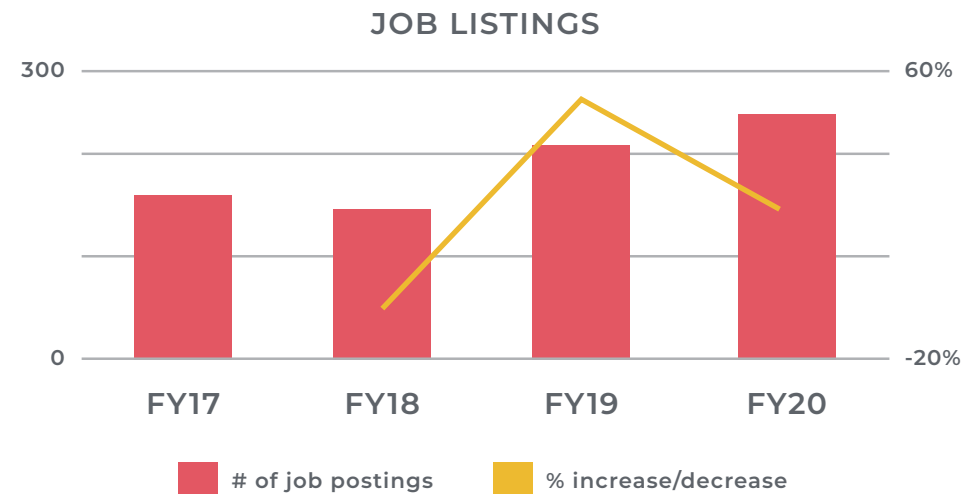
FY 2019 ACCOMPLISHMENTS:

- Completed the Civil Service Compensation Study in-house
- Completed recruitment process updates including job posting design, expansion of online advertising, job fair participation and speed of job postings
- Reviewed benefit plans and negotiated lower employee premiums and an enhanced benefit plan design
- Implemented more efficient and professional pre-employment testing process
- Implemented electronic new hire document completion process reducing the time for new hire processing

FY 2020 INITIATIVES:

- Develop a comprehensive, accurate, and easy to understand personnel policy manual
- Complete General Government compensation study
- Convert paper-based records to digital format
- Update the Civil Service Local Rules
- Create SOP's for each position in HR
- Analyze Employee Benefits Plans
- Work with Director of Performance Excellence to create Leadership Training program

CORE PERFORMANCE INDICATORS:



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 320,127	\$ 363,347	\$ 352,483	\$ 471,336
PERSONNEL BENEFITS	231,658	282,171	273,734	336,331
SUPPLIES	7,538	11,000	10,054	10,900
CAPITAL < \$5000	1,994	1,020	932	6,291
REPAIR AND MAINTENANCE	-	200	183	200
OTHER SERVICES	115,475	53,051	48,489	58,806
CONTRACTED SERVICES	150,129	168,348	153,870	149,725
CAPITAL EQUIPMENT	13,167	-	-	-
CAPITAL BUILDINGS AND GROUNDS	14,141	-	-	-
TOTAL	\$ 854,228	\$ 879,137	\$ 839,745	\$ 1,033,589
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT I ^{1, 4}	0.000	1.000	0.000	0.000
ASSISTANT DIRECTOR OF HUMAN RESOURCES ⁵	0.000	0.000	0.000	1.000
DIRECTOR OF HUMAN RESOURCES	1.000	1.000	1.000	1.000
HR GENERALIST ³	3.000	3.000	3.000	3.000
HR MANAGER ³	0.000	0.000	1.000	1.000
HR TECHNICIAN ¹	2.000	1.000	1.000	1.000
TOTAL	6.000	6.000	6.000	7.000

1 - The FY 2019 budget process had one HR Technician position to be eliminated with the creation of the Administration Assistant I position.

2 - During FY 2019, one HR Generalist position was reclassified to a HR Manager position.

3 - During FY 2019, the HR Technician position was reclassified to a HR Generalist position.

4 - During FY 2019, the Administrative Assistant I position was reclassified to a HR Technician.

5 - During FY 2020, an Assistant Director of Human Resources position will be created.

INTRODUCTION

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

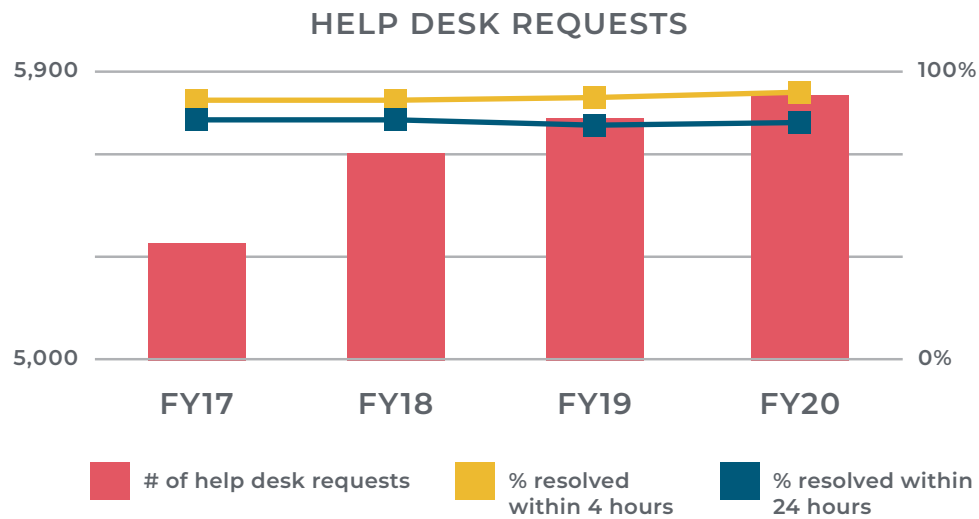
FY 2019 ACCOMPLISHMENTS:

- Implemented Network Security Solution
- Implemented Code Enforcement Software
- Replaced 216 PC's and Laptops
- Implemented Axon Video Evidence Solution

FY 2020 INITIATIVES:

- Develop a Technology Master Plan
- Continue to invest in the resources necessary to ensure the strategic and effective use of technology in support of performance excellence
- Enhance the use of Microsoft 365 to promote stonger collaboration among City departments
- Implement the following technology initiatives:
 - Open Records Software
 - OpenGov Solution
 - Agenda Management Software
 - New Court Software
 - New Visitor Management System
 - New Cemetery Software
 - New Employee Performance Review Software
 - Online Community Engagement Platform
 - Online Bidding System
 - New Human Resources Information System
 - Board and Commission Management Software
 - Hydraulic and Hydrologic Modeling System
- Replace the video and audio system in the Council Chambers

CORE PERFORMANCE INDICATORS



	SYSTEM AVAILABILITY			
	FY16	FY17	FY18	FY19
% of applications availability	99.90%	99.90%	99.92%	99.90%
% of telecomm availability	99.96%	99.96%	99.99%	99.90%
% of network availability	99.96%	99.97%	99.97%	99.90%

FY 17 = Actual, FY 18, 19 & 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 1,067,549	\$ 1,176,988	\$ 1,141,796	\$ 1,206,005
PERSONNEL BENEFITS	286,235	333,213	323,250	351,084
SUPPLIES	12,959	18,746	17,134	18,666
CAPITAL < \$5000	104,133	63,290	57,847	75,290
REPAIR AND MAINTENANCE	495,082	471,262	430,733	466,262
OTHER SERVICES	117,782	290,577	265,587	620,809
CONTRACTED SERVICES	609,251	627,452	573,491	771,281
CAPITAL EQUIPMENT	16,818	-	-	77,000
TOTAL	\$ 2,709,809	\$ 2,981,528	\$ 2,809,839	\$ 3,586,397
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY ²	1.000	1.000	2.000	2.000
DIRECTOR OF INFORMATION TECHNOLOGY	1.000	1.000	1.000	1.000
GIS MANAGER	1.000	1.000	1.000	1.000
GIS ANALYST ²	0.000	0.000	2.000	2.000
GIS SPECIALIST ²	2.000	2.000	0.000	0.000
INFORMATION TECHNOLOGY SPECIALIST	1.000	1.000	1.000	1.000
LEAD TECHNOLOGY SPECIALIST ²	0.000	0.000	1.000	1.000
MANAGEMENT ANALYST ¹	1.000	1.000	0.000	0.000
NETWORK ANALYST	1.000	1.000	1.000	1.000
SENIOR PROJECT MANAGER - IT ^{2,3}	1.000	1.000	0.000	1.000
SYSTEM/DATABASE ADMINISTRATOR	2.000	2.000	2.000	2.000
SYSTEMS ANALYST I ²	3.000	3.000	2.000	2.000
SYSTEMS ANALYST II ²	1.000	1.000	2.000	2.000
TECHNOLOGY SUPPORT SPECIALIST I ⁴	2.000	2.000	2.000	1.000
TECHNOLOGY SUPPORT SPECIALIST II ^{2,4}	2.000	2.000	1.000	2.000
TELECOM & NETWORK SPECIALIST	1.000	1.000	1.000	1.000
TOTAL	20.000	20.000	19.000	20.000

1 - During FY 2019, the Management Analyst position was transferred to City Manager.

2 - During FY 2019, the following reclassifications occurred: Senior Project Manager to Assistant Director of Information Technology, both GIS Specialist positions to GIS Analyst, one Technology Support Specialist II to Lead Technology Specialist and one System Analyst I to System Analyst II.

3 - During FY 2020, a Senior Project Manager position will be added.

4 - During FY 2020, a one Technology Support Specialist I position will be reclassified to Technology Support Specialist II.

INTRODUCTION

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

FY 2019 ACCOMPLISHMENTS:

- Coordinated the development and implementation of a community branding and marketing plan
- Utilized numerous platforms to engage the community while ensuring consistent branding including social media, website and Channel 10 programming
- Managed City's employee engagement program and events
- Managed Accela platform development and implementation
- Established the Marketing & Communications Department

FY 2020 INITIATIVES

- Develop a comprehensive organization-wide communication, social media, and community engagement policy
- Develop a community partner sponsorship and advertising policy
- Implement an online community engagement platform
- Develop a coordinated communication, social media, and community engagement plan
- Foster strong relationships with media outlets
- Create a new city website
- Develop a crisis communication plan
- Ensure that local real estate professionals have the information they need to accurately represent Temple's amenities
- Ask citizens for regular feedback by conducting citizen surveys
- Continue to promote use of Track Temple app
- Implement a community marketing strategy
- Build a library of high-resolution imagery for use in digital collateral and other marketing efforts
- Replace the video and audio system in the Council Chambers
- Update the City of Temple brand and establish brand guidelines
- Pursue award and recognition programs
- Develop a prospectus and marketing materials to promote economic development in Temple's Strategic Investment and Opportunity Zones
- Update our destination brand and website
- Update the Downtown Temple brand and establish brand guidelines
- Create a new downtown website

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ -	\$ -	\$ -	\$ 412,411
PERSONNEL BENEFITS	-	-	-	124,505
SUPPLIES	-	-	-	111,308
CAPITAL < \$5000	-	-	-	13,462
REPAIR AND MAINTENANCE	-	-	-	100
OTHER SERVICES	-	-	-	153,985
CONTRACTED SERVICES	-	-	-	73,429
TOTAL	\$ -	\$ -	\$ -	\$ 889,200
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
COMMUNICATIONS MANAGER ¹	0.000	0.000	0.000	1.000
COMMUNICATIONS SPECIALIST ^{1,3}	0.000	0.000	0.000	2.250
DIRECTOR OF MARKETING & COMMUNICATIONS ¹	0.000	0.000	0.000	1.000
MARKETING ASSISTANT ¹	0.000	0.000	0.000	1.000
MULTI-MEDIA SPECIALIST ²	0.000	0.000	0.000	0.550
PUBLIC RELATIONS MANAGER ¹	0.000	0.000	0.000	1.000
TOTAL	0.000	0.000	0.000	6.800

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

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

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

INTRODUCTION

The Performance Excellence team is part of the City Manager's Department and 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.

FY 2019 ACCOMPLISHMENTS:

- Facilitated the development of the 2020-2025 Strategic Plan
- Developed and implemented interim performance review process
- Facilitated the development of organizational Core Values
- Developed Annual Workplans for Department Heads
- Facilitated Leadership Development, 360-degree survey, and professional growth and development program
- Began implementation of OpenGov platform

FY 2020 INITIATIVES

- Implement the Baldrige Performance Excellence program framework
- Develop department-specific Performance Excellence plans
- Utilize data to make decisions and drive innovation
- Pursue accreditation for Police, Fire, Public Works, and Parks and Recreation Departments
- Align staff work plans to strategic plan commitments
- 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
- Implement an organization-wide core values initiative
- Implement a performance management system to track and report strategic plan progress and key performance measures
- Implement a new employee performance review software
- Implement a performance review process that develops, engages, and rewards excellent employee performance
- Continue to invest in training, licensing, and certification opportunities to support performance excellence
- Develop a comprehensive safety program
- Develop an Accident Prevention Plan

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ -	\$ -	\$ -	\$ 193,200
PERSONNEL BENEFITS	-	-	-	56,261
SUPPLIES	-	-	-	8,100
CAPITAL < \$5000	-	-	-	5,562
OTHER SERVICES	-	-	-	21,000
CONTRACTED SERVICES	-	-	-	1,619
TOTAL	\$ -	\$ -	\$ -	\$ 285,742
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
DIRECTOR OF PERFORMANCE EXCELLENCE ¹	0.000	0.000	0.000	1.000
PERFORMANCE AND ANALYTICS MANAGER ²	0.000	0.000	0.000	1.000
SAFETY CHAMPION ²	0.000	0.000	0.000	1.000
TOTAL	0.000	0.000	0.000	3.000

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

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

INTRODUCTION

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

FY 2019 ACCOMPLISHMENTS:

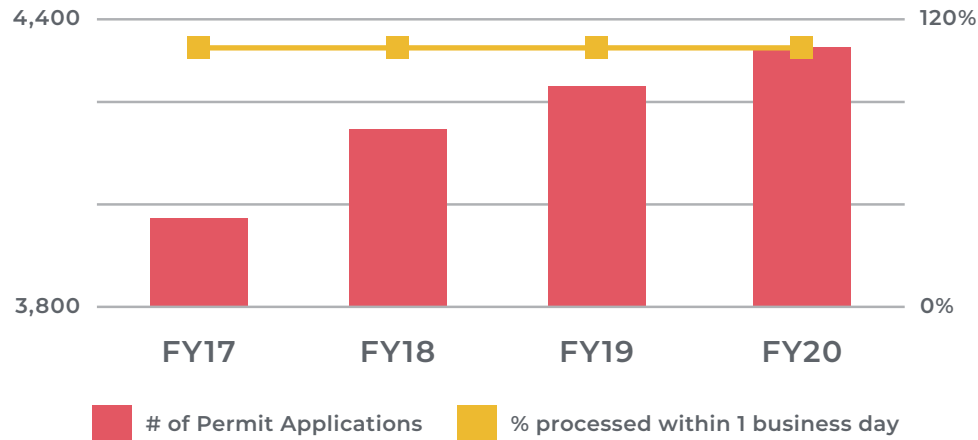
- Facilitated the adoption of the 2015 International Building Codes
- Adopted Residential remodel Fee Revisions due to state law changes
- Continued pursuing certification and continuing education classes for inspectors and permit technicians

FY 2020 INITIATIVES:

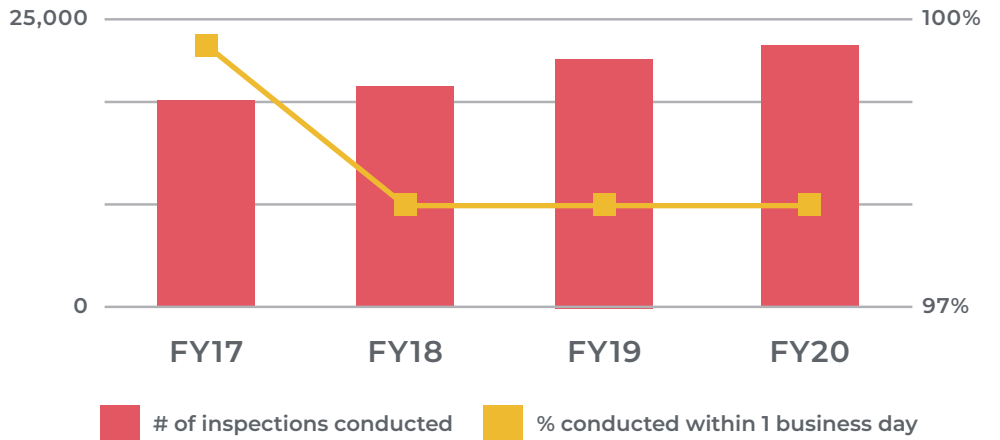
- Provide Permit Technicians access to additional training opportunities and certifications
- Continued focus on improved customer service and stream-lined process improvements
- Adopt the 2017 National Electrical Code
- Continue pursuing certification and continuing education classes for inspectors
- Pursue departmental enforcement actions for building and zoning related violations
- Begin implementing a departmental satisfaction measuring tool to distribute with certificate of occupancy issuance
- Standardize development processes between the various departments
- Convert paper-based records to digital format
- Establish an enhanced certificate of occupancy process to ensure that development and construction activity are consistent with adopted building codes and land use regulations

CORE PERFORMANCE INDICATORS

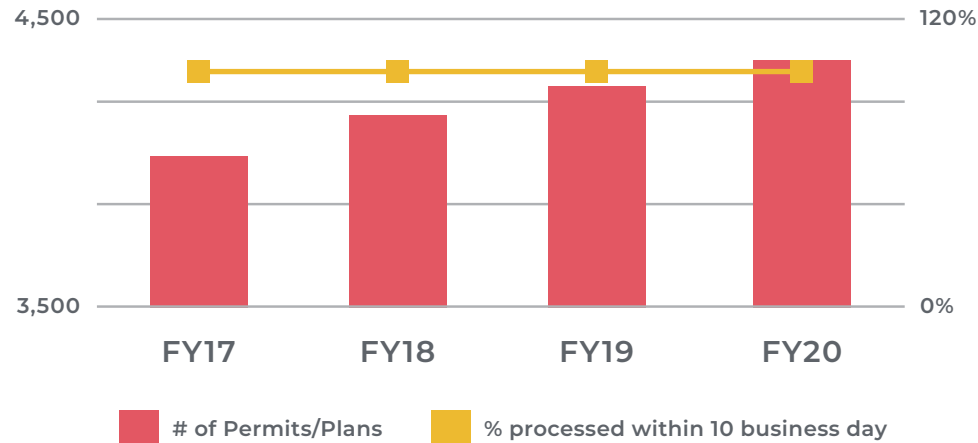
PERMIT APPLICATIONS PROCESSED
IN A TIMELY MANNER



INSPECTIONS CONDUCTED
IN A TIMELY MANNER



PERMITS & PLANS REVIEWED
IN A TIMELY MANNER



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 329,110	\$ 391,282	\$ 379,583	\$ 406,912
PERSONNEL BENEFITS	103,298	132,846	128,874	132,463
SUPPLIES	10,155	15,873	14,508	16,520
CAPITAL < \$5000	1,383	2,940	2,687	3,540
REPAIR AND MAINTENANCE	1,704	2,000	1,828	2,000
OTHER SERVICES	3,199	19,900	18,189	19,900
CONTRACTED SERVICES	59,804	7,334	6,703	5,366
CAPITAL EQUIPMENT	4,756	-	-	-
TOTAL	\$ 513,410	\$ 572,175	\$ 552,372	\$ 586,701
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
CHIEF BUILDING OFFICIAL	1.000	1.000	1.000	1.000
COMBINATION BUILDING INSPECTOR	4.000	4.000	4.000	4.000
PERMIT SUPERVISOR	1.000	1.000	1.000	1.000
PERMIT TECHNICIAN	2.000	2.000	2.000	2.000
TOTAL	8.000	8.000	8.000	8.000

INTRODUCTION

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 2019 ACCOMPLISHMENTS:

- Finalizing amendments to the downtown zoning code
- Established system of “project readiness” for potential sidewalk and street grant project submittals
- Established a neighborhood planning program to facilitate revitalization
- Managed processes for development of a new Comprehensive Plan

FY 2020 INITIATIVES:

- Facilitate completion and adoption of new Comprehensive Plan
- Conduct formal ROI analysis of SIZ projects
- Formalize interdepartmental processes for grants, developer participation, cost-sharing, beautification and TMED frontage
- Establish shovel ready future grant submittal process for KTMPO grants

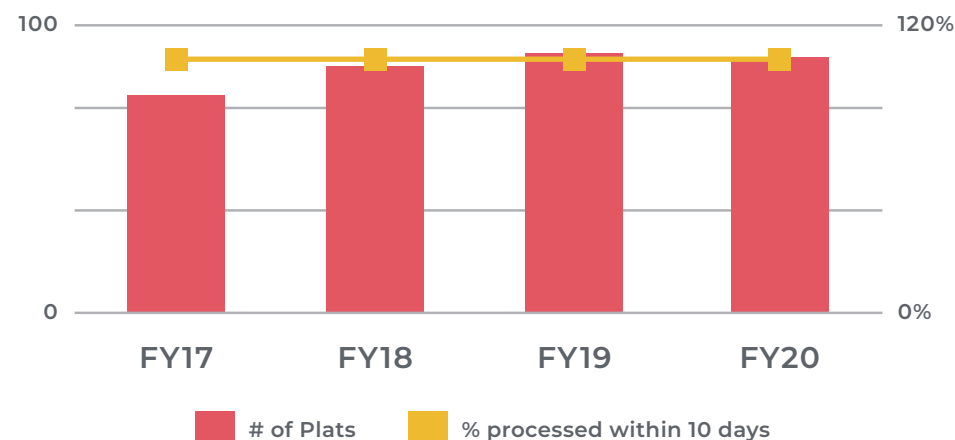
- Develop neighborhood specific zoning ordinances to align with neighborhood plans
- Align Main Street Program with other downtown initiatives, such as RZ Master Plan
- MKT Depot National Register Nomination and State Historic Tax Credit Application
- Engage in regional policy conversations through active participation in Killeen-Temple Metropolitan Planning Organization, Texas Water Development Board, and other regional planning organizations
- Update the unified development code to ensure community design standards and land use regulations align with the Comprehensive Plan
- Promote higher-density, mixed-use development in targeted areas of the city, blending residential, commercial, and retail uses
- Encourage distinctive, attractive, and functional building and streetscape design while preserving valuable historic resources
- Develop a downtown zoning ordinance to ensure design standards and land use regulations align with the Downtown Master Plan
- Implement a Downtown Parking Action Plan
- Plan for, design, construct, and maintain high quality public infrastructure and services in Downtown Temple

INTRODUCTION

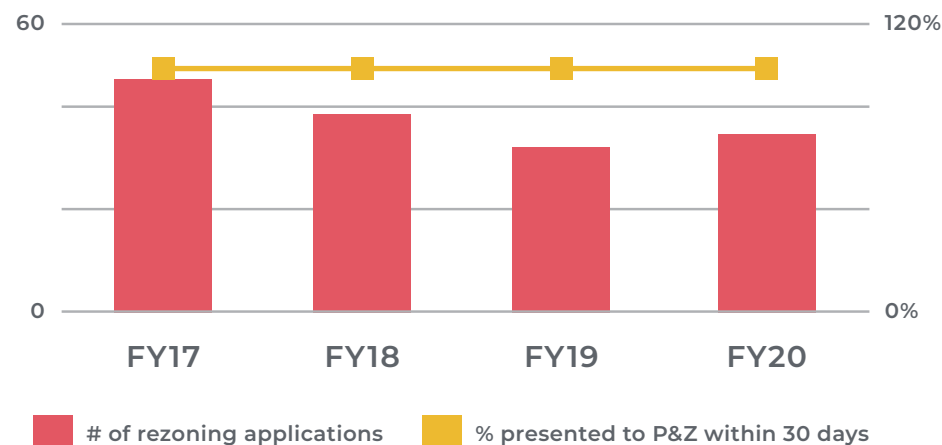
- Create a neighborhood planning program that identifies capital improvements, programs, and/or initiatives to meet resident's needs and maintain the City's high quality of life
- Develop neighborhood-specific zoning ordinances to ensure design standards and land use regulations align with neighborhood master plans
- Continue a growth management approach that encourages infill and redevelopment and maximizes the efficient use of public infrastructure
- Develop standard street section designs that facilitate well-connected vehicular, pedestrian, bicycle, and transit systems

CORE PERFORMANCE INDICATORS:

PLAT PROCESSING



RE-ZONING APPLICATIONS



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 488,115	\$ 521,590	\$ 505,994	\$ 584,286
PERSONNEL BENEFITS	138,901	148,130	143,701	173,296
SUPPLIES	3,483	7,100	6,489	5,600
CAPITAL < \$5000	536	760	695	760
OTHER SERVICES	16,830	17,864	16,328	18,580
CONTRACTED SERVICES	11,725	15,937	14,566	24,815
CAPITAL EQUIPMENT	7,901	-	-	-
TOTAL	\$ 667,492	\$ 711,381	\$ 687,774	\$ 807,337
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT II	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF PLANNING	1.000	1.000	1.000	1.000
DEVELOPMENT COORDINATOR	1.000	1.000	1.000	1.000
DIRECTOR OF PLANNING	1.000	1.000	1.000	1.000
PLANNER	1.000	1.000	1.000	1.000
PLANNING TECHNICIAN	1.000	1.000	1.000	1.000
PRINCIPAL PLANNER ¹	0.000	1.000	1.000	1.000
SENIOR PLANNER ^{1,2}	2.000	1.000	1.000	1.750
TOTAL	8.000	8.000	8.000	8.750

1 - In FY 2019, a Senior Planner position was reclassified to a Principal Planner.

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

INTRODUCTION

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

FY 2019 ACCOMPLISHMENTS:

- The Department processed 16,592 purchasing card transactions, issued 2,174 purchase orders, and coordinated 61 competitive sealed solicitations
- Assisted the Parks & Recreation Department in coordinating and managing 21 Parks GO Bond projects

FY 2020 INITIATIVES:

- Implement an online bidding system
- Evaluate, recommend, and implement new Purchasing-related policies & procedures
- Continue to be responsive to vendors and internal City departments with respect to procurement needs

CORE PERFORMANCE INDICATORS:

PURCHASE ORDERS

	FY17	FY18	FY19	FY20
% change	-6.9%	0.8%	5.2%	1.2%
POs issued	2,051	2,067	2,174	2,200

PURCHASING CARD TRANSACTIONS

	FY17	FY18	FY19	FY20
% change	-0.6%	-0.2%	-2.5%	2.5%
Transactions	17,051	17,010	16,592	17,000

COMPETITIVE SEALED SOLICITATIONS

	FY17	FY18	FY19	FY20
% change	-27.8%	7.0%	0.0%	6.6%
POs issued	57	61	61	65

FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATED 2019	ADOPTED 2020
SALARIES	\$ 310,248	\$ 420,504	\$ 407,931	\$ 445,217
PERSONNEL BENEFITS	97,665	137,336	133,230	143,326
SUPPLIES	2,603	3,685	3,368	3,485
CAPITAL < \$5000	496	450	411	2,980
REPAIR AND MAINTENANCE	-	250	229	250
OTHER SERVICES	3,948	11,040	10,091	27,185
CONTRACTED SERVICES	6,311	2,514	2,298	2,515
CAPITAL EQUIPMENT	9,447	-	-	-
TOTAL	\$ 430,718	\$ 575,779	\$ 557,557	\$ 624,958
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATED 2019	ADOPTED 2020
ACCOUNTS PAYABLE SPECIALIST	1.000	1.000	1.000	1.000
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF PURCHASING & FACILITY SERVICES	1.000	1.000	1.000	1.000
DIRECTOR OF PURCHASING & FACILITY SERVICES	1.000	1.000	1.000	1.000
PROCUREMENT ANALYST ¹	0.000	0.000	1.000	1.000
PROCUREMENT SPECIALIST	1.000	1.000	1.000	1.000
PROJECT MANAGER ¹	1.000	1.000	0.000	0.000
PURCHASING MANAGER	1.000	1.000	1.000	1.000
SENIOR BUYER	1.000	1.000	1.000	1.000
TOTAL	8.000	8.000	8.000	8.000

1 - In FY 2019, a Project Manager position was reclassified to a Procurement Analyst position.

SUMMARY & PERSONNEL SCHEDULE

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

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

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 888,277	\$ 353,012	\$ 353,012	\$ 452,249
OTHER SERVICES	(2,218)	10,000	10,000	10,000
CONTRACTED SERVICES	633,413	608,300	608,300	581,494
CAPITAL- SPECIAL PROJECTS	-	664,725	664,725	506,197
TOTAL	\$ 1,519,472	\$ 1,636,037	\$ 1,636,037	\$ 1,549,940

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.

INTRODUCTION

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

FY 2019 ACCOMPLISHMENTS:

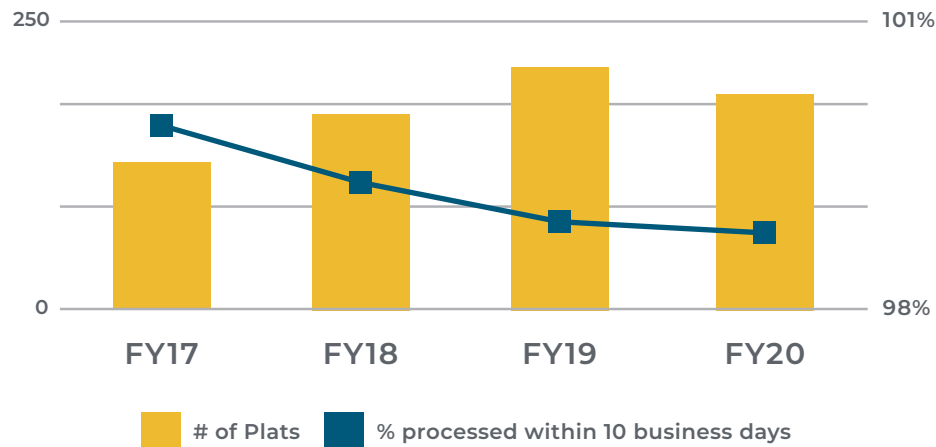
- Reviewed 214 plats, 252 construction plans, and 128 building permits submitted to Engineering
- Inspected new private construction permits in newly-platted areas in addition to permits carried over from previous fiscal years
- Managed water treatment/storage/distribution, water reclamation, sewer collection/treatment, streets/drainage, and rail capital programs, including cost-sharing projects. Processed \$36M in capital design & construction invoicing

FY 2020 INITIATIVES:

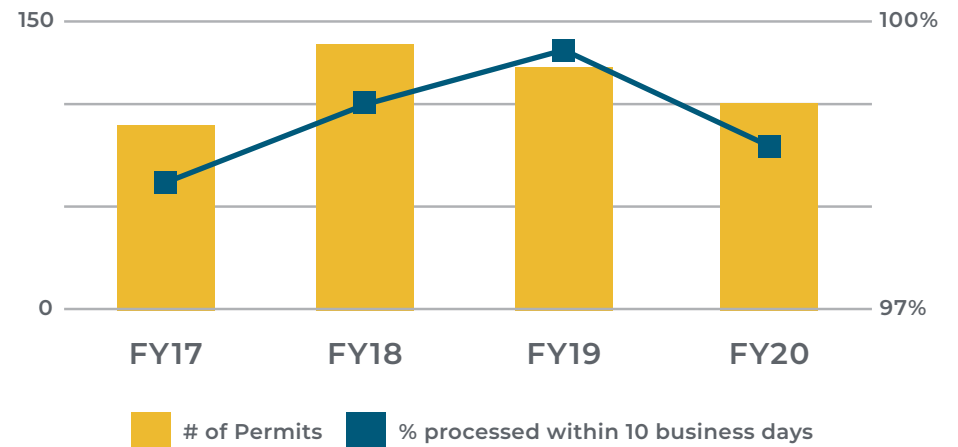
- Review 100% of plats, construction plans and building permits submitted to Engineering
- Inspect 100% of privately constructed public infrastructure (construction permits)
- Manage capital projects assigned to Engineering to rehabilitate, expand, replace, and extend infrastructure
- Develop Standard Operating Procedures for Engineering processes

CORE PERFORMANCE INDICATORS

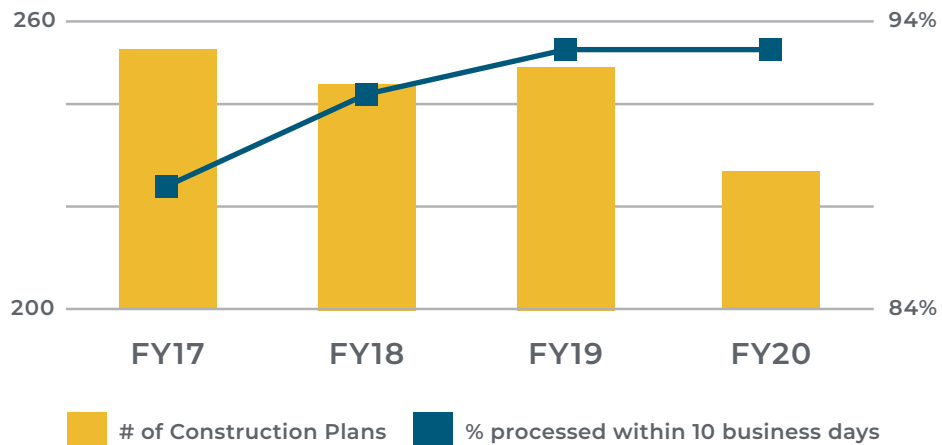
PLATS REVIEWED



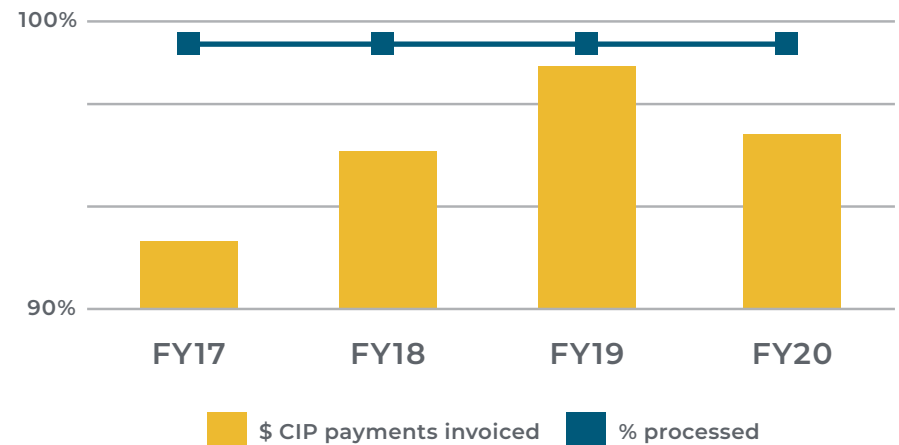
PERMITS REVIEWED



CONSTRUCTION PLANS REVIEWED



CIP PAYMENTS PROCESSED



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 372,305	\$ 376,956	\$ 365,685	\$ 384,546
PERSONNEL BENEFITS	111,948	119,357	115,788	122,427
SUPPLIES	12,249	15,439	14,111	16,509
CAPITAL < \$5000	91	4,690	4,287	4,690
REPAIR AND MAINTENANCE	5,221	3,700	3,382	5,200
OTHER SERVICES	47,796	60,910	55,672	60,840
CONTRACTED SERVICES	3,004	18,046	16,494	17,897
CAPITAL EQUIPMENT	4,482	-	-	-
TOTAL	\$ 557,096	\$ 599,098	\$ 575,419	\$ 612,109
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
ASSET MANAGEMENT COORDINATOR ¹	0.400	0.400	0.000	0.000
ASSET MANAGEMENT SPECIALIST ¹	0.400	0.400	0.000	0.000
ASSET MANAGEMENT TECHNICIAN	0.400	0.400	0.400	0.400
CITY ENGINEER	0.300	0.300	0.300	0.300
DEPUTY CITY ENGINEER	0.400	0.400	0.400	0.400
DIRECTOR OF PUBLIC WORKS ²	0.250	0.250	0.250	0.200
GIS ANALYST ¹	0.000	0.000	0.400	0.400
GIS SPECIALIST ¹	0.000	0.000	0.400	0.400
PROJECT ENGINEER	0.400	0.400	0.400	0.400
PROJECT INSPECTOR	2.000	2.000	2.000	2.000
PROJECT MANAGER ³	1.000	1.000	1.000	1.000
SENIOR PROJECT ENGINEER ³	0.400	0.400	0.400	0.400
SENIOR PROJECT INSPECTOR	1.000	1.000	1.000	1.000
TOTAL	7.950	7.950	7.950	7.900

1 - During FY 2019, the following positions were reclassified: Asset Management Coordinator to GIS Analyst and Asset Management Specialist to GIS Specialist.

2 - In FY 2020, the funding allocation for Director of Public Works will change to 20% Engineering, 10% Drainage and 70% Public Works Administration.

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

INTRODUCTION

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

FY 2019 ACCOMPLISHMENTS:

- Completed second phase Mouser Rd reconstruction
- Crackseal 250 lane miles of City streets
- Maintained City of Temple street signs to "Manual on Uniform Traffic Control Devices" (MUTCD) standards
- Continued to respond to street maintenance issues

FY 2020 INITIATIVES:

- Complete Mouser Road Phase 3
- Complete FY20 Overlay Program
- Maintain all City of Temple street signs to MUTCD standards
- Crackseal 250 lane miles of City streets
- Develop a Pavement Condition Assessment report
- Plan for, design, construct, and maintain high quality mobility infrastructure, systems, and services
- Develop standard street section designs that facilitate well-connected vehicular, pedestrian, bicycle, and transit systems

CORE PERFORMANCE INDICATORS:

POTHOLES PATCHED

	FY17	FY18	FY19	FY20
% change	1.3%	-0.3%	58.5%	-28.8%
Potholes	3,593	3,583	5,679	4,045

UTILITY CUTS PATCHED

	FY17	FY18	FY19	FY20
% change	-56.8%	9.6%	134.1%	-39.9%
Utility Cuts	83	91	213	128

SIGNS REPAIRED

	FY17	FY18	FY19	FY20
% change	-28.9%	-39.6%	-18.7%	96.8%
Signs	1,320	797	648	1,275

FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 802,272	\$ 877,065	\$ 850,841	\$ 1,026,028
PERSONNEL BENEFITS	306,897	352,836	342,286	382,875
SUPPLIES	79,713	94,906	86,744	119,561
CAPITAL < \$5000	12,292	8,960	8,189	9,120
REPAIR AND MAINTENANCE	229,279	346,058	316,297	549,758
OTHER SERVICES	21,256	5,205	4,757	5,135
CONTRACTED SERVICES	842,023	843,388	770,857	845,671
CAPITAL EQUIPMENT	11,892	-	-	-
TOTAL	\$ 2,305,623	\$ 2,528,418	\$ 2,379,971	\$ 2,938,148
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT I	0.500	0.500	0.500	0.500
CREW LEADER - CONSTRUCTION ¹	2.000	2.000	2.000	3.000
CREW LEADER - STREETS	5.000	5.000	5.000	5.000
DIRECTOR OF TRANSPORTATION	0.500	0.500	0.500	0.500
EQUIPMENT OPERATOR I - STREETS ¹	4.000	4.000	4.000	6.000
EQUIPMENT OPERATOR II - STREET/DRAINAGE ¹	4.000	4.000	4.000	5.000
FOREMAN - STREET RECONSTRUCTION	1.000	1.000	1.000	1.000
FOREMAN - STREET SERVICES	1.000	1.000	1.000	1.000
MAINTENANCE WORKER - STREETS	6.000	6.000	6.000	6.000
STREET & DRAINAGE SERVICES MANAGER	0.500	0.500	0.500	0.500
TOTAL	24.500	24.500	24.500	28.500

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

INTRODUCTION

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

FY 2019 ACCOMPLISHMENTS:

- Continued refining signal synchronization in key corridors
- Installed network switches in all traffic signal cabinets
- New traffic signal installed at W Adams Ave & Greenview Dr
- New traffic signal installed at Airport Rd & Kegley Rd

FY 2020 INITIATIVES:

- Perform maintenance on all traffic signals and signalized school zones on a monthly basis
- Maintain coordination and timing plans through our Traffic Signal Communication Program
- Install new school flasher system with cellular communication
- Install video equipment at S 31st St & Loop 363, S 5th St & Waters Dairy and S 5th St & W Ave R

CORE PERFORMANCE INDICATORS:

TIME COORDINATION

	FY17	FY18	FY19	FY20
% change	0.0%	-66.7%	-100.0%	300.0%
# of coordinations	3	1	0	3

MONTHLY MAINTENANCE

	FY17	FY18	FY19	FY20
% change	0.0%	0.0%	0.0%	0.0%
% on schedule	100%	100%	100%	100%

FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 235,901	\$ 256,760	\$ 249,083	\$ 294,664
PERSONNEL BENEFITS	78,526	88,874	86,217	89,344
SUPPLIES	12,164	12,732	11,637	17,732
CAPITAL < \$5000	2,411	2,730	2,495	5,930
REPAIR AND MAINTENANCE	28,892	56,200	51,367	57,200
OTHER SERVICES	23,463	13,815	12,627	13,815
CONTRACTED SERVICES	5,198	5,106	4,667	5,591
CAPITAL EQUIPMENT	90	-	-	-
TOTAL	\$ 386,645	\$ 436,217	\$ 418,092	\$ 484,276
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT I	0.250	0.250	0.250	0.250
DIRECTOR OF TRANSPORTATION	0.250	0.250	0.250	0.250
FOREMAN - TRAFFIC SIGNALS ¹	0.000	1.000	1.000	1.000
SENIOR MAINTENANCE TECHNICIAN ²	0.000	0.000	0.000	1.000
SIGNAL MAINTENANCE TECHNICIAN ²	3.000	3.000	3.000	2.000
STREET & DRAINAGE SERVICES MANAGER	0.250	0.250	0.250	0.250
TRAFFIC SIGNAL COMMUNICATION TECHNICIAN ¹	1.000	0.000	0.000	0.000
TRAFFIC SIGNAL MANAGER	1.000	1.000	1.000	1.000
TOTAL	5.750	5.750	5.750	5.750

1 - In FY 2019, the Traffic Signal Communication Technician position was reclassified to Foreman - Traffic Signals.

2 - In FY 2020, one Signal Maintenance Technician position will be reclassified to Senior Maintenance Technician.

INTRODUCTION

Sammons Golf Course department 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.

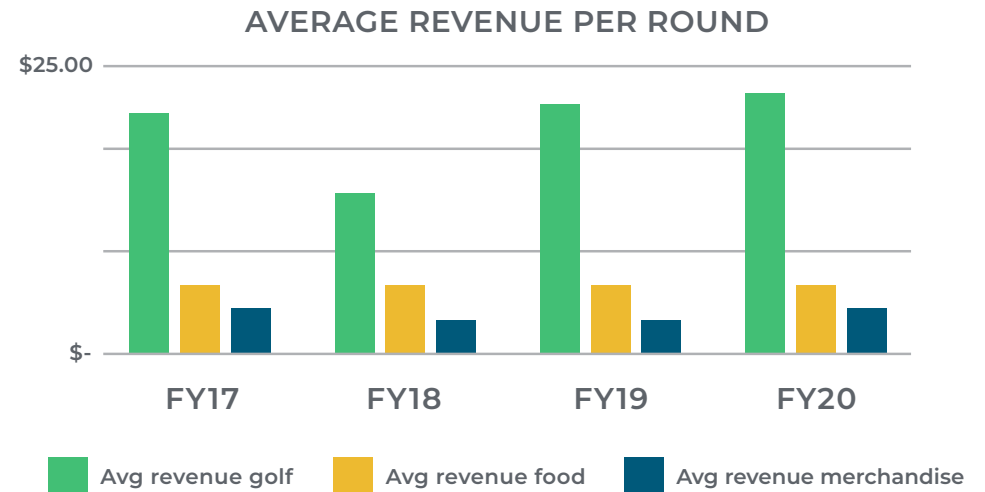
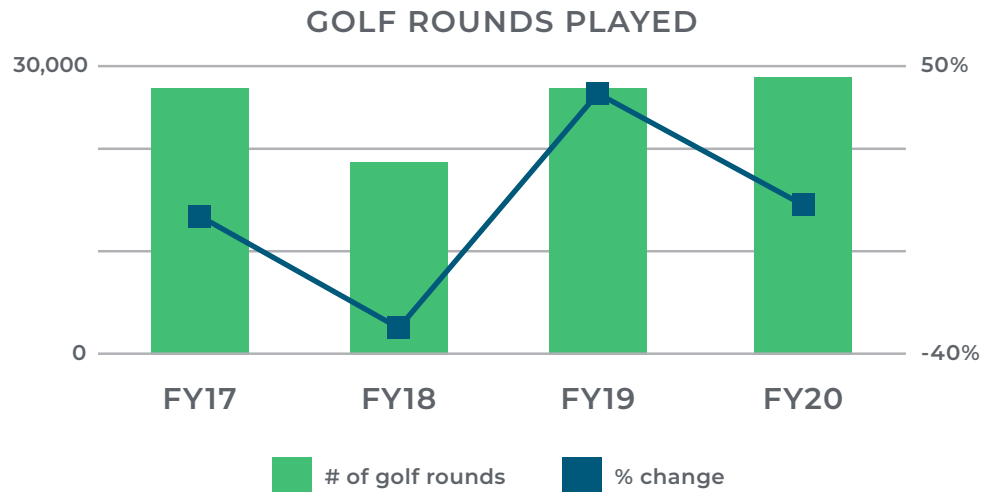
FY 2019 ACCOMPLISHMENTS:

- Made additional chemical and fertilizer applications to increase course aesthetics
- Installed GPS Screens on Golf Carts
- Completed aerification of Fairways
- Ensured health of the new greens through added fungicide applications
- Hosted Junior Golf Fundraising Tournament

FY 2020 INITIATIVES:

- Increase marketing and branding through Television/Radio ads and Social Media
- Install new irrigation pump station on the north side of golf course
- Install new Tee Sheet Operating System
- Complete tree trimming project to include every tree on the entire property
- Host Junior Golf Fundraising Tournament

CORE PERFORMANCE INDICATORS



SELF SUSTAINING - COST RECOVERY RATIO

	FY17	FY18	FY19	FY20
% change	-18.8%	-38.5%	67.5%	4.5%
Recovery Ratio	65%	40%	67%	70%

FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 552,501	\$ 612,925	\$ 594,599	\$ 623,966
PERSONNEL BENEFITS	167,448	195,773	189,919	199,558
SUPPLIES	92,429	120,828	110,437	124,246
CAPITAL < \$5000	14,770	36,985	33,804	37,385
REPAIR AND MAINTENANCE	65,720	74,813	68,379	76,413
OTHER SERVICES	15,503	19,780	18,079	24,428
CONTRACTED SERVICES	82,179	102,276	93,480	109,683
COST OF GOODS SOLD	112,563	144,140	131,744	144,140
CAPITAL EQUIPMENT	295,796	103,226	103,226	-
CAPITAL BUILDINGS AND GROUNDS	5,880	-	-	-
TOTAL	\$ 1,404,789	\$ 1,410,746	\$ 1,343,667	\$ 1,339,819
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ASSISTANT DIRECTOR OF GOLF	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF PARKS & RECREATION ¹	0.000	0.250	0.250	0.250
ASSISTANT GOLF COURSE SUPERINTENDENT	1.000	1.000	1.000	1.000
ASSISTANT GOLF PROFESSIONAL	1.000	1.000	1.000	1.000
BUILDING MAINTENANCE WORKER	0.060	0.060	0.060	0.060
CREW LEADER - FACILITY SERVICES	0.110	0.110	0.110	0.110
DIRECTOR OF GOLF	1.000	1.000	1.000	1.000
EQUIPMENT OPERATOR I	2.000	2.000	2.000	2.000
FACILITY ATTENDANT/CUSTODIAN	0.110	0.110	0.110	0.110
GOLF COURSE SUPERINTENDENT	1.000	1.000	1.000	1.000
MAINTENANCE WORKER	4.000	4.000	4.000	4.000
MECHANIC	1.000	1.000	1.000	1.000
PART-TIME POSITIONS	6.880	6.880	6.880	6.880
TOTAL	19.160	19.410	19.410	19.410

1 - In FY 2019, an additional Assistant Director of Parks & Recreation position was added thus resulting in a change of funding allocation for management. The first Assistant Director of PARD position was split 75% Parks and 25% Golf Course. The second Assistant Director of PARD position was split 65% Recreation, 25% Tourism, 5% Mayborn Convention Center and 5% Railroad and Heritage Museum.

INTRODUCTION

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

FY 2019 ACCOMPLISHMENTS:

- Continued Jr. Scientists programming and Elementary age book club
- Continued the Library Cards for Kids program with TISD and other local districts
- Grew Library presence on social networking websites
- Conducted computer classes for adults
- Began Saturday programming for childrent
- Conducted Financial Information Network workshops

FY 2020 INITIATIVES:

- Develop design and content for Library web/subsite
- Research online ILS and make recommendation
- Prepare RFP for Library Master Plan in FY21 and identify 3 professional firms that provide Master Plan services
- Research & implement performance measurements
- Identify and attend training for staff related to job duties
- Develop and implement 5 new patron programs covering multiple ages
- Maintain welcoming, safe, and technology-enhanced spaces for learning and exploration

FY 17, 18 & 19 = Actual, FY 20 = Projected

CORE PERFORMANCE INDICATORS

LIBRARY VISITS

		FY16	FY17	FY18	FY19
% change	total	-2.0%	2.2%	-8.9%	-1.0%
	per capita	0.0%	0.0%	-18.4%	-1.2%
Visits	total	262,086	267,764	243,959	241,523
	per capita	4.03	4.03	3.29	3.25

CIRCULATION

		FY16	FY17	FY18	FY19
% change	total	-4.8%	-5.5%	-5.4%	3.4%
	per capita	0.0%	0.0%	-25.1%	-4.7%
Circulation	total	378,447	357,448	338,220	349,845
	per capita	5.93	5.93	4.44	4.23

REFERENCE TRANSACTIONS

		FY16	FY17	FY18	FY19
% change	total	12.8%	11.7%	11.5%	3.5%
	per capita	0.0%	0.0%	-3.5%	6.0%
Transactions	total	58,987	65,884	73,448	76,011
	per capita	0.86	0.86	0.83	0.88

FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

1 - In FY 2019, a part-time Assistant Youth Services Librarian was added.

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 871,683	\$ 956,284	\$ 927,691	\$ 980,902
PERSONNEL BENEFITS	268,892	304,250	295,153	303,297
SUPPLIES	57,298	52,518	48,001	52,341
CAPITAL < \$5000	152,668	151,890	138,827	150,340
REPAIR AND MAINTENANCE	58,476	60,635	55,420	58,795
OTHER SERVICES	67,760	74,570	68,157	81,548
CONTRACTED SERVICES	187,766	226,770	207,268	222,758
COST OF GOODS SOLD	240	200	183	200
CAPITAL EQUIPMENT	4,276	-	-	-
CAPITAL BUILDINGS AND GROUNDS	7,085	-	-	-
TOTAL	\$ 1,676,144	\$ 1,827,117	\$ 1,740,701	\$ 1,850,181
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
ADULT SERVICES LIBRARIAN	1.000	1.000	1.000	1.000
ASSISTANT YOUTH SERVICES LIBRARIAN	1.000	1.000	1.000	1.000
ASSISTANT YOUTH SERVICES LIBRARIAN - PT ¹	0.500	1.000	1.000	1.000
CIRCULATION SUPERVISOR	1.000	1.000	1.000	1.000
CIRCULATION TECHNICIAN - PT	5.580	5.580	5.580	5.580
COLLECTION DEVELOPMENT LIBRARIAN	1.000	1.000	1.000	1.000
COLLECTION DEVELOPMENT LIBRARIAN - PT	0.500	0.500	0.500	0.500
CUSTODIAN & MAINTENANCE TECHNICIAN I	0.000	0.000	0.000	0.000
DIRECTOR OF LIBRARY	1.000	1.000	1.000	1.000
FACILITY ATTENDANT/CUSTODIAN	2.000	2.000	2.000	2.000
LIBRARY ASSISTANT	3.000	3.000	3.000	3.000
LIBRARY ASSISTANT - PT	0.500	0.500	0.500	0.500
LIBRARY OUTREACH ASSISTANT - PT	0.760	0.760	0.760	0.760
LIBRARY OUTREACH COORDINATOR	1.000	1.000	1.000	1.000
LIBRARY TECHNICIAN/CATALOGER	2.000	2.000	2.000	2.000
REFERENCE LIBRARIAN	2.000	2.000	2.000	2.000
REFERENCE LIBRARIAN - PT	1.810	1.810	1.810	1.810
TECHNICAL SERVICES SUPERVISOR - LIBRARY	1.000	1.000	1.000	1.000
YOUTH SERVICES LIBRARIAN	1.000	1.000	1.000	1.000
TOTAL	27.650	28.150	28.150	28.150

INTRODUCTION

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

FY 2019 ACCOMPLISHMENTS:

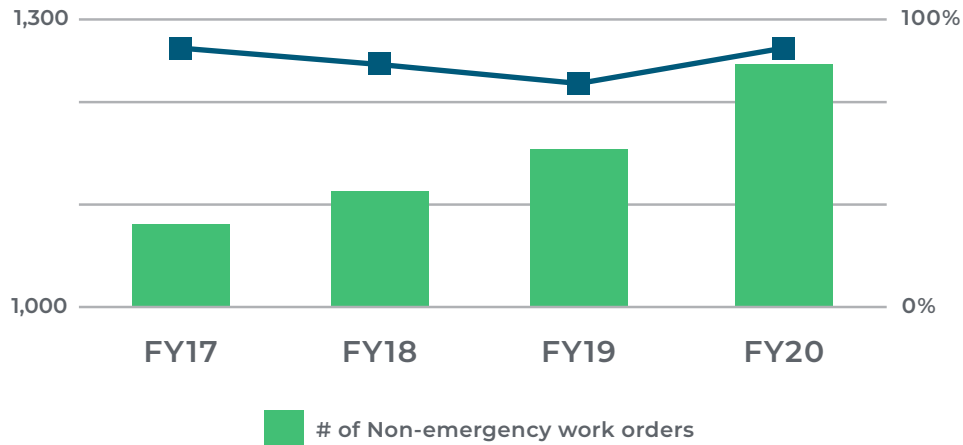
- Installed playground at Meadow Creek Park
- Playground improvements at Von Rosenberg
- Established Monarch Butterfly gardens at Wilson, Miller, Connor and Lions Park
- Completed Mercer Softball improvements

FY 2020 INITIATIVES:

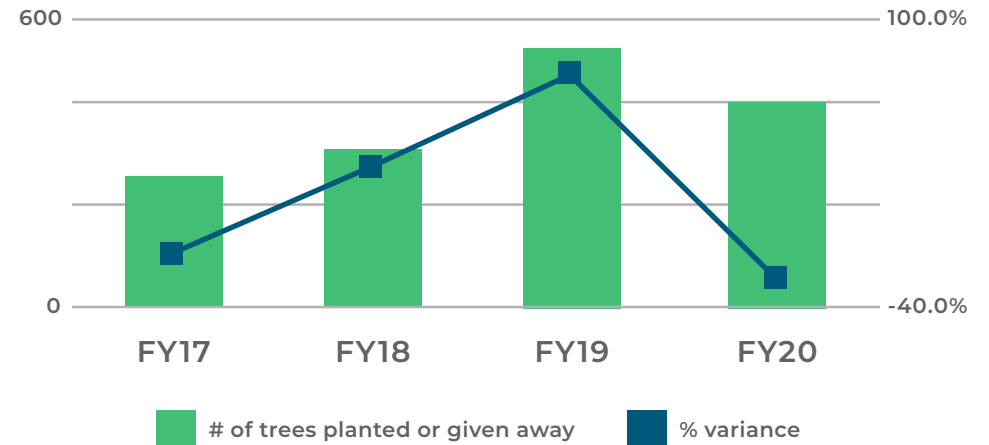
- Complete master plans for Kenny Martin and Woodbridge Park
- Repair trail at West Temple Park
- Design upper trail at improvements at Lions Park
- Update youth athletic tournament levels of service
- Establish Monarch Butterfly Gardens at Walker and West Temple Park
- Plan for, design, construct, and 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
- Evaluate the potential of managing Temple Lake Park

CORE PERFORMANCE INDICATORS

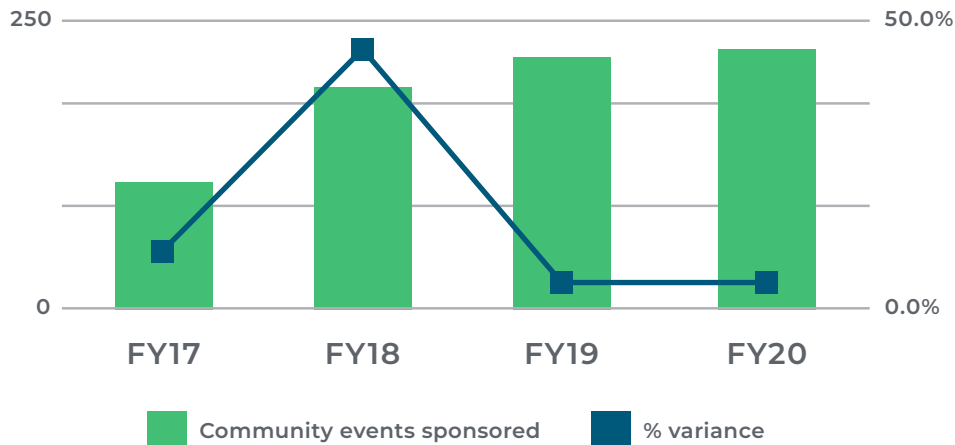
NON-EMERGENCY WORK ORDERS COMPLETED TIMELY



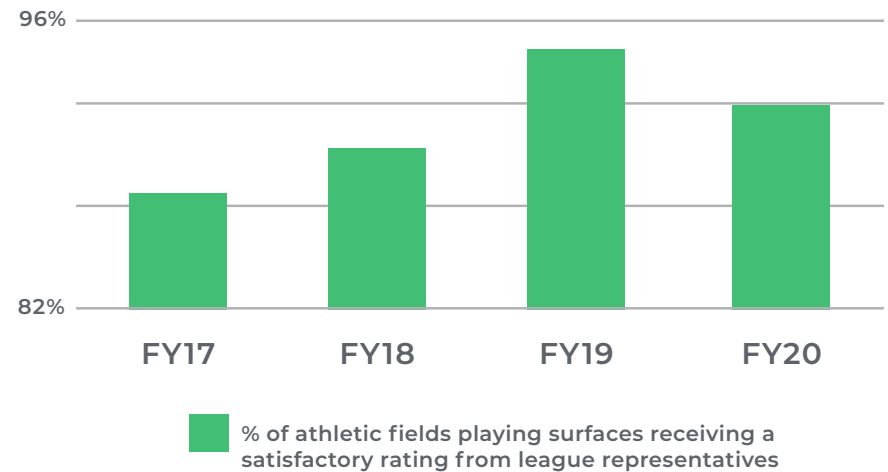
OF TREES PLANTED OR GIVEN



COMMUNITY EVENTS SPONSORED



CUSTOMER SATISFACTION



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 1,209,869	\$ 1,338,542	\$ 1,298,520	\$ 1,409,528
PERSONNEL BENEFITS	422,566	510,695	495,425	531,674
SUPPLIES	150,575	224,775	205,444	230,214
CAPITAL < \$5000	25,630	15,816	14,456	20,106
REPAIR AND MAINTENANCE	417,998	462,519	422,742	460,869
OTHER SERVICES	13,967	20,883	19,087	17,752
CONTRACTED SERVICES	1,044,491	1,549,130	1,415,905	2,185,566
CAPITAL EQUIPMENT	4,813	48,000	48,000	-
CAPITAL BUILDINGS AND GROUNDS	39,927	-	-	60,000
TOTAL	\$ 3,329,835	\$ 4,170,360	\$ 3,919,579	\$ 4,915,709
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT ⁴	0.000	0.000	1.000	1.000
ASSISTANT DIRECTOR OF PARKS & RECREATION ³	1.000	0.750	0.750	0.750
CHEMICAL TECHNICIAN	1.000	1.000	1.000	1.000
CREW LEADER - ATHLETICS	1.000	1.000	1.000	1.000
CREW LEADER - HORTICULTURE	1.000	1.000	1.000	1.000
CREW LEADER - PARKS	1.000	1.000	1.000	1.000
EQUIPMENT OPERATOR I - PARKS	7.500	7.500	7.500	7.500
FOREMAN - PARKS	2.000	2.000	2.000	2.000
FORESTRY TECHNICIAN	1.000	1.000	1.000	1.000
IRRIGATION TECHNICIAN ¹	1.000	2.000	2.000	2.000
MAINTENANCE TECHNICIAN - PARKS	2.000	2.000	2.000	2.000
MAINTENANCE WORKER	13.950	13.950	13.950	13.950
MAINTENANCE WORKER - AQUATICS	1.000	1.000	1.000	1.000
OPERATIONS COORDINATOR ⁵	0.000	0.000	0.880	0.880
PARK PLANNER	1.000	1.000	1.000	1.000
PARK SUPERINTENDENT	1.000	1.000	1.000	1.000
PART TIME POSITIONS ²	0.960	0.460	0.460	0.460
UTILITY TECHNICIAN II	1.500	1.500	1.500	1.500
TOTAL	37.910	38.160	40.040	40.040

1 - In FY 2019, an Irrigation Technician position was added.

2 - In FY 2019, the part-time Recreation Specialist that was to assist with East Temple Revitalization was reclassified to a full-time Recreation Specialist for Wilson Recreation. This full-time Recreation Specialist position is now funded within Recreation.

3 - In FY 2019, an additional Assistant Director of Parks & Recreation position was added thus resulting in a change of funding allocation for management. The first Assistant Director of PARD position was split 75% Parks and 25% Golf Course. The second Assistant Director of PARD position was split 65% Recreation, 25% Tourism, 5% Mayborn Convention Center and 5% Railroad and Heritage Museum.

4 - During FY 2019, an Administrative Assistant I position was added to assist with Hillcrest Cemetery.

5 - During FY 2019, the Administrative Assistant II position within Parks and Recreation - Administration was reclassified to Operations Coordinator. This position will heavily assist with Hillcrest Cemetery. In addition to reclassifying the position, the funding allocation changed (88% to Parks and 12% to Parks & Recreation - Administration).

INTRODUCTION

The Parks & Recreation Administration is responsible for supporting the five operating departments within the Parks system. Staff is responsible for key administrative and marketing functions, allowing field personnel to manage operations. Staff provides clerical support, facility rental services, and event registrations.

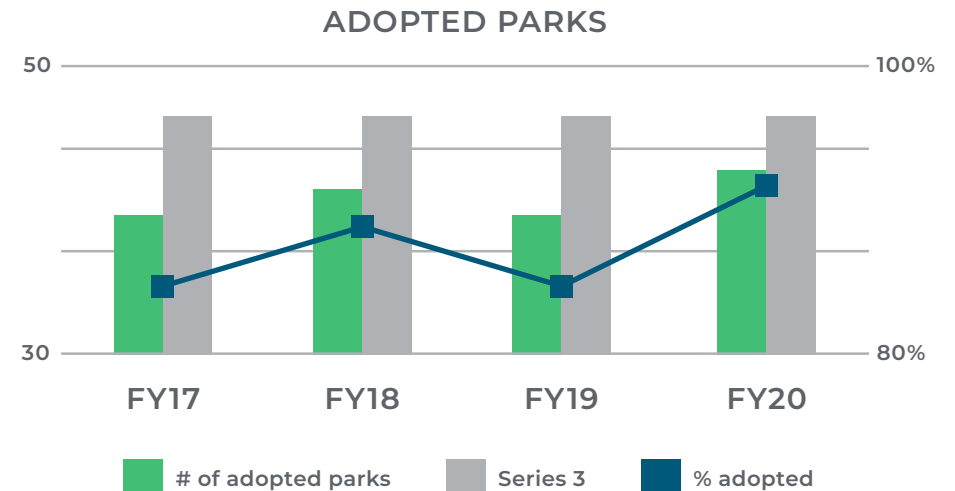
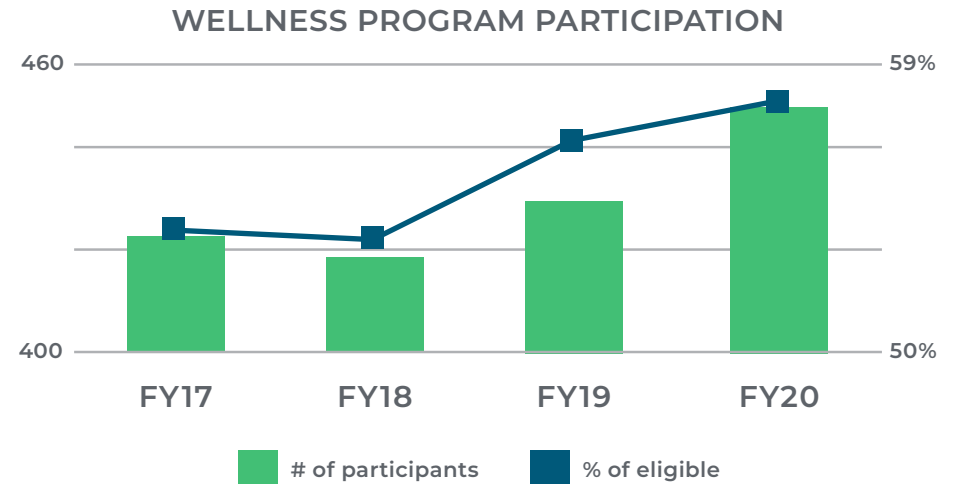
FY 2019 ACCOMPLISHMENTS:

- Successfully managed the Miller Springs Nature Area
- Completed MLK Festival Grounds
- Maintained/Increased media coverage of the PARD's activities and programs and grew web and social media presence

FY 2020 INITIATIVES:

- Develop a 2020 bond project list and successfully present it to the general public
- Begin the process of seeking department accreditation (CAPRA)
- Expand special event programming across the City
- Acquire a new Parks & Recreation Department administrative facility
- Develop a strategic plan for the Parks & Recreation Department
- Develop a master plan for Hillcrest Cemetery
- Develop a master plan for Bend of the River

CORE PERFORMANCE INDICATORS:



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 302,277	\$ 308,589	\$ 299,362	\$ 190,873
PERSONNEL BENEFITS	94,208	94,592	91,764	57,230
SUPPLIES	34,711	40,100	36,651	31,600
CAPITAL < \$5000	693	5,215	4,767	4,775
OTHER SERVICES	77,637	84,231	76,987	40,685
CONTRACTED SERVICES	6,755	91,833	83,935	25,304
CAPITAL EQUIPMENT	10,155	-	-	-
TOTAL	\$ 526,435	\$ 624,560	\$ 593,466	\$ 350,467
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT I ⁵	1.000	1.000	1.000	2.000
ADMINISTRATIVE ASSISTANT II ⁴	1.000	1.000	0.000	0.000
COMMUNICATIONS SPECIALIST ³	1.000	1.000	0.000	0.000
DIRECTOR OF PARKS AND RECREATION ²	0.700	0.900	0.900	0.900
OPERATIONS COORDINATOR ⁴	0.000	0.000	0.120	0.120
PART-TIME POSITIONS ⁵	0.250	0.250	0.250	0.000
PROGRAM COORDINATOR - MARKETING ³	1.000	1.000	0.000	0.000
RECREATION SPECIALIST ⁶	0.250	0.250	0.250	0.000
WELLNESS COORDINATOR ¹	1.000	0.000	0.000	0.000
TOTAL	6.200	5.400	2.520	3.020

1 - In FY 2019, the Wellness Coordinator position was eliminated to support the addition of an additional Assistant Director of Parks & Recreation.

2 - In FY 2019, an additional Assistant Director of Parks & Recreation position was added thus resulting in a change of funding allocation for management. The first Assistant Director of PARD position was split 75% Parks and 25% Golf Course. The second Assistant Director of PARD position was split 65% Recreation, 25% Tourism, 5% Mayborn Convention Center and 5% Railroad and Heritage Museum. The Director of Parks & Recreation position original funding allocation of 70% PARD Administration, 20% Mayborn Convention Center and 10% Tourism changed to 90% PARD Administration and 10% Mayborn Convention Center.

3 - During FY 2019, the Communications Specialist position and the Program Coordinator - Marketing position was transferred to City Manager.

4 - During FY 2019, the Administrative Assistant II position was reclassified to Operations Coordinator. In addition to reclassifying the position, the funding allocation changed to 88% Parks and 12% Parks & Recreation - Administration.

5 - In FY 2020, a part-time Administrative Assistant I position will be reclassified to a full-time Administrative Assistant I position.

6 - In FY 2020, the Recreation Specialist position will be reclassified to Program Coordinator. In addition to reclassifying the position, the funding allocation will change to 100% Recreation.

INTRODUCTION

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

FY 2019 ACCOMPLISHMENTS:

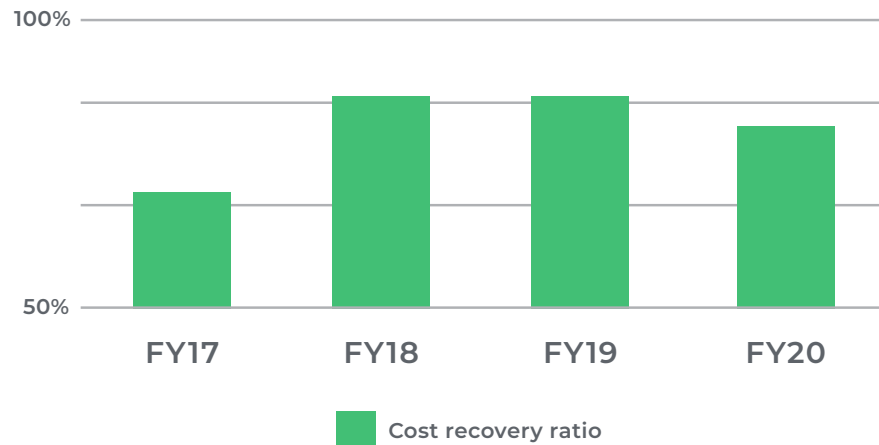
- Increased community engagement at Wilson Park Recreation Center
- Increased participation in Corporate Challenge
- (3) 75th Anniversary Events Party in the Park
- Summer camps increased participation by 25%

FY 2020 INITIATIVES:

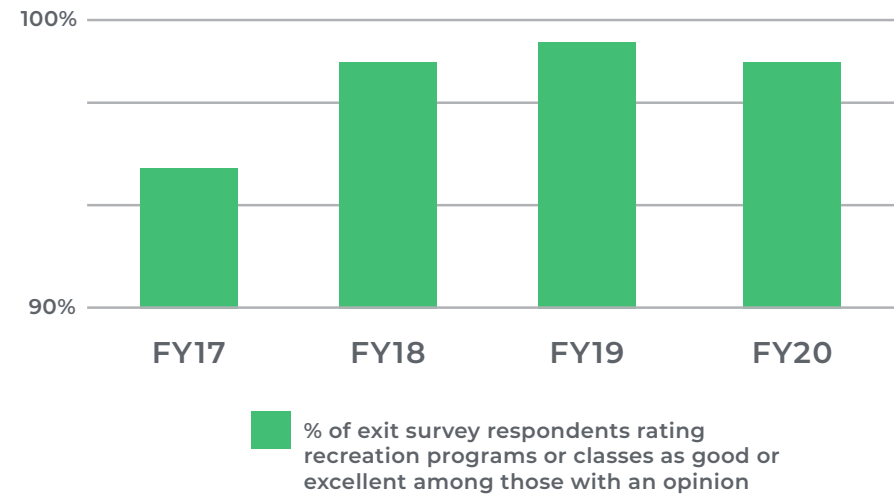
- Seek local, county, and state wide athletic contests
- Re-develop and improve aquatic safety program
- Revamp the Volunteer Program
- Develop cost recovery goals for each program area
- Develop a department wide sponsorship program
- Develop a strategic plan for the Summit Recreation Center
- Expand community and special events and attractions to bring neighbors together and encourage additional tourism
- Invest in the resources necessary to continue to provide a wide variety of high quality recreation services and opportunities
- Leverage Crossroads Park to attract sports tourism opportunities

CORE PERFORMANCE INDICATORS

SUMMIT COST RECOVERY



CUSTOMER SATISFACTION



PROGRAM & FACILITY PARTICIPATION

	FY17	FY18	FY19	FY20
% change	-6.5%	8.1%	25.4%	0.0%
Participants	289,213	312,500	391,806	391,806

FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 1,841,019	\$ 1,931,968	\$ 1,874,202	\$ 2,086,352
PERSONNEL BENEFITS	427,334	473,157	459,010	478,289
SUPPLIES	349,345	369,309	337,548	346,355
CAPITAL < \$5000	55,460	82,476	75,383	86,660
REPAIR AND MAINTENANCE	59,760	56,100	43,963	60,955
OTHER SERVICES	314,413	355,153	324,610	344,100
CONTRACTED SERVICES	580,259	607,605	555,351	616,297
COST OF GOODS SOLD	66,388	72,600	66,356	72,600
CAPITAL EQUIPMENT	57,152	-	-	-
CAPITAL BUILDINGS AND GROUNDS	9,124	-	-	-
TOTAL	\$ 3,760,253	\$ 3,948,368	\$ 3,736,424	\$ 4,091,608
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ASSISTANT AQUATICS COORDINATOR	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF PARKS & RECREATION ¹	0.000	0.650	0.650	0.650
BUILDING MAINTENANCE WORKER	0.270	0.270	0.270	0.270
MAINTENANCE WORKER	0.050	0.050	0.050	0.050
OFFICE ASSISTANT II	2.000	2.000	2.000	2.000
OPERATIONS COORDINATOR	1.000	1.000	1.000	1.000
PART-TIME POSITIONS ^{2, 3}	49.670	49.670	49.670	49.920
PROGRAM COORDINATOR ^{4, 5}	6.000	6.000	6.000	6.000
RECREATION LEADER II	1.000	1.000	1.000	1.000
RECREATION SPECIALIST ^{2, 5}	4.750	5.750	5.750	5.000
RECREATIONAL SERVICES SUPERINTENDENT	1.000	1.000	1.000	1.000
SENIOR PROGRAM COORDINATOR ⁴	0.000	0.000	0.000	1.000
WELLNESS CENTER MANAGER	1.000	1.000	1.000	1.000
WELLNESS CENTER SPECIALIST	2.000	2.000	2.000	2.000
TOTAL	69.740	71.390	71.390	71.890

1 - In FY 2019, an additional Assistant Director of Parks & Recreation position was added thus resulting in a change of funding allocation for management. The first Assistant Director of PARD position was split 75% Parks and 25% Golf Course. The second Assistant Director of PARD position was split 65% Recreation, 25% Tourism, 5% Mayborn Convention Center and 5% Railroad and Heritage Museum. The Director of Parks & Recreation position original funding allocation of 70% PARD Administration, 20% Mayborn Convention Center and 10% Tourism changed to 90% PARD Administration and 10% Mayborn Convention Center.

2 - In FY 2019, the part-time Recreation Specialist for Parks was reclassified to a full-time Recreation Specialist for Wilson Recreation. This full-time Recreation Specialist position is now funded within Recreation.

3 - In FY 2020, a part-time Administrative Assistant I position will be added.

4 - In FY 2020, a Program Coordinator position will be reclassified to Senior Program Coordinator.

5 - In FY 2020, a Recreation Specialist position will be reclassified to Program Coordinator. In addition to reclassifying the position, the funding allocation will change from 25% PARD Administration & 75% Recreation to 100% Recreation.

INTRODUCTION

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

FY 2019 ACCOMPLISHMENTS:

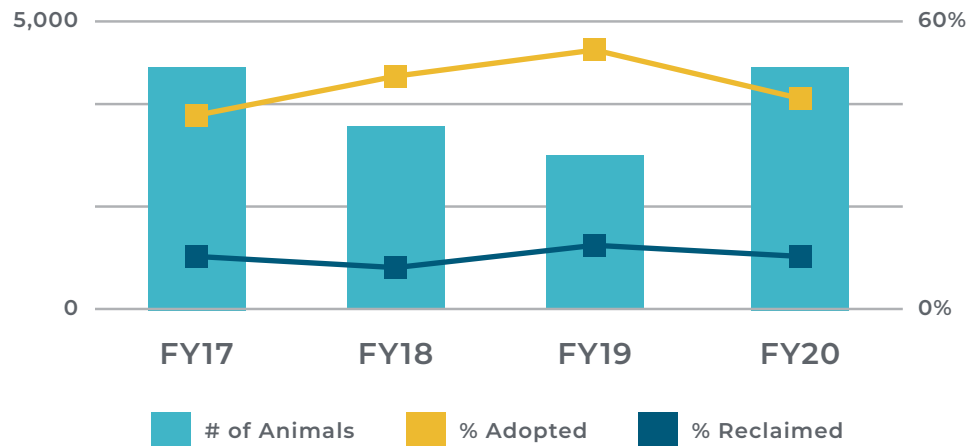
- Achieved a 69.67% live animal outcome
- Reduced euthanasia rate
- Grew use of YouTube and Facebook to increase adoptions
- Revision of Standard Operating Procedures to meet AVMA and NACA best practices
- Restructured personnel to provide separate supervisors for Field and Shelter operations, under the Police Department
- Upgraded visual presentation of facility and vehicles, including paint in lobby and full wrap on new truck
- Revised uniforms to a more modern look for all Animal Services employees and volunteers
- Provided handheld radios for all field services personnel to enhance safety

FY 2020 INITIATIVES:

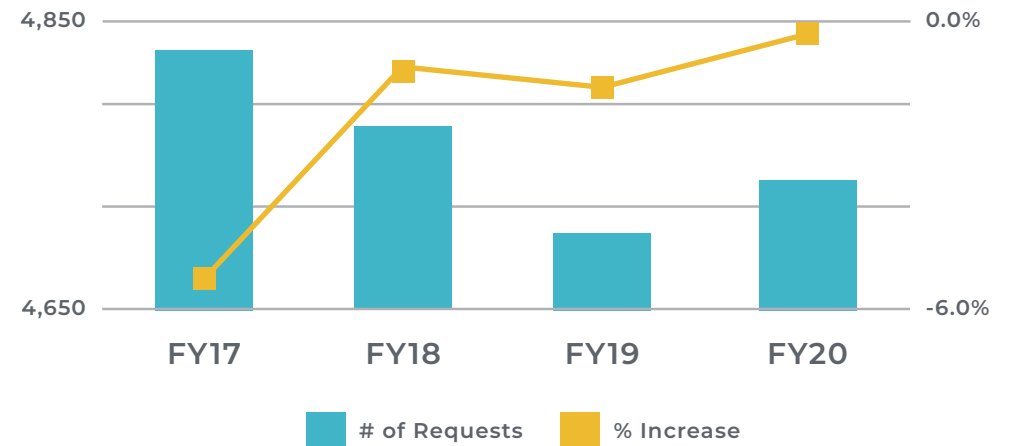
- Maintain a live animal outcome of 50% or greater
- Achieve a positive inspection from the State
- Work with City and contracted architects to complete the proposal for the Animal Shelter remodel for public bond consideration

CORE PERFORMANCE INDICATORS

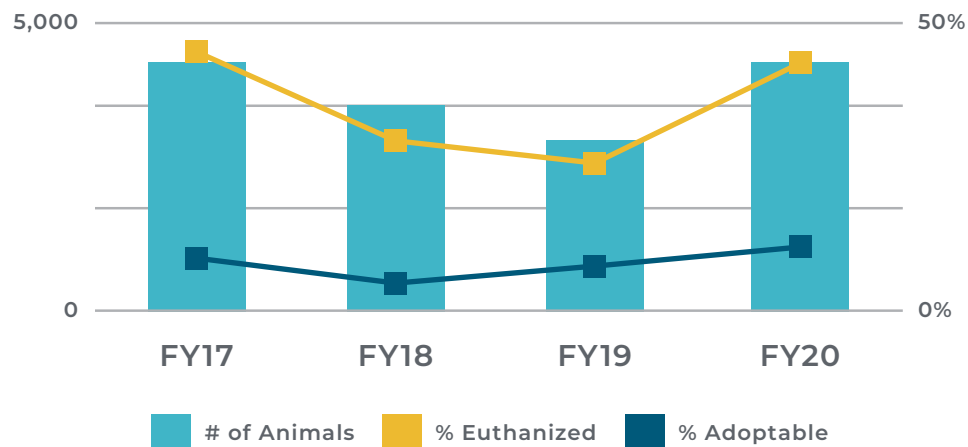
ANIMALS ADOPTED OR RECLAIMED



CITIZEN REQUEST FOR ANIMAL CONTROL OFFICER



ANIMALS EUTHANIZED



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 291,944	\$ 318,628	\$ 309,101	\$ 302,621
PERSONNEL BENEFITS	98,813	118,916	115,360	115,021
SUPPLIES	28,174	36,736	33,577	34,416
CAPITAL < \$5000	2,176	1,450	1,325	10,750
REPAIR AND MAINTENANCE	2,447	4,325	3,953	4,325
OTHER SERVICES	1,578	4,400	4,022	4,400
CONTRACTED SERVICES	39,470	44,017	40,232	45,426
CAPITAL EQUIPMENT	1,541	-	-	-
TOTAL	\$ 466,142	\$ 528,472	\$ 507,570	\$ 516,959
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ANIMAL CONTROL FIELD SUPERVISOR ²	0.000	0.000	1.000	1.000
ANIMAL CONTROL MANAGER ²	1.000	1.000	0.000	0.000
ANIMAL CONTROL OFFICER ¹	5.000	6.000	6.000	6.000
ANIMAL CONTROL OFFICER - PT ¹	0.500	0.000	0.000	0.000
ANIMAL SHELTER SUPERVISOR ²	0.000	0.000	1.000	1.000
SENIOR ANIMAL CONTROL OFFICER ²	1.000	1.000	0.000	0.000
TOTAL	7.500	8.000	8.000	8.000

1 - In FY 2019, the part-time Animal Control Officer position was reclassified to a full-time Animal Control Officer position.

2 - During FY 2019, the Animal Control Manager position was reclassified to an Animal Control Field Supervisor and the Senior Animal Control Officer was reclassified to an Animal Shelter Supervisor.

INTRODUCTION

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.

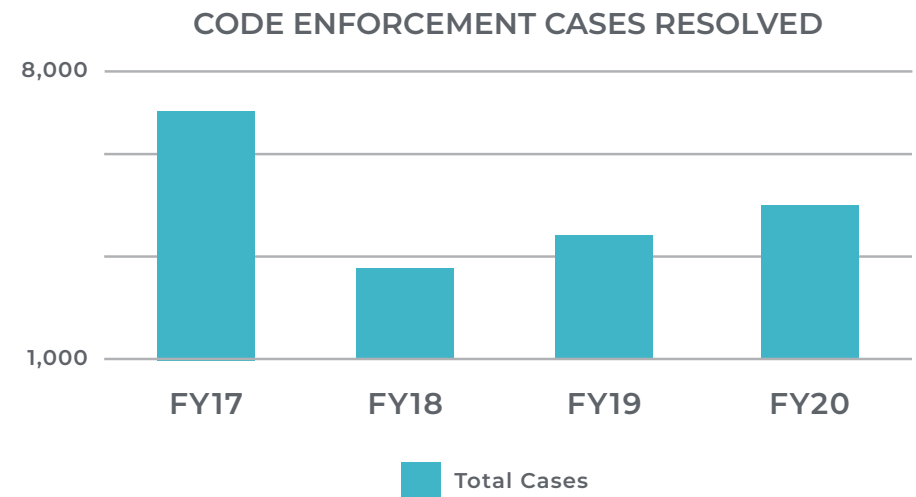
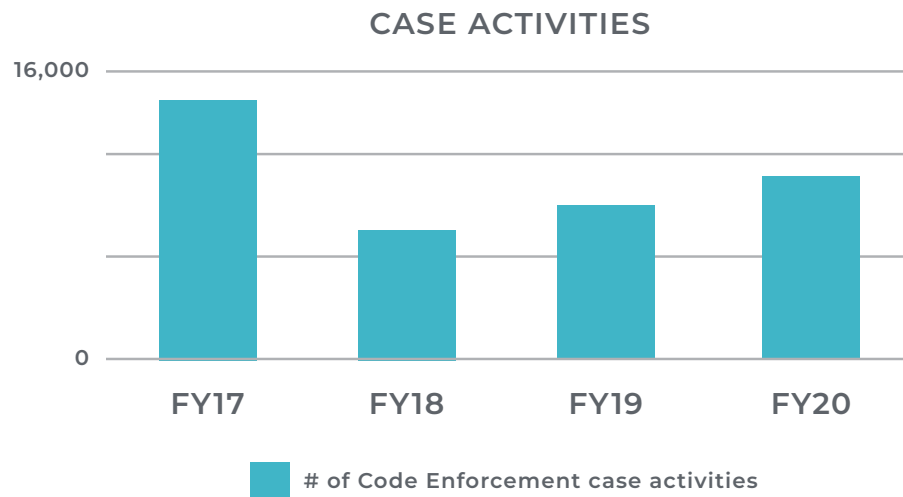
FY 2019 ACCOMPLISHMENTS:

- Focused on intensive code and volunteer efforts in LMI areas
- Continued to streamline processes for Building & Standards (B&S) cases
- Streamlined tear down process (B&S and CIP)
- Continued education processes through social media and community activities
- Found the correct balance between pro and reactive code enforcement actions
- Refined process to pass cases on to Neighborhood Services for assistance (soft code)
- Reestablished Zones and Proactive Code Inspections
- Building and Standards process revised to a "team" rather than a "solo" approach
- Building and Standards demo process revised
- Junk vehicle process refined
- Focused on timely response to complaints

FY 2020 INITIATIVES:

- Plan for, design, construct, and maintain high quality public infrastructure and services in Downtown Temple
- Expand the Downtown Transform Temple initiative
- Continue a growth management approach that encourages infill and redevelopment and maximizes the efficient use of public infrastructure
- Streamline and improve the substandard housing abatement process
- Implement innovative programs and techniques to achieve compliance with City codes and regulations
- Invest in additional resources to provide proactive code compliance initiatives

CORE PERFORMANCE INDICATORS



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 490,080	\$ 504,656	\$ 489,567	\$ 716,790
PERSONNEL BENEFITS	168,178	188,090	182,466	256,912
SUPPLIES	52,264	150,814	137,844	74,061
CAPITAL < \$5000	1,316	11,865	10,845	19,735
REPAIR AND MAINTENANCE	6,617	15,614	14,271	20,650
OTHER SERVICES	6,503	5,920	5,411	11,120
CONTRACTED SERVICES	108,223	157,072	143,564	152,614
CAPITAL EQUIPMENT	15,564	-	-	75,655
CAPITAL BUILDINGS AND GROUNDS	73,075	-	-	-
TOTAL	\$ 921,820	\$ 1,034,031	\$ 983,967	\$ 1,327,537
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT I - PT	0.625	0.625	0.625	0.625
ASSISTANT DIRECTOR OF TRANSFORM TEMPLE ¹	1.000	0.660	0.660	0.660
CODE COMPLIANCE OFFICER ¹	2.000	1.660	1.660	1.250
CUSTOMER SERVICE COORDINATOR ¹	0.800	1.000	1.000	1.000
DIRECTOR OF TRANSFORM TEMPLE	1.000	1.000	1.000	1.000
GRANT COORDINATOR ¹	0.000	0.700	0.700	0.400
HOUSING INSPECTOR	0.670	0.000	0.000	0.000
NEIGHBORHOOD REVITALIZATION MANAGER ¹	0.500	0.460	0.460	0.700
RESOURCES COORDINATOR ¹	1.000	1.000	1.000	1.250
SENIOR CODE COMPLIANCE OFFICER	1.000	1.000	1.000	1.000
TRANSFORM TEMPLE AGENT - ABATEMENT	1.000	1.000	1.000	1.000
TRANSFORM TEMPLE AGENT - PROJECTS ²	1.000	1.000	1.000	5.000
TRANSFORM TEMPLE AGENT LEAD	1.000	1.000	1.000	1.000
TRANSFORM TEMPLE ASSISTANT	2.000	2.000	2.000	2.000
TOTAL	13.595	13.105	13.105	16.885

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

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

SUMMARY & PERSONNEL SCHEDULE

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

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
CONTRACTED SERVICES	\$ 994,257	\$ 940,894	\$ 940,894	\$ 1,027,567
TOTAL	\$ 994,257	\$ 940,894	\$ 940,894	\$ 1,027,567

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

INTRODUCTION

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. Currently, there is an average of more than 12,500 requests for service per year. Staff of 121 sworn personnel responds from eight fire stations strategically located throughout the City. Staff also provides hazardous materials services for the seven county Council of Governments area. Staff works with commercial and manufacturing occupancies to reduce the hazard of fires through inspection and code compliance programs. Staff also provides a comprehensive preventive and educational program for businesses, citizens, and school children designed to reduce the number of residential fires, injuries, and deaths.

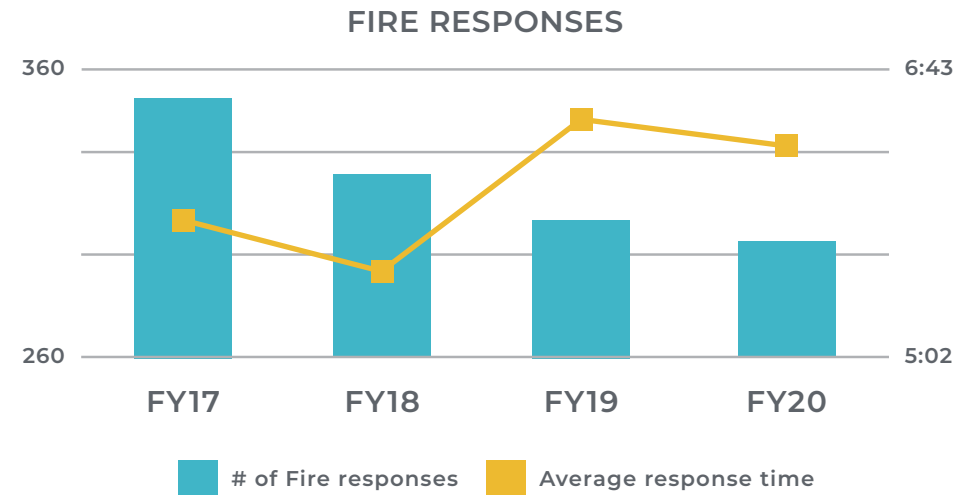
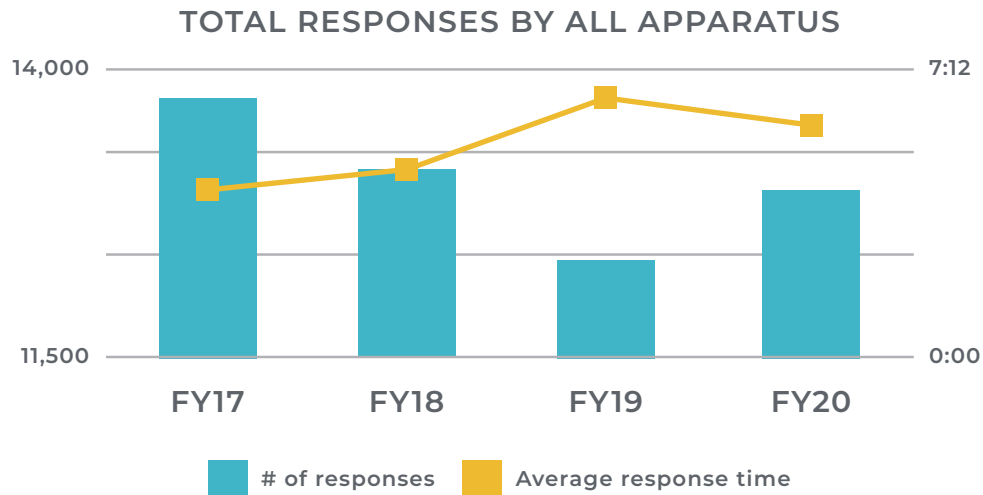
FY 2019 ACCOMPLISHMENTS:

- Completed purchase of new aerial and rescue for South Temple. This will address fire protection for the growth of multi-story buildings
- Continued working toward improvement to the Insurance Service Office (ISO) fire protection rating for the City
- Developed multi-year business plan for the department which was included in the overall City Business Plan
- Continued working toward recognition as a Texas Best Practices Fire Department
- Continued to provide a comprehensive community education program for businesses and schools

FY 2020 INITIATIVES:

- Request reevaluation from ISO to improve the City's insurance classification
- Finish Texas Best Practices recognition requirements and begin accreditation efforts
- Provide additional response capabilities to maintain emergency services in response to growth and increasing service demands
- Continue to invest in training, licensing, and certification opportunities to support performance excellence
- Provide educational programs and information to enhance public health and safety awareness

CORE PERFORMANCE INDICATORS



SAFETY PRESENTATIONS

	FY17	FY18	FY19	FY20
% change	2.1%	1%	-7.3%	2.4%
Presentations held	485	490	454	465

FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 8,873,263	\$ 8,761,622	\$ 8,499,650	\$ 9,554,427
PERSONNEL BENEFITS	2,387,367	2,463,352	2,389,698	2,596,590
SUPPLIES	312,635	340,534	311,248	359,393
CAPITAL < \$5000	67,016	105,090	96,052	104,110
REPAIR AND MAINTENANCE	179,703	182,797	167,076	198,047
OTHER SERVICES	227,994	149,688	136,815	170,943
CONTRACTED SERVICES	239,971	262,805	240,204	308,081
CAPITAL EQUIPMENT	31,963	-	-	-
TOTAL	\$ 12,319,912	\$ 12,265,888	\$ 11,840,743	\$ 13,291,591
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT II	2.000	2.000	2.000	2.000
ASSISTANT FIRE CHIEF - OPERATIONS	1.000	1.000	1.000	1.000
BATTALION CHIEF	5.000	5.000	5.000	5.000
COMMUNITY EDUCATION SPECIALIST	1.000	1.000	1.000	1.000
FIRE CAPTAIN	25.000	25.000	25.000	25.000
FIRE CHIEF	1.000	1.000	1.000	1.000
FIRE DRIVER	33.000	33.000	33.000	33.000
FIREFIGHTER	56.000	56.000	56.000	56.000
TOTAL	124.000	124.000	124.000	124.000

INTRODUCTION

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.

FY 2019 ACCOMPLISHMENTS:

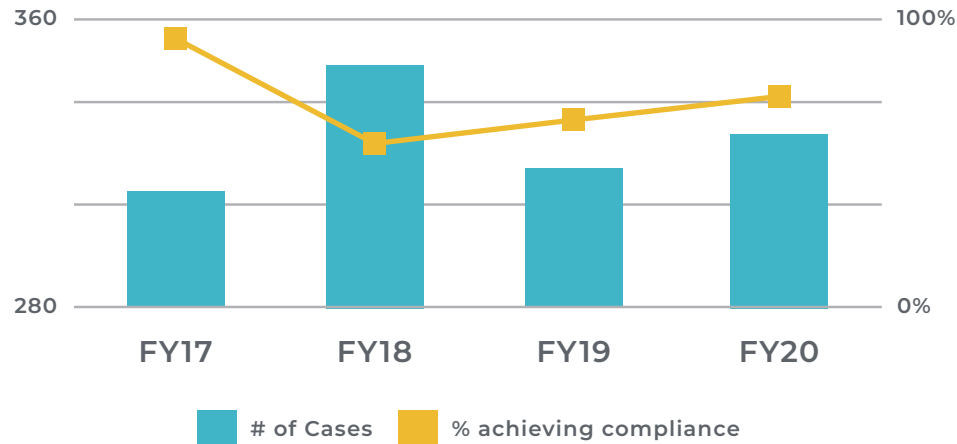
- Held two successful "Warrant Resolution Dockets" for defendants to resolve court matters
- Honored graduating seniors and freshman at the annual Teen Court banquet
- Completed the software vendor selection process

FY 2020 INITIATIVES:

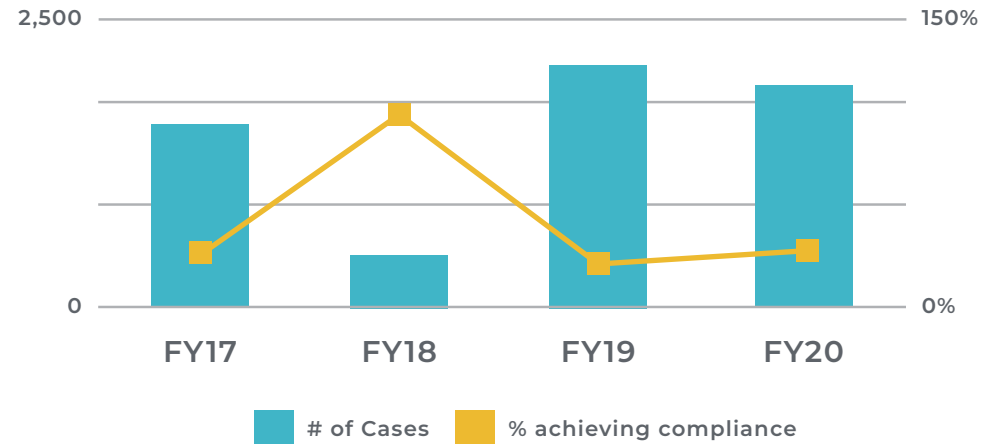
- Implement new court software
- Organize two Teen Court training sessions at the local High School to promote participation
- Complete new clerk state training and attend regional conference consideration

CORE PERFORMANCE INDICATORS

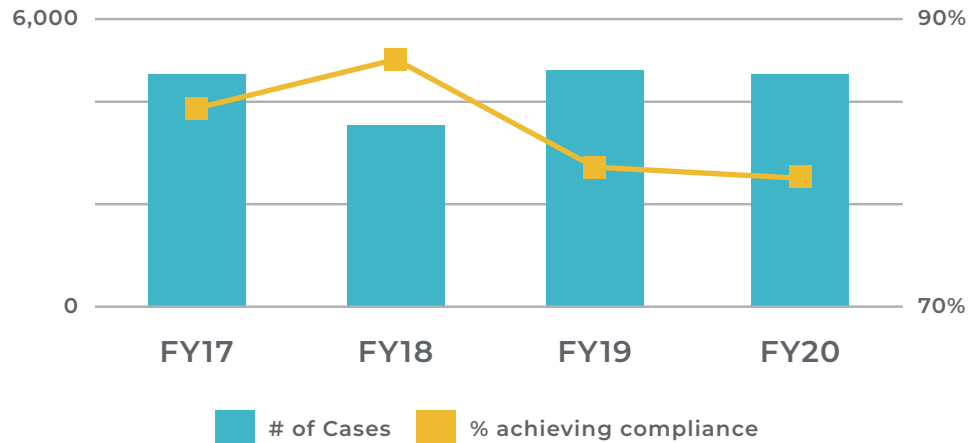
TEEN COURT CASES ACHIEVING COMPLIANCE



COMMUNITY SERVICE CASES ACHIEVING COMPLIANCE



DRIVER SAFETY COURSE COMPLIANCE



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 541,553	\$ 559,688	\$ 542,953	\$ 565,782
PERSONNEL BENEFITS	167,978	181,054	175,640	180,700
SUPPLIES	16,764	24,585	22,471	24,975
CAPITAL < \$5000	3,391	2,070	1,892	7,946
OTHER SERVICES	10,806	20,945	19,144	18,290
CONTRACTED SERVICES	21,326	25,276	23,102	25,432
CAPITAL EQUIPMENT	117,319	-	-	-
TOTAL	\$ 879,138	\$ 813,618	\$ 785,202	\$ 823,125
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
COURT ADMINISTRATOR	1.000	1.000	1.000	1.000
COURT COORDINATOR	1.000	1.000	1.000	1.000
DEPUTY COURT ADMINISTRATOR	1.000	1.000	1.000	1.000
DEPUTY COURT CLERK	5.000	5.000	5.000	5.000
JUVENILE CASE MANAGER	2.000	2.000	2.000	2.000
MUNICIPAL COURT JUDGE	1.000	1.000	1.000	1.000
MUNICIPAL COURT JUDGE - PT	0.030	0.030	0.030	0.030
SENIOR DEPUTY COURT CLERK	1.000	1.000	1.000	1.000
TOTAL	12.030	12.030	12.030	12.030

INTRODUCTION

The Police Department provides crime prevention and public order maintenance services by strengthening our partnership with the community. These services are provided 24 hours per day and 7 days per week to those who live, work, and visit within the City of Temple. Staff works to provide a safe and peaceful environment in the community through which the quality of life of all citizens may be improved. Staff includes 154 sworn officers and 39 non-sworn employees.

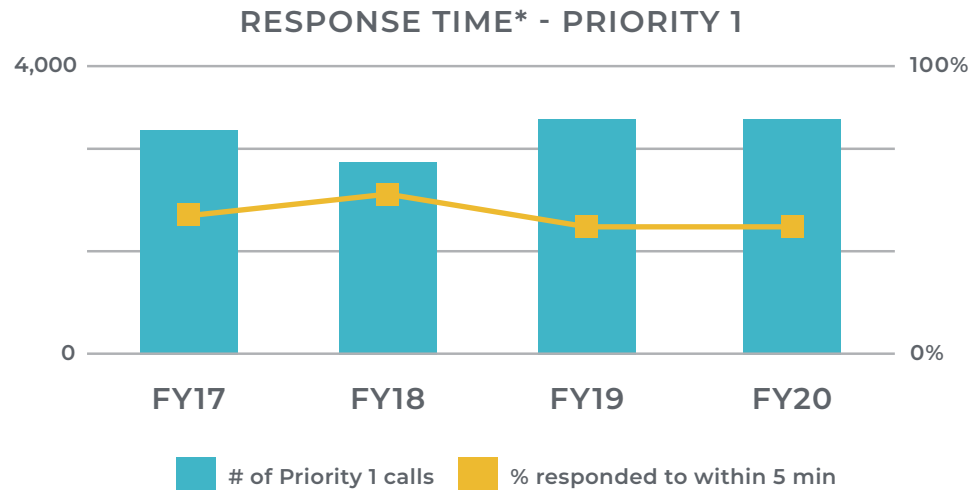
FY 2019 ACCOMPLISHMENTS:

- Attained 100% of the standards for the TPCA Best Practices Recognition program; achieved recognized Agency status
- Continued staffing the Violent Crime Enforcement Squad
- Added a second civilian position to the Public Relations Office and re-assigned the sworn position to Internal Affairs
- Added civilian Crime Scene Techs to the Criminal Investigation Division
- Reassigned one multi-purpose K-9 to Patrol upon retirement of the Narcotics K-9
- Increased enforcement in construction areas and common crash locations in the City

FY 2020 INITIATIVES:

- Begin the initial process of CALEA accreditation
- Finalized proposal for the public safety bond package
- Work with marketing to promote community engagement
- Follow budget plan as outlined in City's business plan
- Completion of the updates of the standard operating procedure manual

CORE PERFORMANCE INDICATORS



*Response Time = Time officer dispatched until arrival on scene

PART 1 CRIME RATE PER 100,000 POPULATION (VIOLENT CRIME*)

	FY17	FY18	FY19	FY20
Actual	206	237	223	223
% change	-0.5%	15.0%	-5.9%	0.0%
Crime rate	268	301	277	277

*Violent Crimes UCR: Homicide, Rape, Robbery, Agg Assault

PART 1 CRIME RATE PER 100,000 POPULATION (PROPERTY CRIME*)

	FY17	FY18	FY19	FY20
Actual	2,321	1,949	1,799	1,799
% change	-1.1%	-16.0%	-7.7%	0.0%
Crime rate	3,016	2,474	2,235	2,235

*Property Crimes UCR: Burglary, Larceny, Stolen Vehicle

TRAFFIC ACCIDENT RATE PER 1,000 POPULATION

	FY17	FY18	FY19	FY20
Actual	2,556	2,041	1,888	1,888
% change	-7.6%	-20.1%	-7.5%	0.0%
Crime rate	33.2	25.9	23.5	23.5

FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 11,555,518	\$ 11,765,942	\$ 11,414,140	\$ 12,681,878
PERSONNEL BENEFITS	3,345,629	3,512,386	3,407,366	3,645,487
SUPPLIES	533,054	597,419	546,041	630,829
CAPITAL < \$5000	136,579	123,612	112,981	48,550
REPAIR AND MAINTENANCE	239,701	308,296	281,783	324,556
OTHER SERVICES	178,096	124,945	114,200	121,843
CONTRACTED SERVICES	380,749	455,446	416,278	484,386
CAPITAL EQUIPMENT	510,110	-	-	-
TOTAL	\$ 16,879,435	\$ 16,888,046	\$ 16,292,788	\$ 17,937,529
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT I	2.000	2.000	2.000	2.000
ADMINISTRATIVE ASSISTANT II	3.000	3.000	3.000	3.000
COMMUNICATIONS SPECIALIST ^{1,3}	0.000	1.000	0.000	0.000
COMMUNITY SERVICE TECHNICIAN SUPERVISOR	2.000	2.000	2.000	2.000
COMMUNITY SERVICE/RECORDS TECHNICIAN I	5.000	5.000	5.000	5.000
COMMUNITY SERVICE/RECORDS TECHNICIAN II	7.000	7.000	7.000	7.000
CORPORAL	18.000	18.000	18.000	18.000
CRIME ANALYST	1.000	1.000	1.000	1.000
CRIME SCENE TECHNICIAN I ¹	0.000	2.000	2.000	2.000
CRIME VICTIM LIASON	1.000	1.000	1.000	1.000
CUSTODIAN/MAINTENANCE TECHNICIAN II	1.000	1.000	1.000	1.000
DEPUTY POLICE CHIEF	3.000	3.000	3.000	3.000
EVIDENCE/PROPERTY TECHNICIAN	3.000	3.000	3.000	3.000
FACILITY ATTENDANT/CUSTODIAN ²	1.000	0.000	0.000	0.000
FLEET SERVICE COORDINATOR	1.000	1.000	1.000	1.000
LIEUTENANT	7.000	7.000	7.000	7.000
MEDIA RELATIONS SPECIALIST ³	1.000	1.000	2.000	2.000
OFFICE ASSISTANT I	0.625	0.625	0.625	0.625
PARKING ENFORCEMENT OFFICIAL	1.000	1.000	1.000	1.000
POLICE CHIEF	1.000	1.000	1.000	1.000
POLICE OFFICER	105.000	105.000	105.000	105.000
SERGEANT ¹	18.000	19.000	19.000	19.000
TOTAL	181.625	184.625	184.625	184.625

1 - In FY 2019, one Sergeant position, two Crime Scene Technician I positions and one Communications Specialist position were added.

2 - In FY 2019, the Facility Attendant/Custodian position transferred to Facility Services.

3 - During FY 2019, the Communications Specialist position was reclassified to a Media Relations Specialist.

INTRODUCTION

The Solid Waste department provides garbage collection and recycling services for approximately 27,120 residential, 1,415 commercial and 200 industrial customers. Curbside recycling service is also provided to residential customers. The residential division operates twelve daily routes four days per week, collecting garbage once per week and curbside recycling once per week. The commercial division operates with one commercial side-load truck, seven 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 Waste Water 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. In 2017, operation of a recycling processing facility was added in Temple to handle residential single stream recyclables with transport to an Austin facility for sorting of bulk commodities, which is then sold directly to mills.

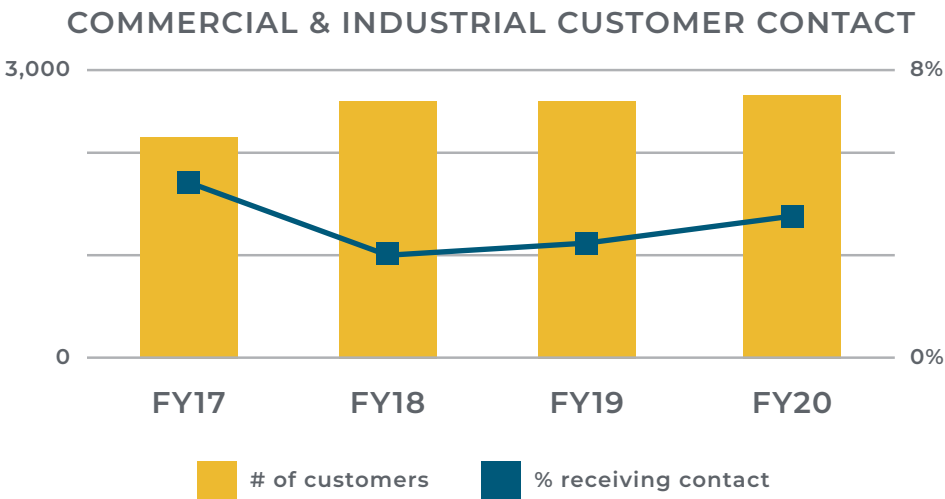
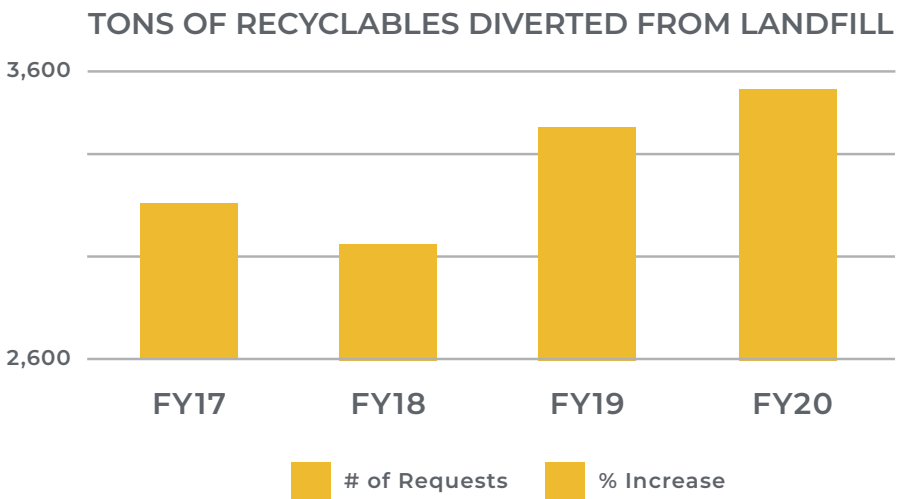
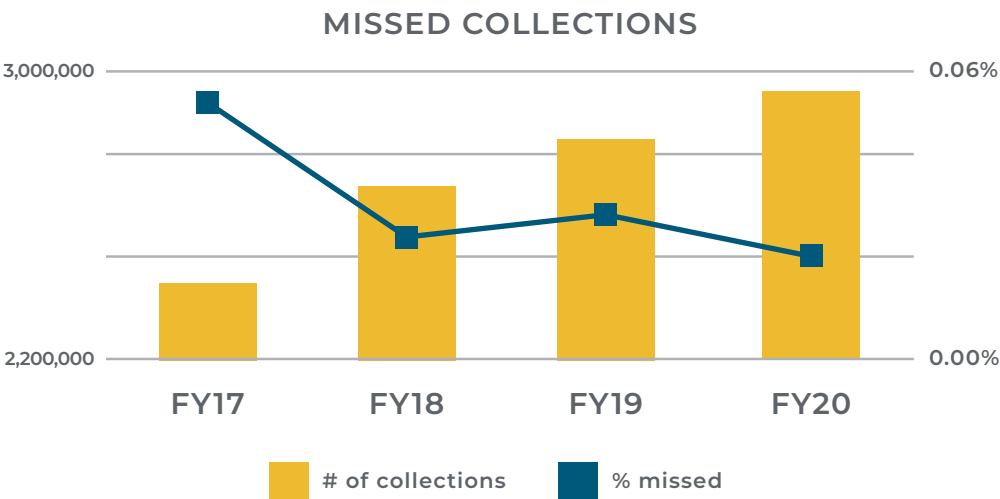
FY 2019 ACCOMPLISHMENTS:

- Maintained daily solid waste and recycling collection activities in accordance with established schedules
- Implemented an expansion route for residential recycling operations to reduce overcrowding
- Completed transitional process for management and operations

FY 2020 INITIATIVES:

- Refocus training efforts to maximize safety and efficiencies
- Implement a solid waste management and route optimization system
- Develop a Solid Waste Management Plan
- Strategically add routes and resources to prepare for and respond to growth

CORE PERFORMANCE INDICATORS



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 1,753,364	\$ 1,995,350	\$ 1,935,689	\$ 2,151,558
PERSONNEL BENEFITS	608,496	770,437	747,401	784,833
SUPPLIES	348,428	421,361	385,124	506,548
CAPITAL < \$5000	179,953	195,988	179,133	305,438
REPAIR AND MAINTENANCE	496,544	365,980	334,506	468,510
OTHER SERVICES	276,319	234,960	214,753	362,272
CONTRACTED SERVICES	2,768,482	2,625,369	2,399,587	2,883,424
CAPITAL EQUIPMENT	6,100	-	-	-
TOTAL	\$ 6,437,687	\$ 6,609,445	\$ 6,196,193	\$ 7,462,583
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
AUTOMATED ROUTE OPERATOR ⁵	35.000	35.000	35.000	37.000
BUSINESS MANAGER ⁴	0.000	1.000	1.000	1.000
CREW LEADER - SOLID WASTE ⁶	0.000	0.000	0.000	1.000
CUSTOMER SERVICE REPRESENTATIVE I ²	2.000	3.000	3.000	3.000
CUSTOMER SERVICE REPRESENTATIVE I - PT ²	0.720	0.000	0.000	0.000
CUSTOMER SERVICE REPRESENTATIVE II ⁴	1.000	0.000	0.000	0.000
DIRECTOR OF SOLID WASTE	1.000	1.000	1.000	1.000
EQUIPMENT OPERATOR II ⁶	2.000	2.000	2.000	1.000
FOREMAN - SOLID WASTE ¹	2.000	3.000	3.000	3.000
MAINTENANCE COORDINATOR	1.000	1.000	1.000	1.000
MAINTENANCE WORKER ¹	3.000	4.000	4.000	4.000
MAINTENANCE WORKER - PT	0.500	0.500	0.500	0.500
OPERATIONS MANAGER	1.000	1.000	1.000	1.000
RECYCLING ASSISTANT	1.000	1.000	1.000	1.000
RECYCLING MANAGER	1.000	1.000	1.000	1.000
TOTAL	51.220	53.500	53.500	55.500

1 - In FY 2019, a Route Foreman for Brush/Bulk was added.

2 - In FY 2019, the part-time Customer Service Representative I position was reclassified to a full-time Customer Service Representative I position.

3 - In FY 2019, a Maintenance Worker for the Recycling Processing Center was added.

4 - In FY 2019, the Business Manager position was added while the Customer Service Representative II position was eliminated.

5 - In FY 2020, two additional Automated Route Operator positions will be added - one to support the additional frontload route and one to support the additional rolloff route.

6 - In FY 2020, one Equipment operator II position will be reclassified to a Crew Leader position.

SUMMARY

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
CAPITAL < \$5000	\$ 5,167	\$ -	\$ -	\$ -
REPAIR AND MAINTENANCE	5,406	-	-	-
OTHER SERVICES	7,497	330,000	330,000	134,889
CONTRACTED SERVICES	-	25,000	25,000	-
CAPITAL EQUIPMENT	1,058,967	1,316,969	1,316,969	1,479,946
CAPITAL BUILDINGS AND GROUNDS	123,861	161,770	161,770	373,783
TOTAL	\$ 1,200,898	\$ 1,833,739	\$ 1,833,739	\$ 1,988,618

SUMMARY

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
PRINCIPAL RETIREMENT	\$ 108,767	\$ 136,634	\$ 136,634	\$ 325,214
INTEREST AND FISCAL CHARGES	14,086	14,314	14,314	36,324
TOTAL	\$ 122,854	\$ 150,948	\$ 150,948	\$ 361,538

SUMMARY

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
OPERATING TRANSFERS OUT	\$ 1,943,720	\$ 1,506,800	\$ 1,506,800	\$ 1,720,555
TOTAL	\$ 1,943,720	\$ 1,506,800	\$ 1,506,800	\$ 1,720,555

PERSONNEL SCHEDULE

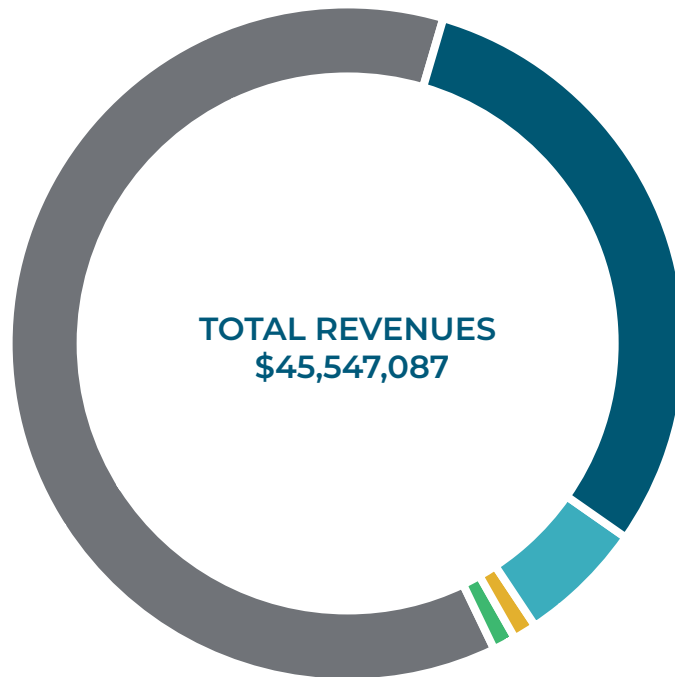
Transactions related to capital, debt service, and operating transfers out are performed by our Finance Department.

WATER & WASTEWATER FUND



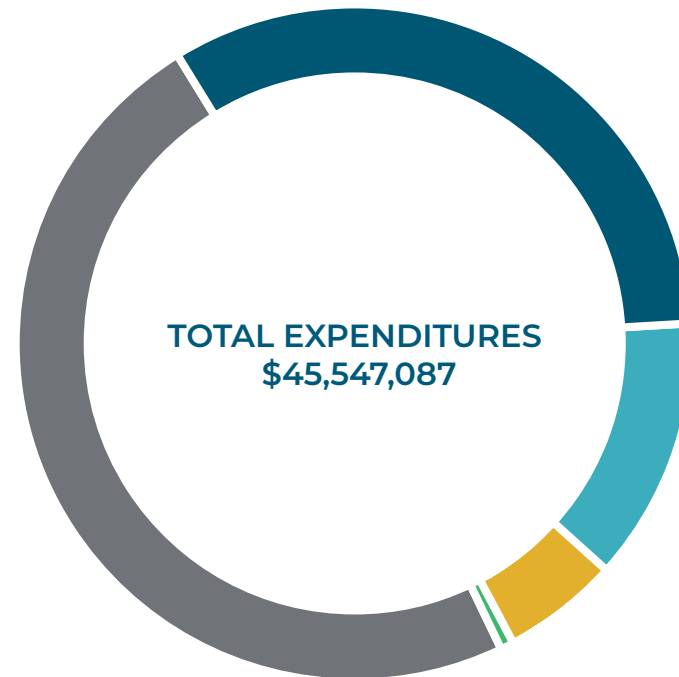
REVENUES & EXPENDITURES

WATER & WASTEWATER FUND REVENUES BY SOURCES



- Water Services **55.05%**
- Wastewater Services **37.40%**
- Other **4.11%**
- Panda Reimbursements **1.86%**
- Interest Income **1.58%**

WATER & WASTEWATER FUND EXPENDITURES BY TYPE



- Operations **42.63%**
- Debt Service **37.77%**
- Personnel **14.68%**
- Capital **4.50%**
- Contingency **0.42%**

REVENUE TOTALS: WATER & WASTEWATER FUND

REVENUE LINE ITEMS	Actual 2017-2018	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
Water - Residential	\$ 10,093,243	\$ 9,671,754	\$ 10,369,052	\$ 11,077,910
Water - Commercial	8,086,404	8,081,148	8,690,075	9,758,870
Water - Industrial	-	-	-	2,344,320
Water - Reclaimed	1,122,671	1,050,000	1,150,885	850,000
Water - Wholesale	1,098,182	821,760	1,333,168	1,042,110
Wastewater - Residential	6,904,192	7,292,427	8,624,636	9,460,457
Wastewater - Commercial	5,728,627	5,589,353	6,408,696	7,576,802
New Connects	184,625	180,000	202,062	183,600
Penalties	437,420	450,000	545,480	459,000
Reconnect Fees	304,335	290,000	360,405	295,800
Tap Fees	301,089	260,000	417,079	265,200
Other Charges	63,750	65,000	81,971	66,300
Liquid Waste Transport	5,000	4,200	5,900	4,284
Liquid Waste Manifest Pad	1,410	1,890	570	1,928
Sale of Assets	35,617	5,000	5,000	5,100
W&WW Over/Under	(51)	-	(13)	-
Other Revenues	13,208	-	-	-
Insufficient Check Fee	9,270	9,000	10,388	9,180
IPP Surcharges	1,648	-	-	-
Insurance Claims	7,801	6,799	3,679	-
Other Charges / Panda Reimbursements	828,826	860,185	828,826	845,403
TOTAL CHARGES FOR SERVICES	\$ 35,227,266	\$ 34,638,516	\$ 39,037,858	\$ 44,246,264

REVENUE TOTALS: WATER & WASTEWATER FUND

REVENUE LINE ITEMS	Actual 2017-2018	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
Interest Income	\$ 507,157	\$ 736,000	\$ 824,617	\$ 720,000
Premium on Bonds Payable	565,823	565,823	565,823	565,823
Other Revenues	253	15,000	15,000	15,000
Miscellaneous Reimbursements	16,401	155,349	155,349	-
TOTAL INTEREST AND OTHER	\$ 1,089,633	\$ 1,472,172	\$ 1,560,789	\$ 1,300,823
REVENUE TOTAL - WATER & WASTEWATER FUND	\$ 36,316,899	\$ 36,110,688	\$ 40,598,647	\$ 45,547,087

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
PRINCIPAL RETIREMENT	\$ -	\$ 6,466,896	\$ 6,466,896	\$ 9,196,706
INTEREST AND FISCAL CHARGES	3,403,557	4,786,308	4,786,308	7,643,868
AMORTIZATION AND BOND ISSUE	379,231	361,672	361,672	361,672
TOTAL	\$ 3,782,788	\$ 11,614,876	\$ 11,614,876	\$ 17,202,246

INTRODUCTION

The Environmental Programs department is responsible for supporting the Public Works Utility Services to provide quality water and wastewater services. Staff works to ensure the integrity of the public drinking water system by administering the City's Cross-Connection Control Program (CCCP) in the case of a backflow event. There are approximately 7,000 known backflow assemblies installed in the system to prevent drinking water from contamination. Staff performs Customer Services Inspections (CSIs) to identify areas lacking protection. Staff also manages the disposal of liquid waste in the 400+ miles of wastewater lines by educating the community on the importance of disposing of fats, oils, and grease (FOG) properly. Improper disposal of FOG can cause blockages in private service lines as well as the City's wastewater collection system, resulting in sanitary sewer overflows (SSOs). Programs administered by our Environmental Programs staff comply with Texas Commission on Environmental Quality (TCEQ) standards.

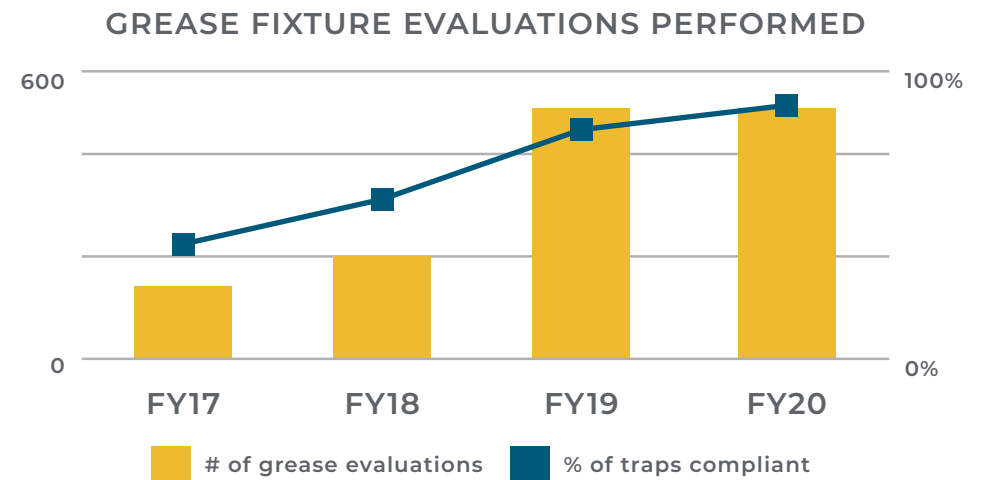
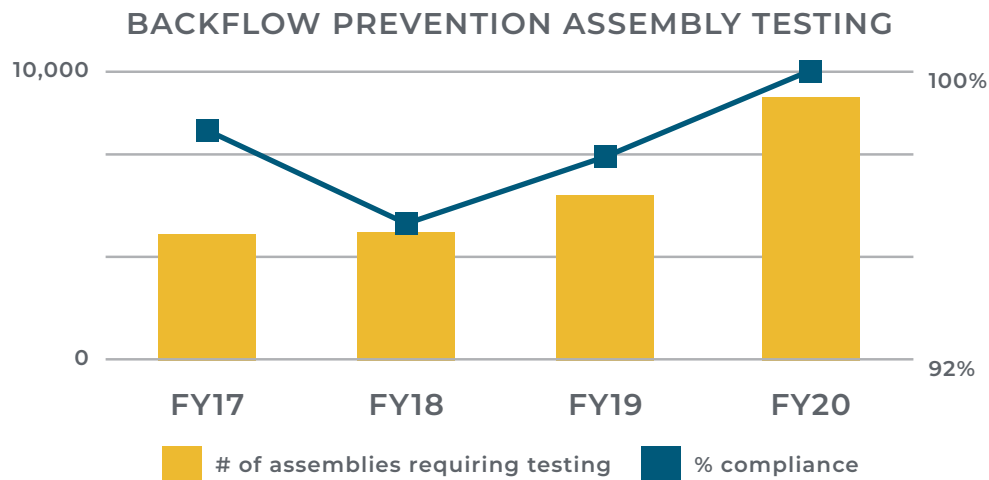
FY 2019 ACCOMPLISHMENTS:

- Ensured backflow assemblies were tested in accordance with the City's adopted ordinance
- Performed grease evaluations/inspections to ensure compliance with Liquid Waste program requirements
Cleaned 2 miles of bar ditches
- Distributed outreach materials and provided community education on cross-connection control, FOG reduction and proper use of the City's wastewater system

FY 2020 INITIATIVES:

- Implement revised residential backflow assembly testing requirements as adopted by City Council
Clean 2 miles of bar ditches
- Continue grease evaluations/inspections to ensure compliance with Liquid Waste program requirements
- Continue education/outreach efforts on cross-connection control, FOG reduction and proper use of the wastewater system

CORE PERFORMANCE INDICATORS



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 168,928	\$ 255,414	\$ 247,905	\$ 263,418
PERSONNEL BENEFITS	54,004	81,958	79,548	82,725
SUPPLIES	5,526	11,262	10,552	13,976
CAPITAL < \$5000	642	910	853	2,310
REPAIR AND MAINTENANCE	2,465	3,650	3,420	5,450
OTHER SERVICES	5,760	8,493	7,958	10,535
CONTRACTED SERVICES	4,967	7,274	6,816	8,939
TOTAL	\$ 242,292	\$ 368,961	\$ 357,052	\$ 387,353
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
DEPUTY UTILITY DIRECTOR ¹	0.000	1.000	1.000	1.000
ENVIRONMENTAL PROGRAMS CLERK	1.000	1.000	1.000	1.000
ENVIRONMENTAL PROGRAMS MANAGER	1.000	1.000	1.000	1.000
ENVIRONMENTAL PROGRAMS TECHNICIAN	2.000	2.000	2.000	2.000
TOTAL	4.000	5.000	5.000	5.000

1 - In FY 2019, the Deputy Utility Director position was moved from Water Treatment Plant to Environmental Programs.

INTRODUCTION

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.

FY 2019 ACCOMPLISHMENTS:

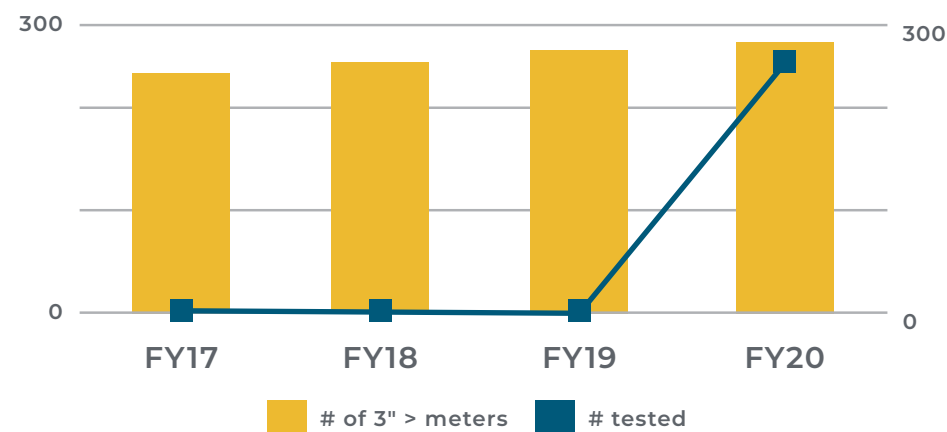
- Initiated AMI project
- Continued change out program for meters in service longer than 10 years

FY 2020 INITIATIVES:

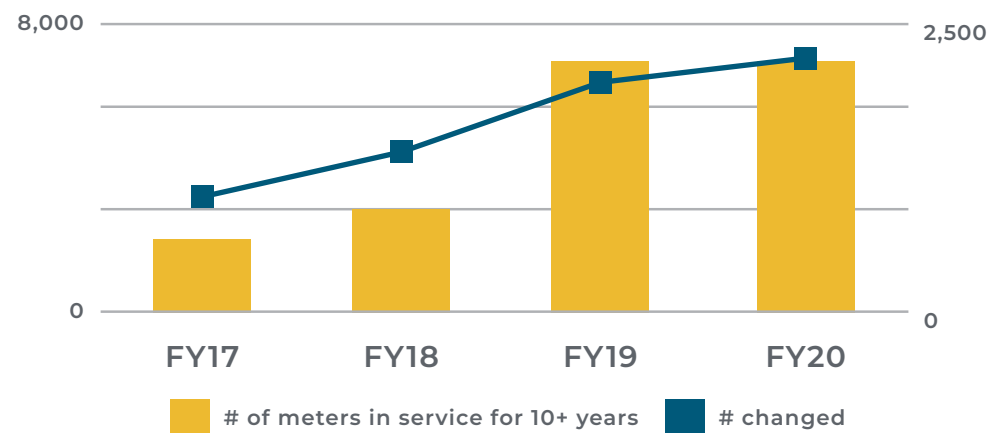
- Continue change out program for meters in service longer than 10 years
- Coordinate, schedule, and monitor large meter testing program
- Complete large meter AMI project

CORE PERFORMANCE INDICATORS:

LARGE METER TESTING



METER CHANGE OUTS



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 279,431	\$ 294,287	\$ 285,635	\$ 306,568
PERSONNEL BENEFITS	108,515	112,953	109,632	122,250
SUPPLIES	28,268	33,165	31,076	35,848
CAPITAL < \$5000	161,834	152,000	142,424	177,000
REPAIR AND MAINTENANCE	32,890	45,317	42,462	42,600
OTHER SERVICES	2,261	6,028	5,648	6,028
CONTRACTED SERVICES	292,067	334,120	313,070	342,404
CAPITAL EQUIPMENT	-	32,000	32,000	98,100
TOTAL	\$ 905,266	\$ 1,009,870	\$ 961,947	\$ 1,130,798
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
CONNECT & DISCONNECT TECHNICIAN	2.000	2.000	2.000	2.000
FOREMAN - METERS	1.000	1.000	1.000	1.000
METER MAINTENANCE SUPERVISOR	1.000	1.000	1.000	1.000
METER TECHNICIAN I	3.000	3.000	3.000	3.000
METER TECHNICIAN II	1.000	1.000	1.000	1.000
TOTAL	8.000	8.000	8.000	8.000

INTRODUCTION

Public Works Administration is responsible for supporting the 10 operating departments within the Public Works system. Staff is responsible for long-range planning, personnel oversight, budget management, community relations, Capital Improvement Program (CIP) planning/reporting, project design and administration, systems & facilities operations, including Solid Waste, Traffic Signal, Drainage, Street Services, Fleet Services, Engineering, Mapping, Water Treatment Plant, Water Distribution, and Sewer Collection. The department also provides contract management of the Doshier Farm and Temple-Belton Wastewater Treatment Plant operations.

FY 2019 ACCOMPLISHMENTS:

- Initiated water treatment plant expansion to increase treatment capacity by 5.8 million gallons/day
- Implemented GIS-based workorder and asset management system for utility and transportation maintenance and repair operations
- Developed six-year fiscal outlook aligning staff & resource budgeting with system & operational needs

FY 2020 INITIATIVES:

- Pursue accreditation with the American Public Works Association
- Provide transparent, predictable, and efficient processes to make it easier for citizens and businesses to interact and do business with the City
- Develop or update standard operating procedures for each division
- Enhance the use of asset management systems to better manage, track, and analyze our infrastructure assets

CORE PERFORMANCE INDICATORS

MILES OF INFRASTRUCTURE MAINTAINED STREET LANE MILES

	FY17	FY18	FY19	FY20
% change	1.9%	1.6%	5.1%	3.4%
Miles	1,099	1,117	1,174	1,214

MILES OF INFRASTRUCTURE MAINTAINED WATER/WASTEWATER LINES

	FY17	FY18	FY19	FY20
% change	-1.1%	2.5%	1.8%	1.9%
Miles	1,013	1,038	1,057	1,077

FLEET SERVICES WORK ORDERS

	FY17	FY18	FY19	FY20
% change	-29.0%	-10.8%	-12.5%	5.8%
Work orders	4,391	3,916	3,428	3,628

QUANTITY OF WATER TREATED FROM LEON RIVER

	FY17	FY18	FY19	FY20
% change	8.1%	10.9%	-13.3%	2.0%
Gallons (billions)	5.55	6.16	5.34	5.45

TONS OF SOLID WASTE MATERIALS COLLECTED

	FY17	FY18	FY19	FY20
% change	3.8%	4.0%	10.3%	10.0%
Tons	91,443	95,144	104,923	115,415

FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 420,585	\$ 457,351	\$ 443,905	\$ 607,069
PERSONNEL BENEFITS	218,139	130,722	126,879	168,659
SUPPLIES	18,333	22,024	20,636	31,772
CAPITAL < \$5000	8,825	17,340	16,248	24,730
REPAIR AND MAINTENANCE	3,148	1,200	1,124	1,700
OTHER SERVICES	56,917	100,906	94,549	131,572
CONTRACTED SERVICES	5,357,636	5,796,968	5,431,759	7,244,493
CAPITAL EQUIPMENT	-	-	-	8,520
CAPITAL BUILDINGS AND GROUNDS	-	500,000	500,000	500,000
CAPITAL- SPECIAL PROJECTS	-	273,446	273,446	193,500
TOTAL	\$ 6,083,582	\$ 7,299,957	\$ 6,908,546	\$ 8,912,015
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT II	1.000	1.000	1.000	1.000
ASSET MANAGEMENT COORDINATOR ²	0.400	0.400	0.000	0.000
ASSET MANAGEMENT SPECIALIST ²	0.400	0.400	0.000	0.000
ASSET MANAGEMENT TECHNICIAN	0.400	0.400	0.400	0.400
ASSISTANT DIRECTOR OF PUBLIC WORKS	0.000	0.000	1.000	1.000
CITY ENGINEER ⁴	0.300	0.300	0.300	0.350
COMMUNICATIONS SPECIALIST ⁵	0.000	0.000	0.000	0.750
DEPUTY CITY ENGINEER	0.400	0.400	0.400	0.400
DIRECTOR OF PUBLIC WORKS	0.700	0.700	0.700	0.700
DIRECTOR OF UTILITIES ¹	1.000	1.000	0.000	0.000
EXECUTIVE SUPPORT MANAGER ⁷	0.000	0.000	0.000	1.000
GIS ANALYST ²	0.000	0.000	0.400	0.400
GIS SPECIALIST ²	0.000	0.000	0.400	0.400
MANAGEMENT SPECIALIST ⁷	1.000	1.000	1.000	0.000
MULTI-MEDIA SPECIALIST ³	0.000	0.000	0.000	0.250
PROJECT ENGINEER	0.400	0.400	0.400	0.400
SENIOR PROJECT ENGINEER	0.400	0.400	0.400	0.400
UTILITY COMPLIANCE COORDINATOR ⁶	0.000	0.000	0.000	1.000
TOTAL	6.400	6.400	6.400	8.450

1 - During FY 2019, the Director of Utilities position was reclassified to Assistant Director of Public Works.

2 - During FY 2019, the Asset Management Coordinator position was reclassified to GIS Analyst position. In addition, the Asset Management Specialist position was reclassified to GIS Specialist position.

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

4 - In FY 2020, the funding allocation for City Engineer will change to 30% Engineering, 35% Drainage and 35% Public Works Administration.

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

6 - In FY 2020, a Utility Compliance Coordinator position will be added.

7 - In FY 2020, the Management Specialist position will be reclassified to a Executive Support Manager position.

INTRODUCTION

The Purchasing Utility Warehouse procures and stores goods needed to maintain the utility infrastructure of the City. Annual contracts for the purchase of utility supplies, hardware and miscellaneous supplies are bid and a minimum amount of stock is kept on hand to facilitate repairs, as necessary. The Warehouse staff is on call 24-7 should parts be needed for an emergency repair.

FY 2019 ACCOMPLISHMENTS:

- Maintained accurate accounting of inventory on hand as reflected by low physical inventory account adjustment

FY 2020 INITIATIVES:

- Minimize count adjustments through accurate data entry of all inventory transactions and work to minimize investment in inventory, which will in turn improve the inventory turnover rate
- Continue to manage the warehouses to ensure no stock outages of critical commodities and to provide timely and professional customer service

CORE PERFORMANCE INDICATORS:

INVENTORY COUNT ADJUSTMENTS

	FY17	FY18	FY19	FY20
\$ adjustment	\$(210)	\$(358)	\$(539)	\$ -

INVESTMENT IN INVENTORY

	FY17	FY18	FY19	FY20
% change	-13.0%	-11.7%	19.5%	0.0%
Value of inventory	\$306,648	\$270,646	\$323,377	\$300,000

INVENTORY TURNOVER RATE

	FY17	FY18	FY19	FY20
% change	0.0%	12.5%	0.0%	11.1%
Turnover rate	1.6	1.8	1.8	2.0

FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 55,917	\$ 56,691	\$ 55,024	\$ 58,146
PERSONNEL BENEFITS	17,150	18,114	17,581	17,414
SUPPLIES	949	1,300	1,218	1,290
CAPITAL < \$5000	2,923	610	572	1,310
REPAIR AND MAINTENANCE	3,621	1,430	1,340	1,630
OTHER SERVICES	(358)	500	469	500
CONTRACTED SERVICES	7,301	8,535	7,997	8,536
TOTAL	\$ 87,503	\$ 87,180	\$ 84,201	\$ 88,826
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
INVENTORY SPECIALIST	1.000	1.000	1.000	1.000
INVENTORY SPECIALIST - PT	0.380	0.380	0.380	0.380
TOTAL	1.380	1.380	1.380	1.380

INTRODUCTION

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, waste water, solid waste and drainage. Staff is also responsible for the collection and deposit of all monies and other receivables from all other City of Temple departments.

FY 2019 ACCOMPLISHMENTS:

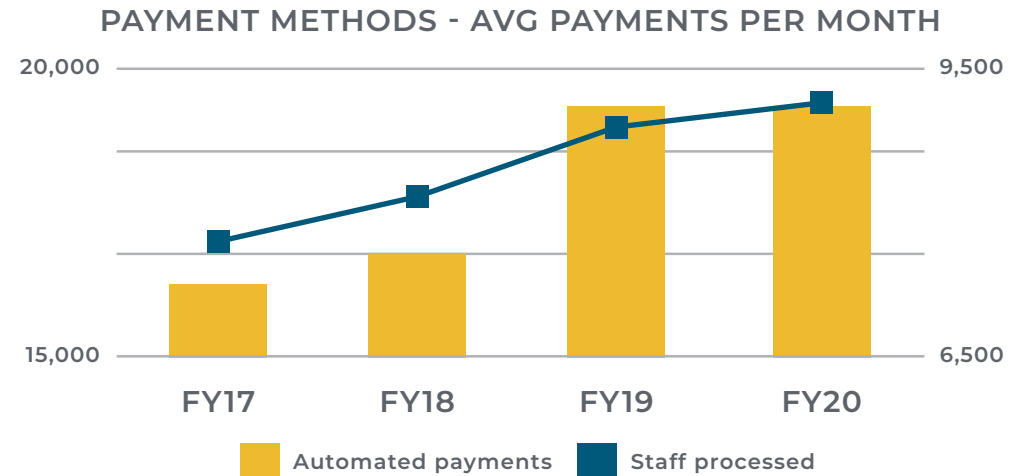
- Maintained bad debt at less than 0.5% of utility revenue
- Updated Customer Service Ordinance

FY 2020 INITIATIVES:

- Review Customer Service practices and find and implement methods to make it easier to conduct business with the City of Temple Utility Business Office
- Maintain bad debt at less than 0.5% of utility revenue

CORE PERFORMANCE INDICATORS:

	BAD DEBT RATE			
	FY17	FY18	FY19	FY20
Bad debt rate	0.20%	0.25%	0.18%	0.31%



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 397,147	\$ 418,588	\$ 406,282	\$ 431,243
PERSONNEL BENEFITS	127,460	140,939	136,795	135,127
SUPPLIES	4,795	8,647	8,102	8,647
CAPITAL < \$5000	10,750	10,470	9,810	10,470
REPAIR AND MAINTENANCE	22,669	26,795	25,107	29,700
OTHER SERVICES	65,096	172,415	161,553	173,335
CONTRACTED SERVICES	877,307	908,083	850,874	936,084
CAPITAL BUILDINGS AND GROUNDS	-	17,000	17,000	50,000
TOTAL	\$ 1,505,224	\$ 1,702,937	\$ 1,615,523	\$ 1,774,606
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ASSISTANT DIRECTOR OF UTILITY BILLING	1.000	1.000	1.000	1.000
COLLECTIONS COORDINATOR	1.000	1.000	1.000	1.000
CUSTOMER SERVICE REPRESENTATIVE I	5.000	4.000	4.000	4.000
CUSTOMER SERVICE REPRESENTATIVE I - PT	0.625	0.625	0.625	0.625
CUSTOMER SERVICE REPRESENTATIVE II	2.000	3.000	3.000	3.000
DIRECTOR OF UTILITY BILLING	1.000	1.000	1.000	1.000
TOTAL	10.625	10.625	10.625	10.625

INTRODUCTION

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.

FY 2019 ACCOMPLISHMENTS:

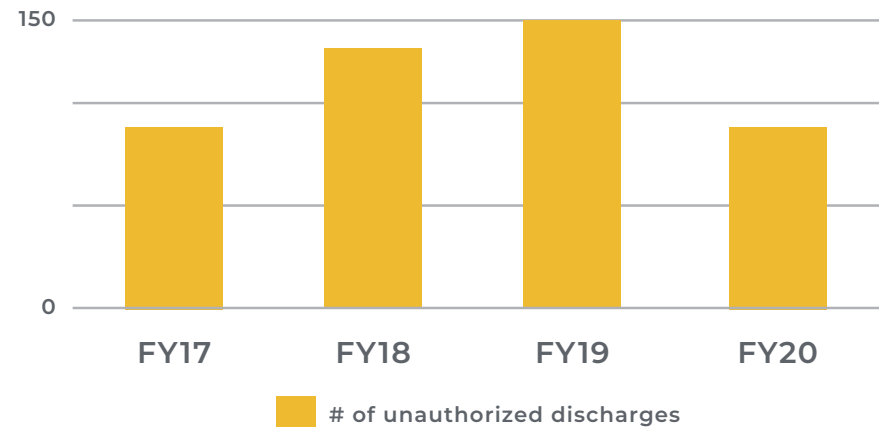
- Completed the construction of the new Shallowford Lift Station
- Completed Phase 5 of the Birdcreek wastewater line replacement project as a preventative maintenance effort to address wastewater overflows
- Purchased wastewater camera system and vactor truck to increase efficiency of maintaining the wastewater system
- Substantial progress in Phase 1 of the wastewater system evaluation of Fryers Creek Basin conducted by RJN

FY 2020 INITIATIVES:

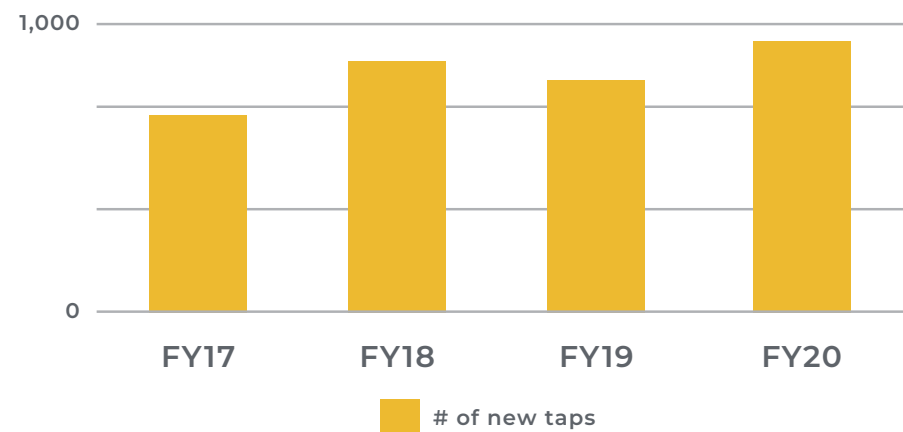
- Meet or exceed Texas Commission on Environmental Quality Conventional Collections Systems Standards
- Continue to evaluate and address areas inundated with inflow and infiltration, developing a long term solution to address underlying issues in older wastewater collection lines
- Continue reducing unauthorized wastewater discharges using the U.S. EPA guidance document for evaluating Capacity, Management, Operations and Maintenance of a wastewater collection system
- Begin Phase 2 of the wastewater system evaluation with focus on the Bird Creek Basin

CORE PERFORMANCE INDICATORS:

UNAUTHORIZED DISCHARGES



NEW SERVICE TAP INSTALLATIONS



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 774,761	\$ 896,302	\$ 869,951	\$ 999,149
PERSONNEL BENEFITS	276,561	355,631	345,175	372,953
SUPPLIES	136,578	173,312	162,393	187,662
CAPITAL < \$5000	8,285	13,300	12,462	34,216
REPAIR AND MAINTENANCE	199,716	255,405	239,314	281,650
OTHER SERVICES	17,668	25,860	24,231	44,560
CONTRACTED SERVICES	112,974	184,731	173,093	194,501
CAPITAL EQUIPMENT	-	476,500	476,500	287,065
CAPITAL BUILDINGS AND GROUNDS	-	5,000	5,000	-
TOTAL	\$ 1,526,543	\$ 2,386,041	\$ 2,308,120	\$ 2,401,756
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
CREW LEADER - UTILITY SERVICES ^{1,3}	3.000	3.500	3.500	4.500
CUSTOMER SERVICE REPRESENTATIVE I	1.500	1.500	1.500	1.500
CUSTOMER SERVICE REPRESENTATIVE II	0.500	0.500	0.500	0.500
FOREMAN - UTILITY SERVICES	1.500	1.500	1.500	1.500
UTILITY LOCATE TECHNICIAN	1.000	1.000	1.000	1.000
UTILITY SERVICES MANAGER	0.500	0.500	0.500	0.500
UTILITY TECHNICIAN I - UTILITY SERVICES ^{2,3}	8.000	10.000	10.000	11.000
UTILITY TECHNICIAN II - UTILITY SERVICES ³	3.500	3.500	3.500	4.500
UTILITY TECHNICIAN III - UTILITY SERVICES	2.500	2.500	2.500	2.500
TOTAL	22.000	24.500	24.500	27.500

1 - In FY 2019, a Crew Leader position was added. Funding allocation is a 50/50 split between Water Distribution and Wastewater Collection.

2 - In FY 2019, two Specialty Crews (Vector and Closed Circuit Television) were added, for a total of four Utility Technician I positions. Funding allocation is a 50/50 split between Water Distribution and Wastewater Collection.

3 - In FY 2020, an additional Maintenance Crew will be added. The additional crew consists of one Crew Leader position, one Utility Technician I position and one Utility Technician II position.

INTRODUCTION

Our Wastewater Treatment department is responsible for the treatment of wastewater collected through the 400+ miles of the collection system. Wastewater is comprised of used water and wastes disposed of through plumbing fixtures from homes, industries, and commercial establishments. There are two wastewater treatment plants (WWTPs) serving the City of Temple: Temple-Belton WWTP and Doshier Farm WWTP, and these two facilities receive, treat, and either reuse the cleaned water or return it to the environment. The City currently contracts with the Brazos River Authority to operate and maintain both plants, including 31 lift stations, and the Industrial Pretreatment Program (IPP) with 11 permitted industrial users. All operations meet or exceed Texas Commission on Environmental Quality (TCEQ) and US Environmental Protection Agency (EPA) standards.

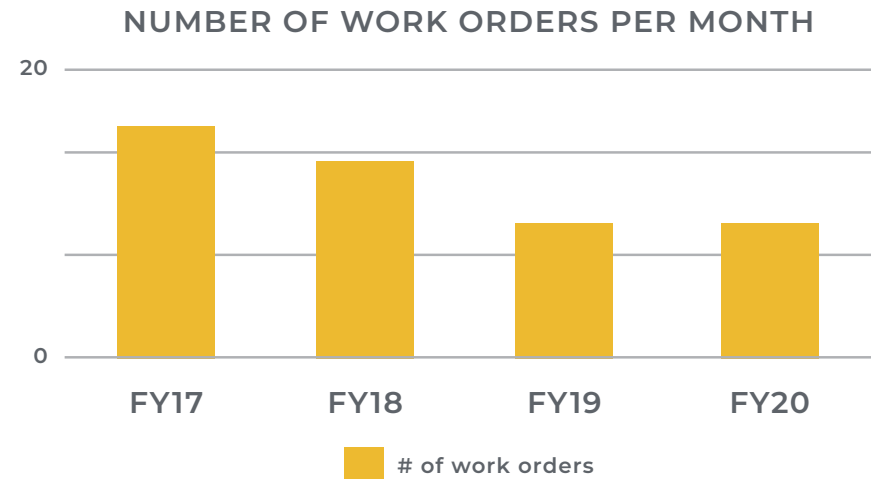
FY 2019 ACCOMPLISHMENTS:

- Substantially completed construction of the Temple-Belton WWTP headworks expansion project (Phase 1)
- Completed blower and plate diffuser set installation - Phase 2 for Temple-Belton WWTP
- Began Phase 3 Reactor Air Modification for Channel 3 for Temple-Belton WWTP
- Replaced 3 gearboxes on influent screws for Doshier Farm WWTP

FY 2020 INITIATIVES:

- Upgrade plant lighting for Temple-Belton WWTP
- Meet or exceed Texas Commission on Environmental Quality (TCEQ) wastewater treatment standards
- Continue capital improvements for both WWTPs and lift stations for continuous system reliability
- Continue to address redundant power for lift stations as required by the EPA Order

CORE PERFORMANCE INDICATORS:



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
CONTRACTED SERVICES	\$ 3,028,561	\$ 3,650,005	\$ 3,420,055	\$ 4,349,692
TOTAL	\$ 3,028,561	\$ 3,650,005	\$ 3,420,055	\$ 4,349,692

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 31 lift stations throughout the City and the Industrial Pretreatment Program.

INTRODUCTION

The Water Distribution Division is responsible for providing customers with a superior public drinking water system by operating and maintaining the 600+ miles of water transmission mains. Staff is responsible for locating lines, installing new service taps, inspecting air relief valves, and repairing water line breaks. Staff is also responsible for maintaining and repairing the 9,000+ valves and 3,500+ hydrants in the system along with potholing for contractors, engineers and capital improvement projects, and completion of street cuts and dress ups where work has been completed.

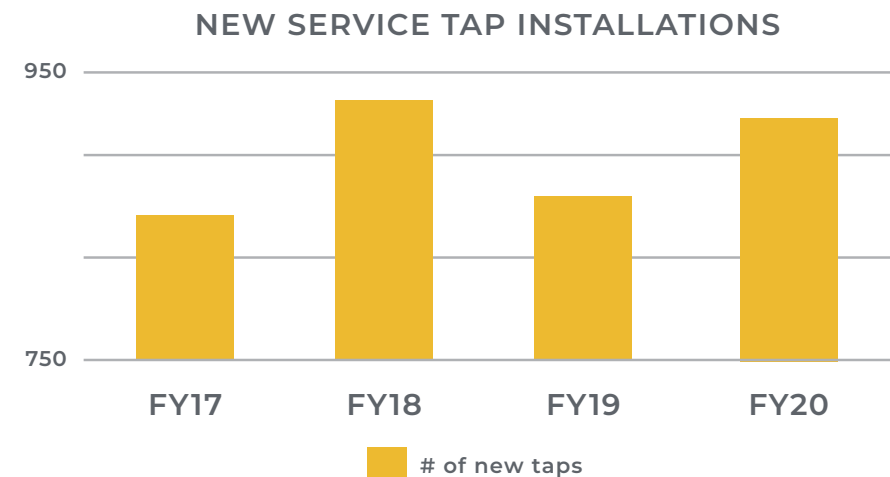
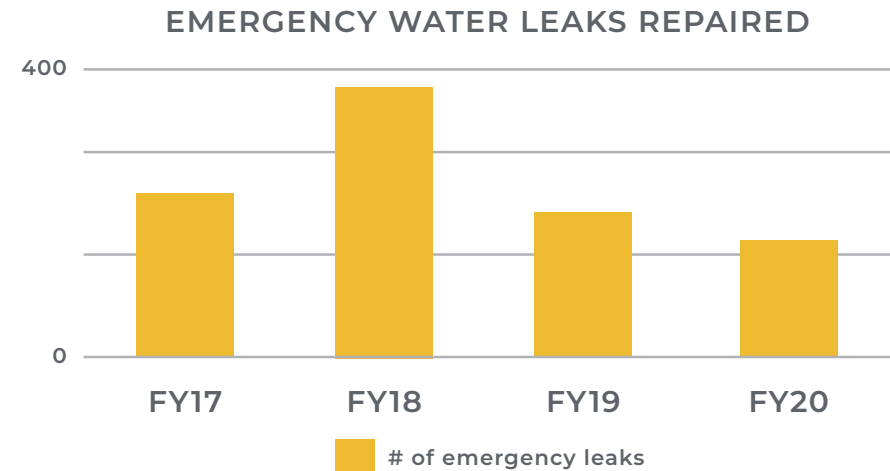
FY 2019 ACCOMPLISHMENTS:

- Focused on water conservation efforts by maintaining and repairing breaks in the distribution system
- Created and implemented improved processes for fulfilling new service tap requests
- Increased training efforts for field staff to include competent person training focused on excavation safety

FY 2020 INITIATIVES:

- Maintain comprehensive water system standards in compliance with Title 30 of the Texas Administrative Code Chapter 290, Subchapter D
- Maintain comprehensive water system standards in compliance with Title 30 of the Texas Administrative Code Chapter 290, Subchapter D
- Focus on repairing out of service fire hydrants in the effort to ensure public safety

CORE PERFORMANCE INDICATORS:



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 775,029	\$ 938,071	\$ 910,492	\$ 1,250,911
PERSONNEL BENEFITS	276,587	370,887	359,983	468,432
SUPPLIES	72,832	99,086	92,844	131,352
CAPITAL < \$5000	157,628	160,606	150,488	192,698
REPAIR AND MAINTENANCE	530,449	399,675	374,495	482,262
OTHER SERVICES	18,146	26,627	24,949	48,435
CONTRACTED SERVICES	67,342	146,435	137,210	121,016
CAPITAL EQUIPMENT	-	339,915	339,915	338,620
CAPITAL BUILDINGS AND GROUNDS	-	5,000	5,000	533,449
TOTAL	\$ 1,898,012	\$ 2,486,302	\$ 2,395,376	\$ 3,567,175
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
CREW LEADER - UTILITY SERVICES ^{1,5,6}	3.000	3.500	3.500	6.500
CUSTOMER SERVICE REPRESENTATIVE I	1.500	1.500	1.500	1.500
CUSTOMER SERVICE REPRESENTATIVE II	0.500	0.500	0.500	0.500
FOREMAN - UTILITY SERVICES ⁴	1.500	1.500	1.500	2.500
GIS MODELER ²	0.000	1.000	1.000	1.000
UTILITY LOCATE TECHNICIAN	1.000	1.000	1.000	1.000
UTILITY SERVICES MANAGER	0.500	0.500	0.500	0.500
UTILITY TECHNICIAN I - UTILITY SERVICES ^{3,6}	8.000	10.000	10.000	12.000
UTILITY TECHNICIAN II - UTILITY SERVICES ⁶	3.500	3.500	3.500	5.500
UTILITY TECHNICIAN III - UTILITY SERVICES	2.500	2.500	2.500	2.500
TOTAL	22.000	25.500	25.500	33.500

1 - In FY 2019, a Crew Leader position was added. Funding allocation is a 50/50 split between Water Distribution and Wastewater Collection.

2 - In FY 2019, a GIS Modeler position was added.

3 - In FY 2019, two Specialty Crews (Vector and Closed Circuit Television) were added, for a total of four Utility Technician I positions. Funding allocation is a 50/50 split between Water Distribution and Wastewater Collection.

4 - In FY 2020, a Utility Foreman for Specialty Distribution will be added.

5 - In FY 2020, a Crew Leader position for the Water Quality Control Crew will be added.

6 - In FY 2020, two Water Maintenance Crews will be added. Each crew will consist of one Crew Leader position, one Utility Technician I position and one Utility Technician II position.

INTRODUCTION

The Water Treatment department is responsible for providing superior drinking water to the citizens of Temple. Staff operates and maintains the treatment plant, storage tanks, and booster pump stations, a system capable of producing up to 41 million gallons of water per day. All operations meet or exceed Texas Commission on Environmental Quality (TCEQ) and US Environmental Protection Agency (EPA) standards.

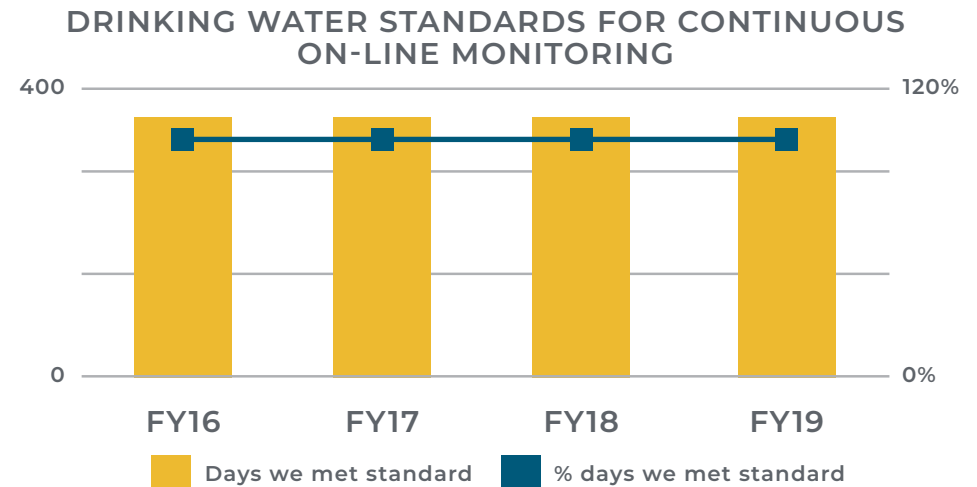
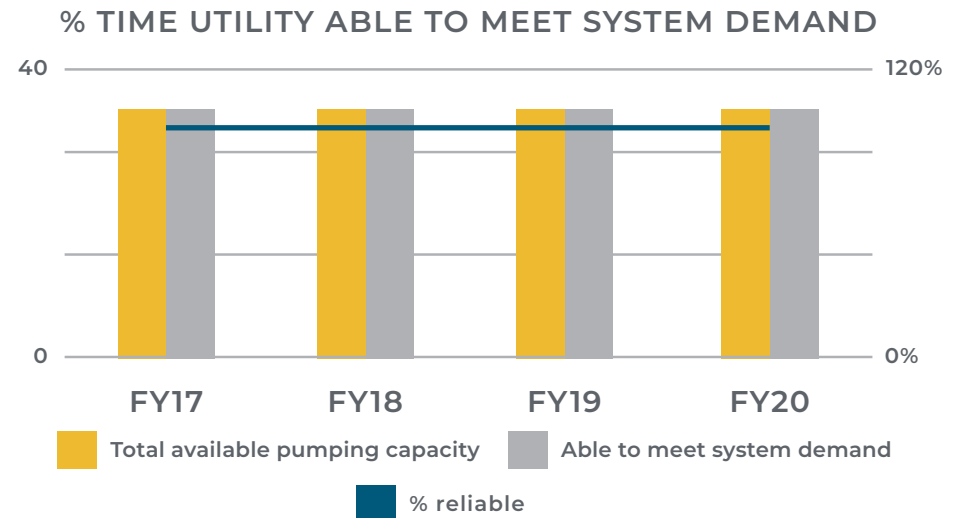
FY 2019 ACCOMPLISHMENTS:

- Rehabilitated Scott elevated storage tank, as part of the annual water storage tank refurbishment cycle
- Rehabilitated clarifies #3
- Replaced three (3) racks of membrane modules
- Improved laboratory and operator control center area at main water plant Administration Building

FY 2020 INITIATIVES:

- Meet or exceed Texas Commission on Environmental Quality (TCEQ) Public Drinking Water Standards
- Rehabilitate clarifier #4 constructed in 1988, for continuous treatment of safe drinking water
- Replace valve actuators, floc mixers, and rake drives for a more robust and efficient operation
- Improve sludge handling operations

CORE PERFORMANCE INDICATORS:



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

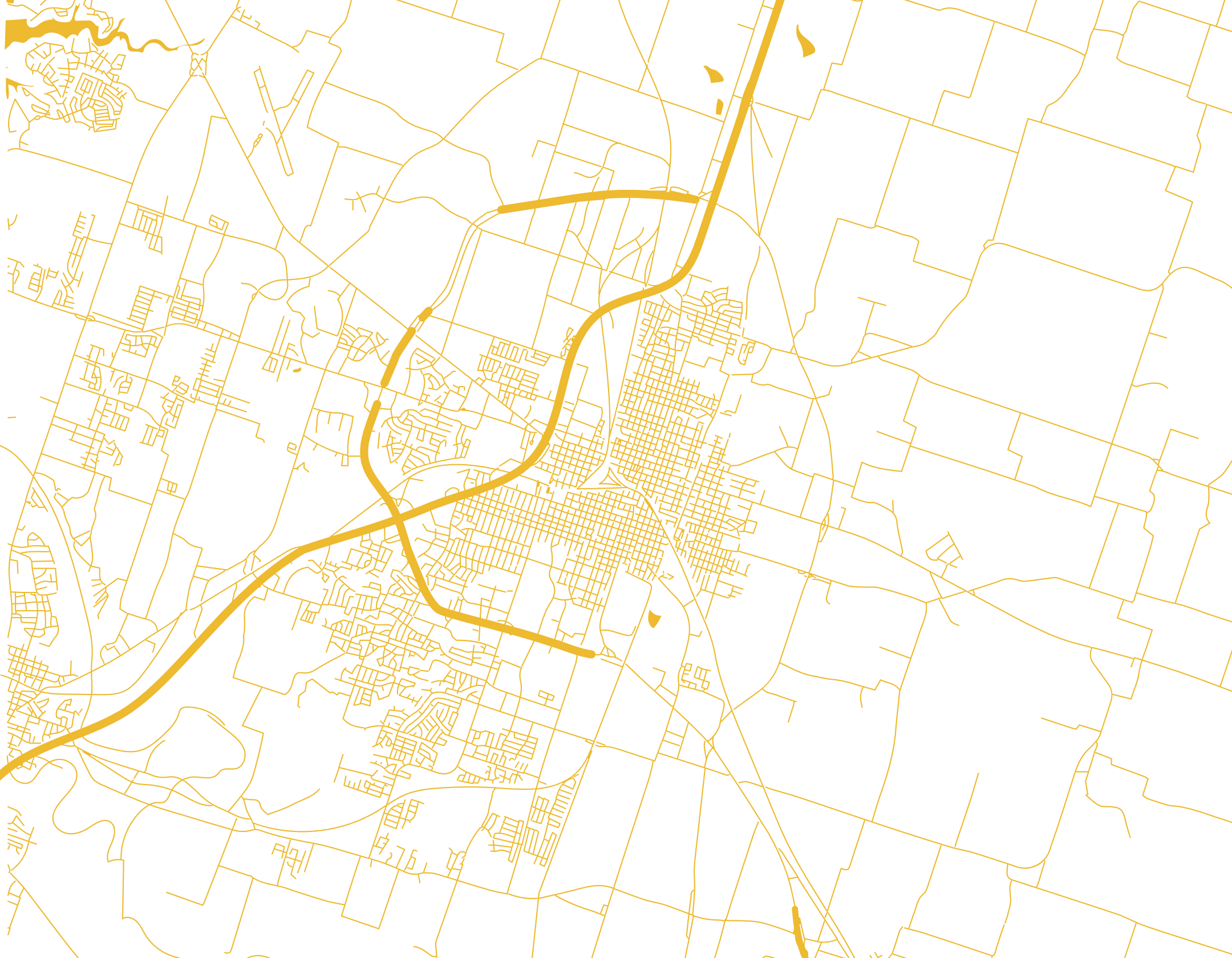
SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 916,171	\$ 900,138	\$ 873,674	\$ 1,056,799
PERSONNEL BENEFITS	282,815	296,670	287,948	343,841
SUPPLIES	1,043,169	1,203,608	1,127,781	1,248,487
CAPITAL < \$5000	49,054	95,000	89,015	100,400
REPAIR AND MAINTENANCE	424,296	655,668	614,361	691,168
OTHER SERVICES	19,058	21,571	20,212	29,021
CONTRACTED SERVICES	1,896,627	2,047,397	1,918,411	2,027,904
CAPITAL EQUIPMENT	-	91,000	91,000	205,000
CAPITAL BUILDINGS AND GROUNDS	-	-	-	30,000
TOTAL	\$ 4,631,190	\$ 5,311,052	\$ 5,022,401	\$ 5,732,620
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
DEPUTY UTILITY DIRECTOR ¹	1.000	0.000	0.000	0.000
LEAD WATER OPERATOR ³	1.000	1.000	1.000	2.000
TREATMENT CHIEF OF OPERATIONS	1.000	1.000	1.000	1.000
WATER OPERATOR I ^{2, 4}	4.000	3.000	3.000	5.000
WATER OPERATOR II	10.000	10.000	10.000	10.000
WATER OPERATOR III ²	3.000	4.000	4.000	4.000
TOTAL	21.000	20.000	20.000	23.000

1 - In FY 2019, the Deputy Utility Director position was moved from Water Treatment Plant to Environmental Programs.

2 - In FY 2019, one Water Operator III position was added and one Water Operator I position was eliminated.

3 - In FY 2020, a Lead Water Operator position to focus on plant maintenance activities will be added.

4 - In FY 2020, two additional Water Operator I positions will be added to support the Water Quality Control Crew.

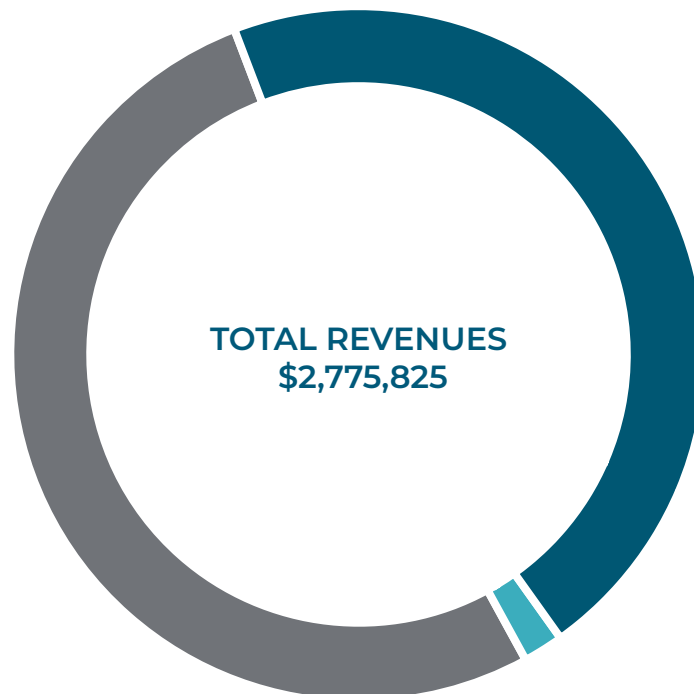


SPECIAL REVENUE FUND



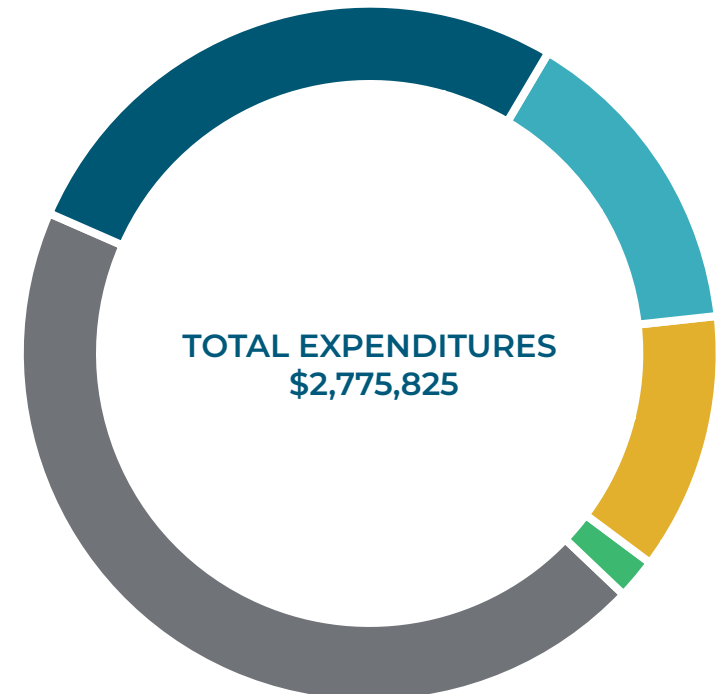
REVENUES AND EXPENDITURES – FY 2020

DRAINAGE FUND REVENUES BY SOURCES



- Drainage Fee: Residential **51.14%**
- Drainage Fee: Commercial **47.87%**
- Other **0.99%**

DRAINAGE FUND EXPENDITURES BY TYPE



- Personnel **38.62%**
- Operations **26.37%**
- Contingency **17.97%**
- Transfers **15.87%**
- Capital **1.17%**

REVENUE TOTALS – FY 2020

REVENUE LINE ITEMS	Actual 2017-18	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
Drainage Fee - Commercial	\$ 1,307,994	\$ 1,310,000	\$ 1,315,482	\$ 1,328,743
Drainage Fee - Residential	1,397,097	1,410,000	1,405,428.00	1,419,482
TOTAL CHARGES FOR SERVICES	\$ 2,705,091	\$ 2,720,000	\$ 2,720,910	\$ 2,748,225
Interest Income	\$ 30,815	\$ 34,500	\$ 44,786	\$ 27,600
Sale of Assets	14,221	-	-	-
TOTAL INTEREST AND OTHER	\$ 45,036	\$ 34,500	\$ 44,786	\$ 27,600
REVENUE TOTAL - DRAINAGE FUND	\$ 2,750,128	\$ 2,754,500	\$ 2,765,696	\$ 2,775,825

INTRODUCTION

The Drainage Fund and associated drainage functions were established to protect the public health and safety within the City of Temple. 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. This protection is within the boundaries of the service area of the special revenue drainage fund as established in the Ordinance. Drainage Service will be offered on nondiscriminatory, reasonable and equitable terms within the service area.

FY 2019 ACCOMPLISHMENTS:

- Completed reconstruction of Connor Park channel
- Swept City streets on a routine schedule
- Cleaned 2 miles of bar ditches
- Replaced older damaged inlets

FY 2020 INITIATIVES:

- Sweep City streets on a routine schedule
- Clean 2 miles of bar ditches
- Identify older storm drain inlets that need to be reconstructed to allow for proper access
- Develop a comprehensive drainage modeling and assessment plan
- Continue to fund and implement a Drainage Capital Improvement Program
- Invest in the continued maintenance, replacement, and improvement of the City's water, wastewater, and drainage infrastructure

CORE PERFORMANCE INDICATORS:

EARTH CHANNELS MAINTAINED ON SCHEDULE

	FY17	FY18	FY19	FY20
% change	0.0%	0.0%	0.0%	0.0%
% on schedule	100.0%	100.0%	100.0%	100.0%

CONCRETE CHANNELS MAINTAINED ON SCHEDULE

	FY17	FY18	FY19	FY20
% change	0.0%	0.0%	0.0%	0.0%
% on schedule	100.0%	100.0%	100.0%	100.0%

SIGNS REPAIRED

	FY17	FY18	FY19	FY20
% change	0.0%	0.0%	0.0%	0.0%
% inspected & cleaned	100.0%	100.0%	100.0%	100.0%

FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 574,266	\$ 752,219	\$ 657,439	\$ 789,562
PERSONNEL BENEFITS	195,891	278,403	243,324	282,524
SUPPLIES	66,790	122,045	98,234	117,770
CAPITAL < \$5000	767	6,280	5,055	6,250
REPAIR AND MAINTENANCE	121,618	329,167	264,947	154,670
OTHER SERVICES	28,867	12,141	9,772	22,708
CONTRACTED SERVICES	25,632	118,670	95,517	430,528
CAPITAL EQUIPMENT	3,851	524,500	524,500	32,448
CAPITAL BUILDINGS AND GROUNDS	613,255	-	-	-
CAPITAL- SPECIAL PROJECTS	528,600	346,906	346,906	498,946
TOTAL	\$ 2,159,538	\$ 2,490,331	\$ 2,245,695	\$ 2,335,406
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
ADMINISTRATIVE ASSISTANT I - STREET	0.250	0.250	0.250	0.250
ASSET MANAGEMENT COORDINATOR ²	0.200	0.200	0.000	0.000
ASSET MANAGEMENT SPECIALIST ²	0.200	0.200	0.000	0.000
ASSET MANAGEMENT TECHNICIAN	0.200	0.200	0.200	0.200
ASSISTANT DIRECTOR OF PUBLIC WORKS ³	0.000	0.000	0.000	0.120
CITY ENGINEER ⁴	0.400	0.400	0.400	0.350
CREW LEADER - DRAINAGE ¹	2.000	3.000	3.000	3.000
DEPUTY CITY ENGINEER	0.200	0.200	0.200	0.200
DIRECTOR OF PUBLIC WORKS ⁴	0.050	0.050	0.050	0.100
DIRECTOR OF TRANSPORTATION	0.250	0.250	0.250	0.250
EQUIPMENT OPERATOR I - DRAINAGE ¹	4.500	5.500	5.500	5.500
EQUIPMENT OPERATOR II - CLEANER	2.000	2.000	2.000	2.000
EQUIPMENT OPERATOR II - STREETS/DRAINAGE ¹	2.000	3.000	3.000	3.000
FOREMAN - DRAINAGE	1.000	1.000	1.000	1.000
GIS ANALYST ²	0.000	0.000	0.200	0.200
GIS SPECIALIST ²	0.000	0.000	0.200	0.200
MULTI-MEDIA SPECIALIST ⁵	0.000	0.000	0.000	0.050
PROJECT ENGINEER	0.200	0.200	0.200	0.200
SENIOR PROJECT ENGINEER	0.200	0.200	0.200	0.200
STORMWATER PROGRAM SPECIALIST	1.000	1.000	1.000	1.000
STREET & DRAINAGE SERVICES MANAGER	0.250	0.250	0.250	0.250
UTILITY TECHNICIAN II	0.500	0.500	0.500	0.500
TOTAL	16.400	19.400	19.400	19.570

1 - In FY 2019, an additional Drainage Maintenance Crew was added. This crew consisted of one Crew Leader, one Equipment Operator II and one Equipment Operator I.

2 - During FY 2019, the Asset Management Coordinator position was reclassified to GIS Analyst position. In addition, the Asset Management Specialist position was reclassified to GIS Specialist position.

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

4 - In FY 2020, the funding allocation for City Engineer will change to 30% Engineering, 35% Drainage and 35% Public Works Administration. In addition, the funding allocation for Director of Public Works will change to 20% Engineering, 10% Drainage, 70% Public Works Administration.

5 - In FY 2020, a Multi-media Specialist position will be created. This position will be split funded - 55% General Fund, 25% Water/Wastewater Fund (Public Works Admin), 15% Hotel/Motel Fund (Mayborn Center) and 5% Drainage Fund.

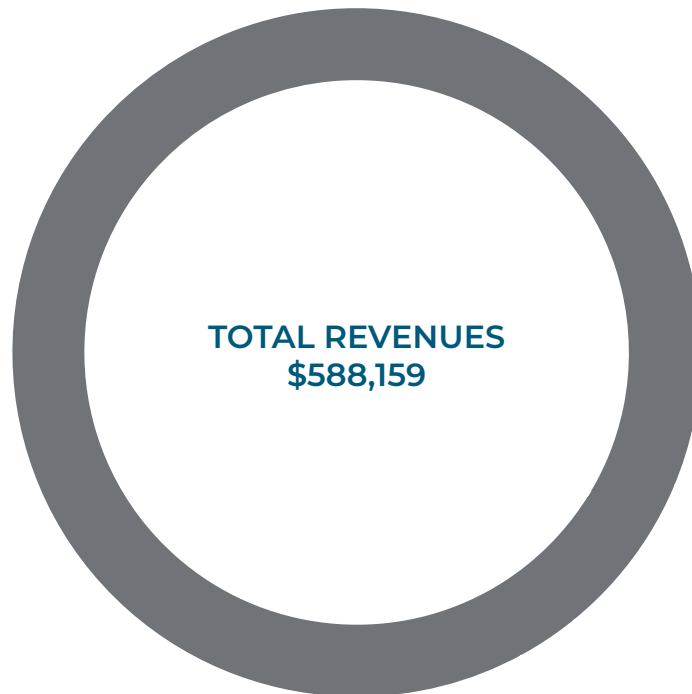
SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATED 2019	ADOPTED
OPERATING TRANSFERS OUT	\$ 262,332	\$ 264,169	\$ 264,169	\$ 440,419
TOTAL	\$ 262,332	\$ 264,169	\$ 264,169	\$ 440,419

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

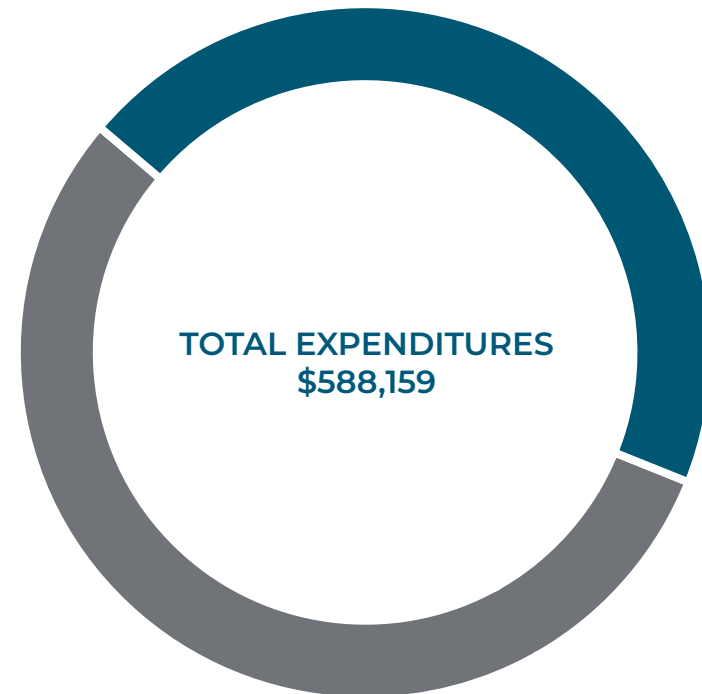
REVENUES & EXPENDITURES

FEDERAL/STATE GRANT FUND REVENUES BY SOURCES



■ CDBG Federal Grant **100%**

FEDERAL/STATE GRANT FUND EXPENDITURES BY TYPE



■ Personnel **53.17%**
■ Operations **46.83%**

REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2017-18	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
CDBG Federal Grant	\$ 204,431	\$ 1,197,813	\$ 1,197,813	\$ 588,159
Federal Grants	1,370,767	2,575,395	2,575,395	-
State Grants	93,140	80,847	80,847	-
TOTAL INTERGOVERNMENTAL REVENUES	\$ 1,668,338	\$ 3,854,055	\$ 3,854,055	\$ 588,159
Transfer In	\$ 998,535	\$ 2,077,769	\$ 2,077,769	\$ -
Transfer In - Law Enforce Block Grant	8,871	13,039	13,039	-
TOTAL OTHER FINANCING SOURCES (TRANSFERS)	\$ 1,007,407	\$ 2,090,808	\$ 2,090,808	\$ -
REVENUE TOTAL - FEDERAL/STATE GRANT FUND	\$ 2,675,745	\$ 5,944,863	\$ 5,944,863	\$ 588,159

INTRODUCTION

Community Development is responsible for investing in neighborhood revitalization throughout the community; 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.

FY 2019 ACCOMPLISHMENTS:

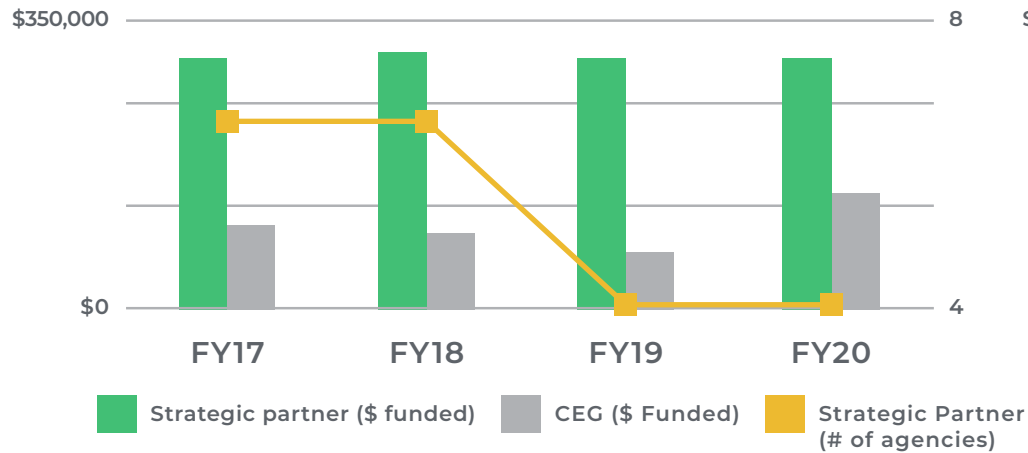
- Expanded the program to include the establishment of 2 new Neighborhood Associations and the Adopt A Senior Program
- Completed the 7th Street Resurfacing project and the West Adams Sidewalk project - both using CDBG funds
- Created plans for Neighborhood Planning Districts, Housing Reinvestment, and the Crime Prevention Program for implementation in FY20
- Tore down 22 buildings to reduce spot blight. Reorganized the resource coordination system to better serve our clients

FY 2020 INITIATIVES:

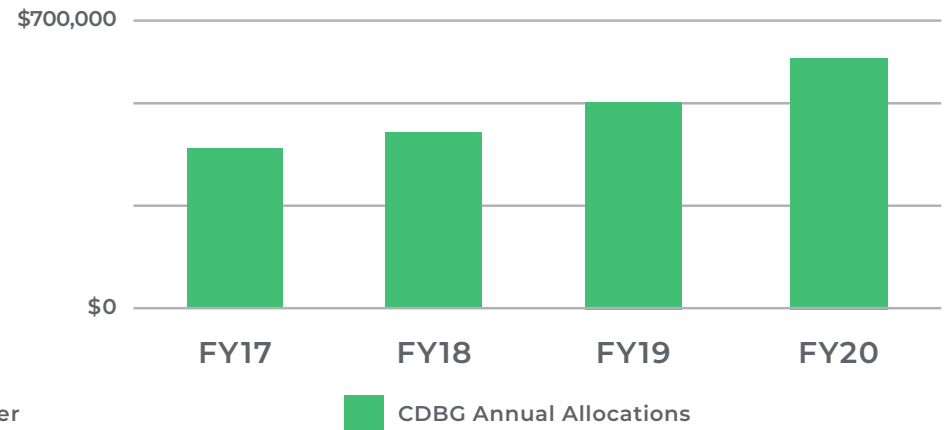
- Complete 4 Neighborhood Planning Districts to include Crestview, Historic District, Central and Midtown
- Assist the police department in launching the Crime Prevention Program in the LMI area
- Implement the Housing Improvement Program using a combination of funding sources and community partnerships
- Remove deteriorating structures in an effort to reduce blight. Expand the Tool Library in an effort to reduce code violations

INTRODUCTION

PAYMENT METHODS - AVG PAYMENTS PER MONTH



PAYMENT METHODS - AVG PAYMENTS PER MONTH



FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 28,573	\$ 62,633	\$ 62,633	\$ 58,841
PERSONNEL BENEFITS	6,006	19,579	19,579	11,339
SUPPLIES	171	500	500	1,000
OTHER SERVICES	1,271	6,431	6,431	4,951
CONTRACTED SERVICES	8,097	18,103	18,103	41,500
TOTAL	\$ 44,119	\$ 107,246	\$ 107,246	\$ 117,631
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
GRANT COORDINATOR	0.250	0.250	0.250	0.500
NEIGHBORHOOD REVITALIZATION MANAGER	0.000	0.000	0.000	0.200
SENIOR PLANNER ¹	0.000	1.000	1.000	0.250
TOTAL	0.250	1.250	1.250	0.950

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

1 - During FY 2019, a Senior Planner was added to assist with Neighborhood Planning.

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATED 2019	ADOPTED 2020
CONTRACTED SERVICES	\$ 131,317	\$ 147,931	\$ 147,931	\$ 10,000
CAPITAL BUILDINGS AND GROUNDS	10,000	761,345	761,345	-
TOTAL	\$ 141,317	\$ 909,276	\$ 909,276	\$ 10,000

This category/department does not have any associated personnel.

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATED 2019	ADOPTED 2020
SALARIES	\$ 3,859	\$ -	\$ -	\$ 46,676
PERSONNEL BENEFITS	731	-	-	9,098
CAPITAL < \$5000	(788)	-	-	-
OTHER SERVICES	3,480	-	-	8,400
CONTRACTED SERVICES	2,570	-	-	154,626
TOTAL	\$ 9,852	\$ -	\$ -	\$ 218,800

PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATED 2019	ADOPTED 2020
ASSISTANT DIRECTOR OF TRANSFORM TEMPLE	0.000	0.340	0.340	0.340
CODE COMPLIANCE OFFICER	0.000	0.340	0.340	0.250
CUSTOMER SERVICE COORDINATOR	0.100	0.000	0.000	0.000
GRANT COORDINATOR	0.050	0.050	0.050	0.100
HOUSING INSPECTOR	0.330	0.000	0.000	0.000
NEIGHBORHOOD REVITALIZATION MANAGER	0.250	0.200	0.200	0.100
TOTAL	0.730	0.930	0.930	0.790

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 2018	BUDGET 2019	ESTIMATED 2019	ADOPTED 2020
SALARIES	\$ 6,651	\$ 58,041	\$ 58,041	\$ 82,229
PERSONNEL BENEFITS	1,367	18,311	18,311	22,817
SUPPLIES	-	-	-	40,000
OTHER SUPPLIES	-	3,970	3,970	-
CONTRACTED SERVICES	1,125	20,535	20,535	8,460
TOTAL	\$ 9,143	\$ 100,857	\$ 100,857	\$ 153,506
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATED 2019	ADOPTED 2020
CODE COMPLIANCE OFFICER ¹	0.100	0.000	0.000	1.500
NEIGHBORHOOD REVITALIZATION MANAGER	0.250	0.340	0.340	0.000
RESOURCES COORDINATOR	0.000	1.000	1.000	0.750
FTEs	0.350	1.340	1.340	2.250

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

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

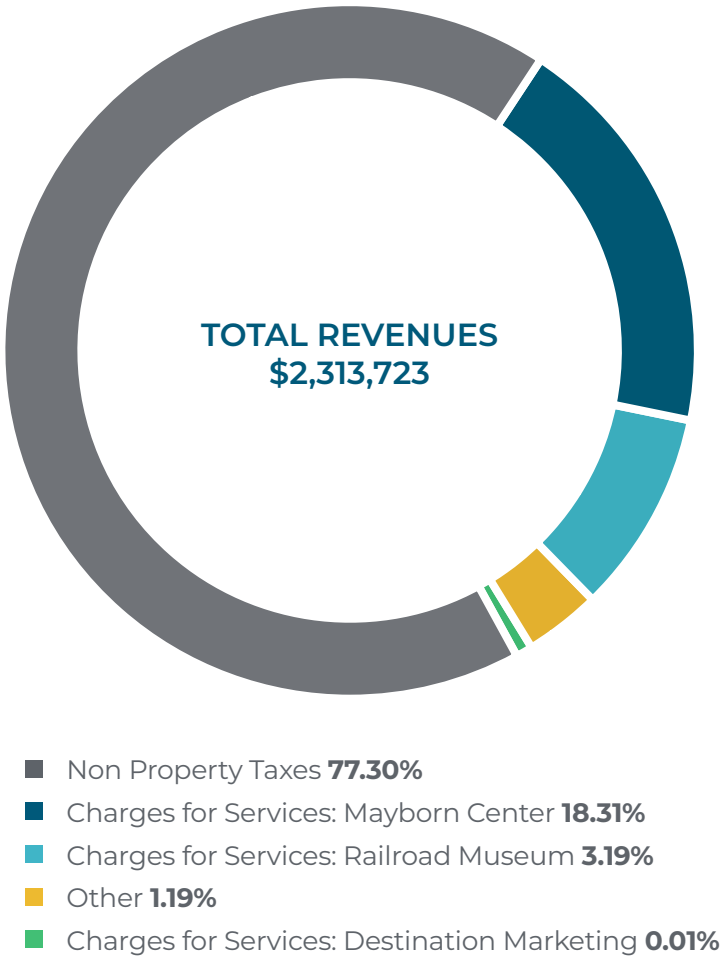
SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATED 2019	ADOPTED 2020
SALARIES	\$ -	\$ 61,083	\$ 61,083	\$ 62,624
PERSONNEL BENEFITS	-	19,351	19,351	19,083
SUPPLIES	-	-	-	6,515
TOTAL	\$ -	\$ 80,434	\$ 80,434	\$ 88,222
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATED 2019	ADOPTED 2020
POLICE OFFICER ¹	0.000	1.000	1.000	1.000
TOTAL	0.000	1.000	1.000	1.000

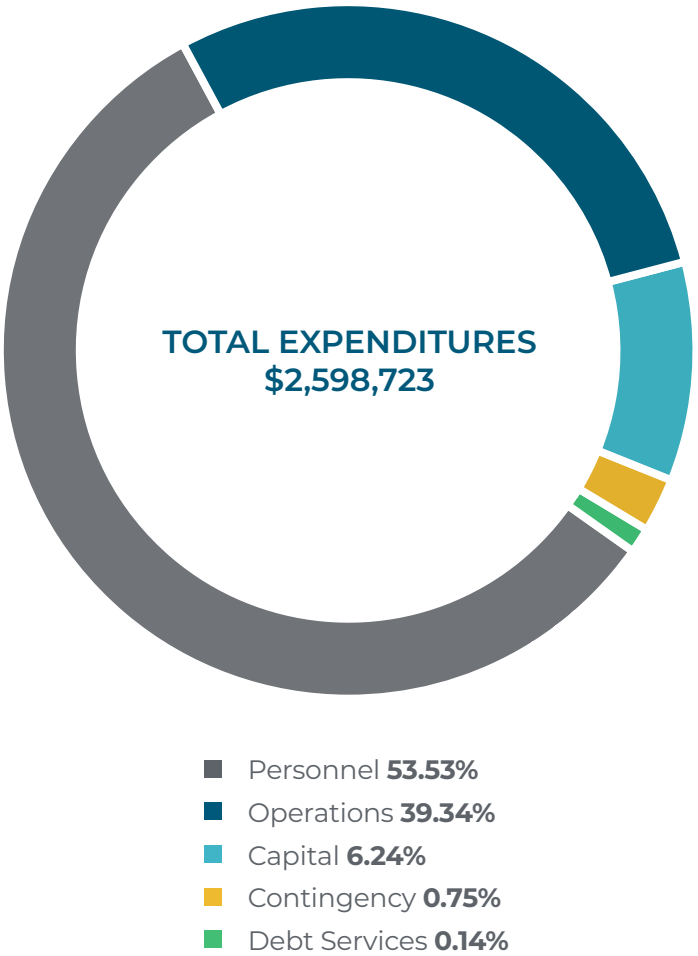
1 - During FY 2019, a Police Officers position was authorized to assist with the Crime Prevention Program.

REVENUES & EXPENDITURES

HOTEL/MOTEL TAX FUND REVENUES BY SOURCES



HOTEL/MOTEL TAX FUND EXPENDITURES BY TYPE



REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2017-2018	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
Penalty and Interest	\$ 1,731	\$ 2,500	\$ 1,500	\$ 1,500
Hotel/Motel Occupancy Tax	1,518,293	1,470,000	1,616,000	1,712,073
Bell County HOT	73,307	74,438	74,438	75,000
TOTAL NON PROPERTY TAXES	\$ 1,593,331	\$ 1,546,938	\$ 1,691,938	\$ 1,788,573
Facility Rental/Civic Center	\$ 114,781	\$ 120,000	\$ 108,000	\$ 115,000
Equipment Rental/Civic Center	38,845	35,000	36,000	43,000
Catering Fees/Civic Center	16,358	17,000	15,525	16,000
Temporary Service Charges	14,240	14,000	14,000	16,000
Tips/Gratuity Charges	8,333	6,000	8,500	8,000
Catering Food Service Sales/Civic Center	92,503	65,000	82,800	95,000
Catering Equipment Rentals	19,358	17,000	17,595	18,000
Food Sales	23,482	23,000	21,000	21,000
Beverage Sales	6,795	8,000	6,500	6,750
Alcoholic Beverage-Cash Sales	69,848	71,500	90,000	85,000
TOTAL CHARGES FOR SERVICES - MAYBORN CENTER	\$ 404,543	\$ 376,500	\$ 399,920	\$ 423,750
Museum/Fundraising	\$ 11,601	\$ 16,000	\$ 11,000	\$ 14,000
Museum/Facility Rental	40	25,000	15,000	20,000
Museum/Equipment Rental	-	2,000	1,500	1,500
Museum/Restricted Donations	1,523	600	1,000	-
Donations	945	1,000	2,500	1,000
Museum/Store Sales	21,366	25,000	20,000	20,000
Museum/Memberships	4,870	6,500	4,500	5,000
Museum/Admissions	10,496	14,000	12,000	12,000
TOTAL CHARGES FOR SERVICES - MUSEUM	\$ 50,841	\$ 90,100	\$ 67,500	\$ 73,500

REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2017-2018	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
Other Downtown	\$ 5,324	\$ -	\$ 1,300	\$ -
Visitor Center/Historic Markers	50	-	175	-
Visitor Center/Store Sales	1,070	1,500	300	300
TOTAL CHARGES FOR SERVICES - VISITOR CENTER	\$ 6,445	\$ 1,500	\$ 1,775	\$ 300
Interest Income	\$ 20,351	\$ 27,600	\$ 25,640	\$ 27,600
Insurance Claims	68,214	-	-	-
Other Revenues	2,136	-	557	-
Insufficient Checks	60	-	-	-
Donations/Gifts	-	-	4,200	-
Over/Under Account	-	-	(2)	-
TOTAL INTEREST AND OTHER	\$ 90,761	\$ 27,600	\$ 30,395	\$ 27,600
Other Financing	\$ 13,345	\$ -	\$ -	\$ -
TOTAL TRANSFER IN	\$ 13,345	\$ -	\$ -	\$ -
REVENUE TOTAL - HOTEL/MOTEL TAX FUND	\$ 2,159,265	\$ 2,042,638	\$ 2,191,528	\$ 2,313,723

INTRODUCTION

The Mayborn Convention Center personnel are responsible for hosting international, national, and state conventions, trade shows, banquets, and events. Staff is also responsible for generating event-driven tax revenue by providing clients with outstanding service and consistently exceeding their expectations. Staff is also responsible for securing future business and economic benefits to make Temple a destination of choice.

FY 2019 ACCOMPLISHMENTS:

- Continued working through the Texas Main Street Program with downtown businesses and expanded First Friday events
- Successfully increased the number of booking for military functions by targeting FT. Hood organizations
- A slight 3.5% increase in the Occupancy Rate resulted in an increase in the number of room nights generated by the division

FY 2020 INITIATIVES:

- Integrate sales, the convention center, athletics, and special events to increase tourism through awareness of city investments in downtown and parks & recreation facilities
- Continue increasing the number of room nights generated by the division
- Work with PARD Athletics to target athletic events for recently completed Crossroads Sports Park (open Spring 2020) and other PARD facilities

CORE PERFORMANCE INDICATORS:

ROOM NIGHTS GENERATED FROM MEETINGS & SPORTING EVENTS

	FY17	FY18	FY19	FY20
% change	14.8%	11.2%	3.5%	2.0%
Room nights	13,197	14,680	15,194	15,500

BIDS SUBMITTED FOR MEETINGS & SPORTING EVENTS

	FY17	FY18	FY19	FY20
% change	-7.1%	-10.3%	0.0%	0.0%
Bids	39	35	35	40

BOOKINGS AT THE MAYBORN CONVENTION CENTER

	FY17	FY18	FY19	FY20
% change	-12.4%	-16.7%	-3.8%	10.6%
Bookings	282	235	226	250

REVENUE GENERATED AT THE MAYBORN CONVENTION CENTER

	FY17	FY18	FY19	FY20
% change	2.5%	-11.2%	20.4%	-14.7%
Revenue	\$446,846	\$396,970	\$478,002	\$407,750

FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 575,648	\$ 534,870	\$ 530,110	\$ 554,234
PERSONNEL BENEFITS	167,182	162,400	160,955	168,266
SUPPLIES	33,303	33,824	31,348	38,337
CAPITAL < \$5000	9,939	9,070	8,406	22,620
REPAIR AND MAINTENANCE	20,054	25,640	23,763	30,529
OTHER SERVICES	51,160	23,259	21,556	28,805
CONTRACTED SERVICES	126,269	135,366	125,457	157,187
COST OF GOODS SOLD	97,070	73,950	68,537	98,563
CAPITAL EQUIPMENT	6,234	-	-	2,073
CAPITAL BUILDINGS AND GROUNDS	114,673	-	-	25,000
CAPITAL- SPECIAL PROJECTS	-	16,500	16,500	19,500
TOTAL	\$ 1,201,533	\$ 1,014,879	\$ 986,632	\$ 1,145,114
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ADMINISTRATIVE ASSISTANT I	1.000	1.000	1.000	1.000
ASSISTANT DIRECTOR OF PARKS AND RECREATION ¹	0.000	0.050	0.050	0.050
CONVENTION & VISITOR BUREAU MANAGER	0.500	0.500	0.500	0.500
CREW LEADER - EVENTS	1.000	1.000	1.000	1.000
CUSTODIAN & MAINTENANCE TECHNICIAN I	2.000	2.000	2.000	2.000
DIRECTOR OF PARKS AND RECREATION ¹	0.200	0.100	0.100	0.100
EVENTS COORDINATOR	1.000	1.000	1.000	1.000
FOOD & BEVERAGE COORDINATOR	1.000	1.000	1.000	1.000
FOOD & BEVERAGE SPECIALIST	1.000	1.000	1.000	1.000
MULTI-MEDIA SPECIALIST ³	0.000	0.000	0.000	0.150
OPERATION MANAGER - CONVENTION CENTER	1.000	1.000	1.000	1.000
PART-TIME POSITIONS ²	6.500	5.750	5.750	5.750
SALES & MARKETING SPECIALIST	2.000	2.000	2.000	2.000
TOTAL	17.200	16.400	16.400	16.550

1 - In FY 2019, an additional Assistant Director of Parks & Recreation position was added thus resulting in a change of funding allocation for management. The first Assistant Director of PARD position was split 75% Parks and 25% Golf Course. The second Assistant Director of PARD position was be split 65% Recreation, 25% Destination Marketing, 5% Mayborn Convention Center and 5% Railroad and Heritage Museum. The Director of Parks & Recreation position changed funding allocation of 70% PARD Administration, 20% Mayborn Convention Center and 10% Destination Marketing to 90% PARD Administration and 10% Mayborn Convention Center.

2 - In FY 2019, a part-time Senior Convention Center Staff position was eliminated for the creation of a Program Coordinator for Destination Marketing. The Program Coordinator is funded in Destination Marketing.

3 - In FY 2020, a Multi-media Specialist position will be created. This position will be split funded - 55% General Fund, 25% Water/Wastewater Fund (Public Works Admin), 15% Hotel/Motel Fund (Mayborn Center) and 5% Drainage Fund.

INTRODUCTION

The Railroad and Heritage Museum and Santa Fe Depot are responsible for inspiring visitors to discover the rich railroad heritage and technological history that shaped our community in the past and is still shaping it today. 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.

FY 2019 ACCOMPLISHMENTS:

- Host full reopening at the opening of the Santa Fe Plaza
- Open new downstairs gallery
- Added new temporary exhibit area on 2nd floor of museum
- Caboose refurbishment completed

FY 2020 INITIATIVES:

- Host Art Festival fundraiser for restoration of rolling stock
- Continue rail car restoration projects
- Establish caboose use/guidelines and programs
- Increase annual members by 20%

CORE PERFORMANCE INDICATORS:

VISITORS TO THE MUSEUM

	FY17	FY18	FY19	FY20
% change	-72.5%	53.7%	60.9%	18.6%
Visitors	4,777	7,340	11,809	14,000

MUSEUM MEMBERSHIPS

	FY17	FY18	FY19	FY20
% change	-17.6%	-21.3%	39.6%	56.3%
Memberships	61	48	67	80

FUNDRAISING REVENUE

	FY17	FY18	FY19	FY20
% change	68.9%	-35.9%	1.0%	19.5%
Fundraising \$	\$18,099	\$11,601	\$11,713	\$14,000

REVENUE GENERATED AT THE RAILROAD MUSEUM

	FY17	FY18	FY19	FY20
% change	-36.0%	-9.2%	26.9%	-7.8%
Revenue	\$87,408	\$55,980	\$64,528	\$59,500

FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 225,942	\$ 238,424	\$ 236,302	\$ 244,169
PERSONNEL BENEFITS	67,904	74,162	73,502	78,795
SUPPLIES	38,602	43,350	40,177	43,350
CAPITAL < \$5000	70	420	389	10,920
REPAIR AND MAINTENANCE	10,701	21,310	19,750	22,910
OTHER SERVICES	76,485	30,795	28,541	38,370
CONTRACTED SERVICES	56,033	56,564	52,424	82,902
COST OF GOODS SOLD	10,723	10,100	9,361	10,100
CAPITAL EQUIPMENT	5,808	-	-	-
CAPITAL BUILDINGS AND GROUNDS	12,828	-	-	15,000
TOTAL	\$ 505,096	\$ 475,125	\$ 460,445	\$ 546,516
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ASSISTANT DIRECTOR OF PARKS AND RECREATION ¹	0.000	0.050	0.050	0.050
CUSTODIAN & MAINTENANCE TECHNICIAN I ²	0.750	0.750	0.750	1.000
MUSEUM ARCHIVIST	1.000	1.000	1.000	1.000
MUSEUM COORDINATOR	1.000	1.000	1.000	1.000
MUSEUM CURATOR	1.000	1.000	1.000	1.000
MUSEUM DEVELOPMENT ASSISTANT - PT	0.500	0.500	0.500	0.500
MUSEUM MANAGER	1.000	1.000	1.000	1.000
OFFICE ASSISTANT II - PT	0.500	0.500	0.500	0.500
TOTAL	5.750	5.800	5.800	6.050

1 - In FY 2019, an additional Assistant Director of Parks & Recreation position was added thus resulting in a change of funding allocation for management. The first Assistant Director of PARD position was split 75% Parks and 25% Golf Course. The second Assistant Director of PARD position was be split 65% Recreation, 25% Destination Marketing, 5% Mayborn Convention Center and 5% Railroad and Heritage Museum. The Director of Parks & Recreation position changed funding allocation of 70% PARD Administration, 20% Mayborn Convention Center and 10% Destination Marketing to 90% PARD Administration and 10% Mayborn Convention Center.

2 - In FY 2020, the part-time Custodian & Maintenance Technician position will become full-time.

INTRODUCTION

The Tourism department is responsible for increasing the number of leisure visitors to Temple, along with the hotel occupancy tax revenue and sales tax revenue. Staff is responsible for developing events and attractions as well as community partnerships and initiatives that will enhance Temple's unique destination experience.

FY 2019 ACCOMPLISHMENTS:

- A slight 3.5% increase in the Occupancy Rate resulted in an increase in the number of room nights generated by the division

FY 2020 INITIATIVES:

- Integrate sales, the convention center, athletics, and special events to increase tourism through awareness of City investments in downtown and parks & recreation facilities
- Continue increasing the number of room nights generated by the division
- Work with Parks & Recreation Department Athletics to target athletic events for recently completed Crossroads Sports Park (open Spring 2020) and other Parks & Recreation Department facilities

CORE PERFORMANCE INDICATORS:

ROOM NIGHTS GENERATED FROM MEETINGS & SPORTING EVENTS

	FY17	FY18	FY19	FY20
% change	14.8%	11.2%	3.5%	2.0%
Room nights	13,197	14,680	15,194	15,500

BIDS SUBMITTED FOR MEETINGS & SPORTING EVENTS

	FY17	FY18	FY19	FY20
% change	-7.1%	-10.3%	0.0%	0.0%
Bids	39	35	35	40

FY 17, 18 & 19 = Actual, FY 20 = Projected

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SALARIES	\$ 104,658	\$ 173,120	\$ 171,579	\$ 265,110
PERSONNEL BENEFITS	33,831	60,780	60,239	78,322
SUPPLIES	108,100	75,400	69,881	82,600
CAPITAL < \$5000	1,966	5,081	4,709	5,181
REPAIR AND MAINTENANCE	-	6,500	6,024	3,250
OTHER SERVICES	61,766	65,132	60,364	68,805
CONTRACTED SERVICES	129,815	251,357	232,958	279,999
COST OF GOODS SOLD	827	300	278	300
CAPITAL EQUIPMENT	26,634	-	-	120,000
CAPITAL BUILDINGS AND GROUNDS	18,533	-	-	-
TOTAL	\$ 486,132	\$ 637,670	\$ 606,032	\$ 903,567
PERSONNEL SCHEDULE				
POSITION TITLE	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
ASSISTANT DIRECTOR OF PARKS AND RECREATION ¹	0.000	0.250	0.250	0.250
CONVENTION & VISITOR BUREAU MANAGER	0.500	0.500	0.500	0.500
DESTINATION MARKETING MANAGER ³	0.000	0.000	0.000	1.000
DIRECTOR OF PARKS AND RECREATION ¹	0.100	0.000	0.000	0.000
DOWNTOWN DEVELOPMENT COORDINATOR	1.000	1.000	1.000	1.000
OFFICE ASSISTANT II	1.000	1.000	1.000	0.000
PROGRAM COORDINATOR ²	0.000	1.000	1.000	1.000
VISITOR SERVICES SPECIALIST	0.000	0.000	0.000	1.000
TOTAL	2.600	3.750	3.750	4.750

1 - In FY 2019, an additional Assistant Director of Parks & Recreation position was added thus resulting in a change of funding allocation for management. The first Assistant Director of PARD position was split 75% Parks and 25% Golf Course. The second Assistant Director of PARD position was be split 65% Recreation, 25% Destination Marketing, 5% Mayborn Convention Center and 5% Railroad and Heritage Museum. The Director of Parks & Recreation position changed funding allocation of 70% PARD Administration, 20% Mayborn Convention Center and 10% Destination Marketing to 90% PARD Administration and 10% Mayborn Convention Center.

2 - In FY 2019, a Program Coordinator position was added.

3 - In FY 2020, a Destination Marketing Manager position will be added. The Office Assistant II position will be reclassified to a Visitor Services Specialist.

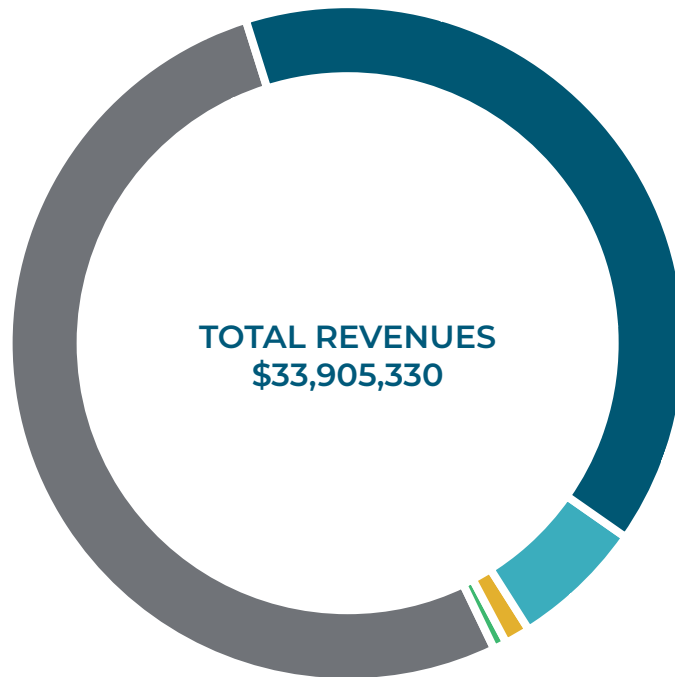
SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
PRINCIPAL RETIREMENT	\$ 3,264	\$ 3,262	\$ 3,262	\$ 3,360
INTEREST AND FISCAL CHARGES	260	264	264	166
TOTAL	\$ 3,524	\$ 3,526	\$ 3,526	\$ 3,526

Debt service management is handled within the Finance Department.

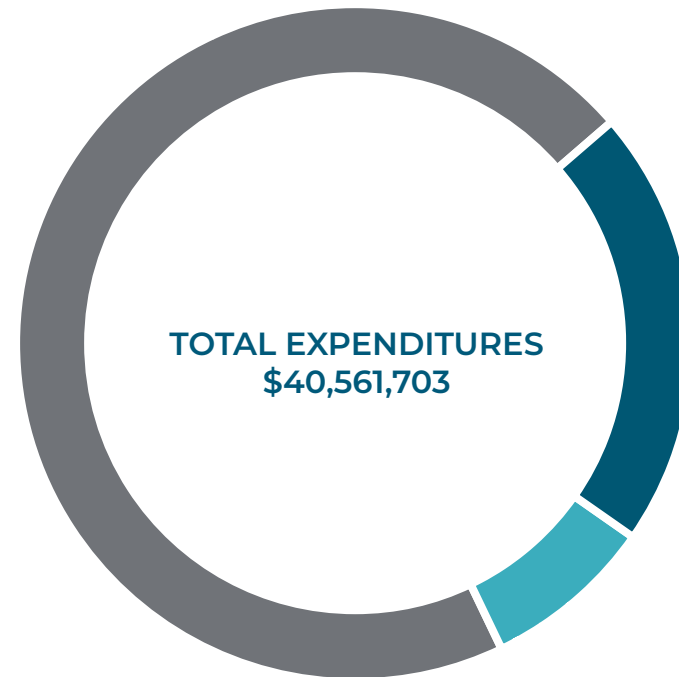
REVENUES & EXPENDITURES

REINVESTMENT ZONE NO. 1 FUND REVENUES BY SOURCES



- Ad Valorem Taxes **53.34%**
- Other **43.85%**
- Interest **2.55%**
- Intergovernmental **0.15%**
- License & Permits **0.11%**

REINVESTMENT ZONE NO. 1 FUND EXPENDITURES BY TYPE



- Capital **74.09%**
- Debt Service **17.76%**
- Operations **8.15%**

REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2017-18	Amended Budget 2018-2019	FORECAST 2018-2019	ADOPTED Budget 2019-2020
Current AD Valorem	\$ 19,796,962	\$ 17,779,208	\$ 17,779,208	\$ 18,085,880
Delinquent AD Valorem	5,388,308	-	-	-
TOTAL TAXES	\$ 25,185,270	\$ 17,779,208	\$ 17,779,208	\$ 18,085,880
Temple & Cen Tex Railway Inc.	\$ 58,315	\$ 36,000	\$ 36,000	\$ 36,000
TOTAL LICENSE & PERMITS	\$ 58,315	\$ 36,000	\$ 36,000	\$ 36,000
Federal Grants	\$ 605,198	\$ 364,802	\$ 364,802	\$ -
State Grants	200,000	50,000	50,000	50,000
TOTAL INTERGOVERNMENTAL REVENUE	\$ 805,198	\$ 414,802	\$ 414,802	\$ 50,000
Interest Income	\$ 267,210	\$ 540,000	\$ 540,000	\$ 240,000
City Leases	41,266	-	-	-
Sale of Land	625,396	-	-	-
Miscellaneous Reimbursements	8,716	625,000	625,000	625,000
TOTAL INTEREST AND OTHER	\$ 942,588	\$ 1,165,000	\$ 1,165,000	\$ 865,000
Bond Proceeds	\$ 23,565,000	\$ -	\$ -	\$ 14,868,450
Original Issue Premium	910,440	-	-	-
TOTAL OTHER FINANCING SOURCES (TRANSFERS)	\$ 24,475,440	\$ -	\$ -	\$ 14,868,450
REVENUE TOTAL - REINVESTMENT ZONE NO. 1 FUND	\$ 51,466,811	\$ 19,395,010	\$ 19,395,010	\$ 33,905,330

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 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
SUPPLIES	\$ 2,836	\$ -	\$ -	\$ -
OTHER SERVICES	324,810	450,000	450,000	715,439
CONTRACTED SERVICES	5,606,690	1,358,863	1,358,863	2,589,976
LAND ACQUISITION	567,578	750,000	750,000	-
CAPITAL BUILDINGS AND GROUNDS	1,131,928	684,000	684,000	100,000
CAPITAL- SPECIAL PROJECTS	5,638,985	400,000	400,000	29,953,550
CAPITAL- BONDS	3,712,594	-	-	-
CAPITAL - BONDS	700	-	-	-
PRINCIPAL RETIREMENT	4,150,000	4,778,000	4,778,000	4,730,000
INTEREST AND FISCAL CHARGES	1,618,367	3,121,413	3,121,413	2,472,738
TOTAL	\$ 22,754,488	\$ 11,542,276	\$ 11,542,276	\$ 40,561,703

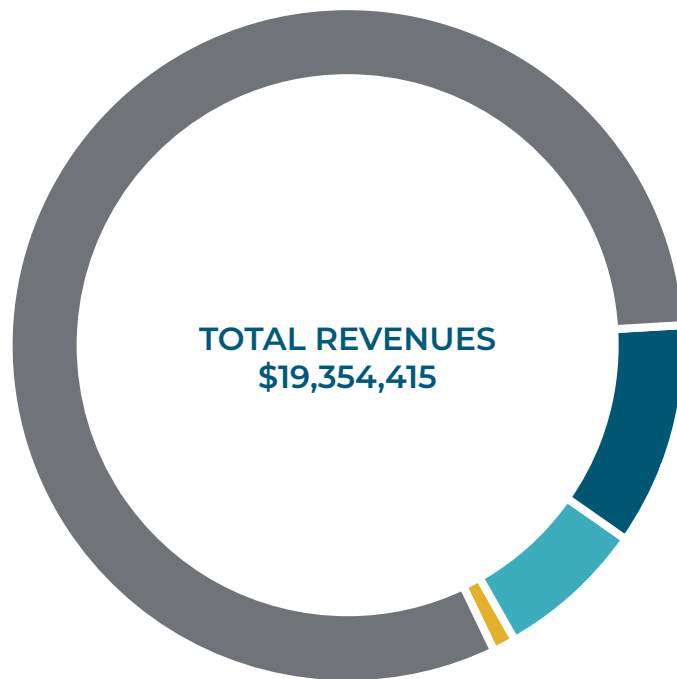
This category/department does not have any associated personnel.

DEBT SERVICE FUND



REVENUES & EXPENDITURES

DEBT SERVICE FUND REVENUES BY SOURCES



- Ad Valorem Taxes **80.44%**
- Transfers **11.17%**
- Intergovernmental Revenues **7.78%**
- Interest and Other **0.61%**

DEBT SERVICE FUND EXPENDITURES BY TYPE



- Debt Service **100%**

REVENUE TOTALS

REVENUE LINE ITEMS	Actual 2017-18	Amended Budget 2018-2019	FORECAST 2018-19	ADOPTED Budget 2019-20
Current AD Valorem	\$ 13,151,076	\$ 14,112,173	\$ 14,087,252	\$ 15,649,169
Discount Current Tax	(314,291)	(328,800)	(330,393)	(328,800)
Delinquent AD Valorem	65,766	142,547	49,111	158,072
Penalty and Interest	96,031	90,000	87,181	90,000
TOTAL TAXES	\$ 12,998,582	\$ 14,015,920	\$ 13,893,151	\$ 15,568,441
Interest Income	\$ 107,743	\$ 138,000	\$ 158,669	\$ 120,000
Other Revenues	1	-	-	-
TX Pass Through Financing	1,505,000	1,505,000	1,505,000	1,505,000
TOTAL INTEREST AND OTHER	\$ 1,612,744	\$ 1,643,000	\$ 1,663,669	\$ 1,625,000
Original Issues Premium	\$ 2,770,295	\$ 415,355	\$ 415,355	-
Refunding Bonds	17,780,000	4,880,000	4,880,000	-
Transfers In	1,765,452	1,770,969	1,770,969	2,160,974
TOTAL OTHER FINANCING SOURCES (TRANSFERS)	\$ 22,315,747	\$ 7,066,324	\$ 7,066,324	\$ 2,160,974
REVENUE TOTAL - DEBT SERVICE FUND	\$ 36,927,073	\$ 22,725,244	\$ 22,623,144	\$ 19,354,415

SUMMARY & PERSONNEL SCHEDULE

SUMMARY				
CATEGORIES	ACTUAL 2018	BUDGET 2019	ESTIMATE 2019	ADOPTED 2020
PRINCIPAL RETIREMENT	\$ 10,495,000	\$ 9,560,000	\$ 9,560,000	\$ 12,235,000
INTEREST AND FISCAL CHARGES	6,153,102	7,890,971	7,890,971	7,119,415
AMORTIZATION AND BOND ISSUE	249,488	-	-	-
OPERATING TRANSFERS OUT	20,297,618	-	-	-
TOTAL	\$ 37,195,208	\$ 17,450,971	\$ 17,450,971	\$ 19,354,415

Debt service fund management is handled within the Finance Department.

CAPITAL IMPROVEMENT PROGRAM



CAPITAL IMPROVEMENTS DESCRIPTION

The **Capital Improvement Program** (CIP) is a long-range plan which identifies large scale projects that will further support the City of Temple and the strategic commitments to its citizens. The FY 2020-2025 CIP is based upon the needs of the community and focuses on projects that will repair, maintain, and grow the following project categories:

- Equipment
- Facilities
- Drainage
- Mobility
- Parks
- Public Safety
- Utilities
- Reinvestment Zone No. 1

The Capital Improvement Program develops projects in these areas, provides a planning schedule for implementation and identifies options for financing each plan. The planning schedule is representative of project prioritizations, timing considerations, and financing options. The projects and schedules are scoped to accommodate potential growth and development while remaining flexible to address unexpected critical capital needs that may arise.

The CIP Team consists of department heads and is led by the City Manager. The team meets monthly to continually:

- assess the City's changing needs;
- design projects to meet those needs;
- implement projects based on readiness; and
- evaluate the impact of projects underway and completed.

In conjunction with community input, one tool that the CIP Team uses to guide its planning efforts is the development of Master Plans specific to the various project categories. These Master Plan documents help identify the city's uniquely diversified capital needs and offer input into the roadmap of the CIP Team's objectives. For example:

- a) The Water & Wastewater Master Plan was recently completed in May of 2019 to identify and address utility service needs within the City. Many of the projects identified in the Utilities CIP section are the result of that study.
- b) The first part of a two-part drainage assessment was approved in September 2017. The Drainage CIP section includes a preliminary list of drainage projects from the early stages of that assessment.
- c) FY 2020 will begin the 8th year of the ten-year Mobility Capital Improvement Program. As such, the CIP Team is proposing in FY 2020 to begin development of its next Mobility Master Plan.

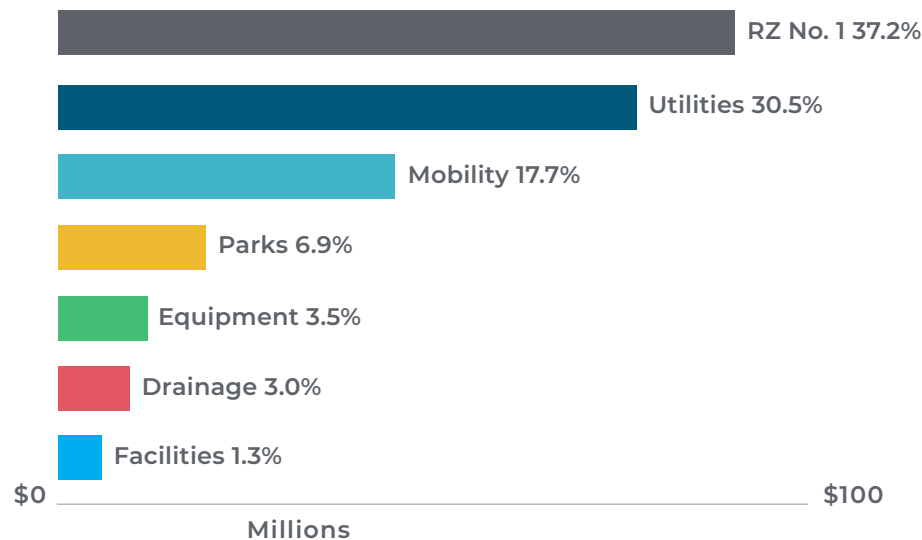
Routine capital expenditures are those that are included in almost every budget and will have no significant additional impact on the operating budget. Routine capital items include vehicle replacements, computer hardware and/or software, furniture and fixtures, water and wastewater line improvements, and treatment plant equipment. The Annual Operating Budget, Federal/State Grant Funds, Assigned Fund Balance and Retained Earnings are the primary non-debt sources of funding that typically cover these routinely recurring items. These routine capital expenditures are listed as capital outlay under each fund summary in the Financial Plan.

The Capital Improvement Program is focused on **non-routine capital expenditures** that are large scale, generally exceeding \$100,000, and would otherwise cause a significant impact on the operating budget. Because these projects are long lasting physical improvements, debt financing allows these non-routine capital expenditures to be incurred over a fixed period of several future years and helps distribute the burden of the cost of these items over more generations of users. Debt financing options available include:

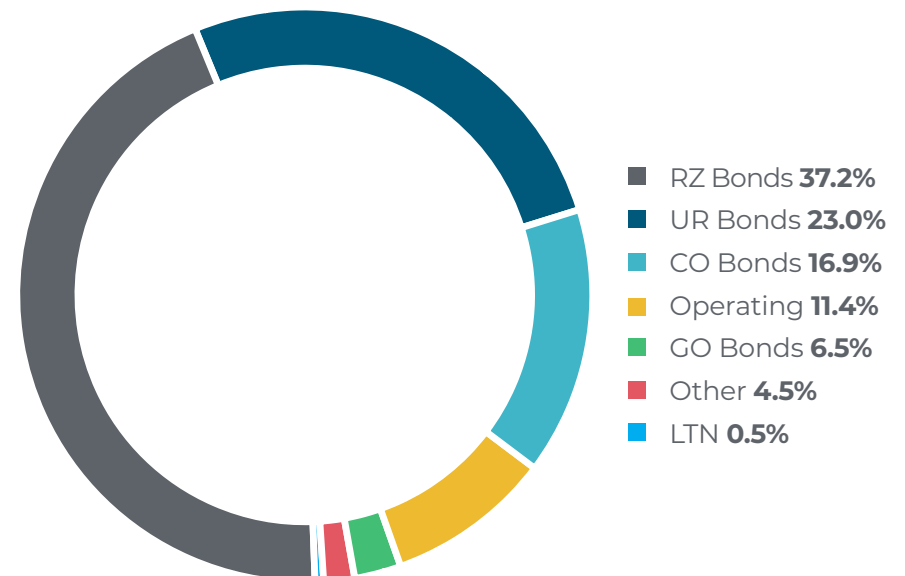
- Certificates of Obligation Bonds (CO)
- General Obligation Bonds (GO)
- Limited Tax Notes (LTN)
- Utility Revenue Bonds (UR)
- Reinvestment Zone #1 Revenue Bonds (RZ)

The FY 2019 Capital Improvement Team is currently managing \$235,230,416 in routine and non-routine capital across the various project categories and available funding sources.

CAPITAL IMPROVEMENT BY CATEGORY



CAPITAL IMPROVEMENT BY FUNDING SOURCE



CAPITAL IMPROVEMENT PROGRAM SUMMARY – FY 2020-2025

While over \$25,000,000 in current projects near completion, the FY 2020 Adopted Budget includes an additional \$121,804,350 in non-routine capital expenditures. The following sections provide additional detail about the proposed list of projects that make up the FY 2020-2025 Capital Improvement Program.

	2020	2021	2022	2023	2024	2025	Total
Equipment [LTN]	\$ 2,933,900	\$ 1,892,400	\$ 1,522,300	\$ 2,406,200	\$ 1,012,000	\$ 1,968,100	\$ 11,734,900
Equipment - Public Safety [CO]	-	-	1,300,000	810,000	860,000	-	2,970,000
Facilities [CO]	1,775,000	8,400,000	-	1,350,000	-	-	11,525,000
Drainage [CO]	5,000,000	3,052,000	4,852,000	3,043,000	-	1,102,500	17,049,500
Mobility [CO]	11,200,000	35,432,000	4,800,000	4,000,000	25,000,000	25,000,000	105,432,000
Parks [GO]	-	33,000,000	-	-	-	-	33,000,000
Public Safety [GO]	15,000,000	-	-	-	-	-	15,000,000
Utilities [UR]	71,027,000	24,029,000	17,730,000	23,700,000	22,650,000	21,150,000	180,286,000
Reinvestment Zone [RZ]	14,868,450	-	40,000,000	-	-	-	54,868,450
TOTAL	\$ 121,804,350	\$ 105,805,400	\$ 70,204,300	\$ 35,309,200	\$ 49,522,000	\$ 49,220,600	\$ 431,865,850

EQUIPMENT DESCRIPTION

The City of Temple Fleet department prepares an annual replacement schedule for approximately 680 assets. Replacement recommendations are made based on age, hours/mileage, maintenance, and expected useful life of the equipment. Replacements, such as police vehicles and utility trucks, are typically considered routine capital. Assets in the heavy equipment category, such as fire engines and solid waste trucks, can place a significant impact on the operating budget, so it can become necessary to include these replacements as part of the Equipment Capital Improvement Program.

During the FY 2020 budget process, the need for a digital solution to solid waste route management was identified. This request was accelerated into FY 2019 and the City of Temple invested in Routeware Software, a fleet management system. In FY 2020, the CIP Team proposes an aggressive equipment replacement schedule in conjunction with additional trucks for new routes. The combination of these investments will maximize the efficiency and effectiveness of our solid waste operations and equipment, resulting in improved reliability and service to our customers.



EQUIPMENT DESCRIPTION

PUBLIC SAFETY – FIRE

Fire Truck 6 is a used 1997 E-One Hurricane fire truck that the City purchased in 2015. City growth at that time included several apartment buildings and the City needed its first platform ladder truck to provide proper emergency service. This purchase was an effective and affordable solution at that time. This truck is scheduled to be replaced in 2020 with a brand-new platform style ladder truck which will include a pump, water tank, fire hose, ground ladder and aerial ladder.

Line 1 – Fire Truck at \$1,300,000

Engine 5 is a 2004 Crimson Spartan Gladiator that underwent refurbishment in 2018. This refurbishment was intended to extend the life of the truck as a frontline engine, as well as ensure its useful life as a reserve unit once replacement was scheduled. This unit is scheduled for replacement in 2022. Given the continued growth, number of three-or-more story apartment complexes and their locations across the City, staff has recommended this engine be upgraded to a 100' ladder truck.

Line 2 – Fire Truck at \$1,300,000

Engine 3 is one of three 2008 Crimson Spartan Gladiator engines in Fire's fleet. Staff is recommending replacement in 2023 in order to improve the useful life status of engines in reserve status, thereby improving the overall reliability of fire equipment and service.

Line 3 – Fire Engine at \$810,000

The Fire department has two 2012 Ford F550 squad vehicles, as well as a 2004 Spartan Rescue Vehicle scheduled for replacement in 2024. These replacements are based on forecasted mileage and maintenance needs.

Line 4 – Rescue Vehicle (1) at \$540,000

Line 5 – Squad Vehicles (2) at \$320,000

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 six heavy equipment mowers (\$90,000 to \$120,000 each) in Parks' fleet. With a life span of five to seven years, the Fleet department is forecasting the replacement of all six of these mowers within the six-year planning window.

Line 6 - Heavy Equipment Mowers at \$622,000

PUBLIC SAFETY

Mobile Data Laptops are installed in Police and Fire vehicles throughout the City. The rate of technology change is increasing at a rapid pace, resulting in shorter life cycles and faster system development. To create an effective and sustainable technology plan, it is recommended that the City replace the Police and Fire Mobile Data Laptops every four years. This will result in a systematic technology replacement that meets industry standards, facilitates standardization efforts, improves operating efficiency, and provides for an effective disposal strategy for used equipment. The associated equipment includes docking stations for the new laptops, Cradle Point routers for data communications, and tablets for staff to use in the field.

Line 7 – Mobile Data Laptop Systems at \$860,000



EQUIPMENT DESCRIPTION

SOLID WASTE

The solid waste department currently has five different route types:

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

A total of 35 frontline trucks and 9 spares run these routes. The typical life of these trucks should be 7-8 years, which is reflected in the replacement funding schedule.

Line 8 – Residential Refuse Vehicles at \$3,291,000

Line 9 – Frontload Refuse Vehicles at \$2,129,800

Line 10 – Roll-off Refuse Vehicles at \$1,425,300

Line 11 – Brush/Bulk Refuse Vehicles at \$721,300

Line 12 – Sideload Refuse Vehicles at \$275,000

However, the Fleet department analysis of the current equipment related to hours and maintenance is forecasting many of the newer vehicles to have a reduced life cycle closer to six years. To help alleviate the stress on current equipment while providing exceptional service, City staff has recommended an additional residential route (FY 21, FY 23), frontload route (FY 20), and roll-off route (FY 20).

Line 13 – Residential Refuse Vehicle – Proposed New Routes at \$626,200

Line 14 – Frontload Refuse Vehicle – Proposed New Route at \$300,000

Line 15 – Roll-off Refuse Vehicle – Proposed New Route at \$165,000

STREETS & TRAFFIC CONTROL

The Streets and Traffic Control departments regularly utilize heavy equipment in their day to day operations maintaining 1174 lane miles and 71 signals. The Fleet department is forecasting the replacement of a tire loader, four dump trucks, a patch truck, a bucket truck and an aerial lift within the six-year planning window. An additional dump truck will be required in order to equip the new reconstruction crew in FY 2020.

An additional patch truck has also been slated for funding to support the additional patch crew in FY 2023.






Line 16 – Heavy Equipment Replacements at \$1,001,300

Line 17 – Heavy Equipment Additions at \$318,000






































EQUIPMENT FUNDING SCHEDULE

 Addition
  Upgrade
  Replace

EQUIPMENT - PUBIC SAFETY	QTY	FY 2020		QTY	FY 2021		QTY	FY 2022		QTY	FY 2023		QTY	FY 2024		QTY	FY 2025		Total
1 ^Fire Truck (Station 6)	1	\$ 1,300,000		-	\$ -		-	\$ -		-	\$ -		-	\$ -		-	\$ -		\$ 1,300,000
2 Fire Engine {Upgrade to Truck} (Station 5)	-	-		-	-		1	1,300,000		-	-		-	-		-	-		1,300,000
3 Fire Engine (Station 3)	-	-		-	-		-	-		1	810,000		-	-		-	-		810,000
4 Rescue Vehicle (Station 3)	-	-		-	-		-	-		-	-		1	540,000		-	-		540,000
5 Squad Vehicles (Stationd 1 and 6)	-	-		-	-		-	-		-	-		2	320,000		-	-		320,000
TOTAL FUNDED BY COs FOR PUBLIC SAFETY		\$ 1,300,000			\$ -			\$ 1,300,000			\$ 810,000			\$ 860,000			\$ -		\$ 4,270,000

^Utilizing Current Funds Available

EQUIPMENT	QTY	FY 2020		QTY	FY 2021		QTY	FY 2022		QTY	FY 2023		QTY	FY 2024		QTY	FY 2025		Total
PARKS																			
6 Heavy Equipment Mowers	1	\$ 101,000		-	\$ -		-	\$ -		1	\$ 120,000		1	\$ 95,000		3	\$ 306,000		\$ 622,000
PUBLIC SAFETY																			
7 Mobile Data Laptop Systems	-	\$ -		120	\$ 430,000		-	\$ -		-	\$ -		-	\$ -		135	\$ 430,000		\$ 860,000
SOLID WASTE																			
8 Residential Refuse Vehicles (12 Routes)	2	\$ 698,000		1	\$ 356,000		2	\$ 726,000		2	\$ 741,000		-	\$ -		2	\$ 770,000		\$ 3,291,000
9 Frontload Refuse Vehicles (7 Routes)	2	693,600		2	707,400		1	360,800		1	368,000		-	-		-	-		2,129,800
10 Rolloff Refuse Vehicles(7 Routes)	2	390,000		1	199,000		1	203,000		1	207,000		1	211,000		1	215,300		1,425,300
11 Brush/Bulk Refuse Vehicles (7 Routes)	-	-		-	-		1	232,500		-	-		1	242,000		1	246,800		721,300
12 Sideload Refuse Vehicles (2 Routes)	-	-		-	-		-	-		1	275,000		-	-		-	-		275,000
13 Residential Refuse Vehicles - Proposed New Routes	1	310,000		-	-		-	-		1	316,200		-	-		-	-		626,200
14 Frontload Refuse Vehicle - Proposed New Route	1	300,000		-	-		-	-		-	-		-	-		-	-		300,000
15 Rolloff Refuse Vehicle - Proposed New Route	1	165,000		-	-		-	-		-	-		-	-		-	-		165,000
STREETS & TRAFFIC CONTROL																			
16 Heavy Equipment Replacements	1	\$ 168,300		2	\$ 200,000		-	\$ -		2	\$ 169,000		4	\$ 464,000		-	\$ -		\$ 1,001,300
17 Heavy Equipment Additions	1	108,000		-	-		-	-		1	210,000		-	-		-	-		318,000
TOTAL FUNDED BY LTNs FOR EQUIPMENT		\$ 2,933,900			\$ 1,892,400			\$ 1,522,300			\$ 2,406,200			\$ 1,012,000			\$ 1,968,100		\$ 17,589,400

FACILITIES DESCRIPTION

The City owns and maintains over 40 buildings throughout the City. The buildings provide the office spaces necessary to administer City services for our community. In addition, many of the facilities provide recreational, cultural, and social experiences for citizens.

The FY 2020 – 2025 business plan includes significant investments to current facilities. Facilities such as the Library and the Clarence Martin Recreation Center will see upgrades to improve citizen experience while ensuring these facilities are maintained to high standards of quality, functionality, and safety.

The most significant proposed facility addition is the construction of a Solid Waste and Recycling Facility. The City initiated the curbside recycling program in 2014. To maintain a high-quality Solid Waste and Recycling Program, a new facility is needed that will provide for an efficient, effective, and fiscally responsible operation.

As other building conditions are identified, the prioritization of the proposed facility improvement projects may be shifted.



FACILITIES DESCRIPTION

Due to the number and size of key buildings in the City's facility system, historic building preservation and replacement of standard equipment can place a significant impact on the operating budget. Therefore, it can become necessary to finance renovations and improvements such as roof replacements, elevator refurbishments and HVAC systems.

Line 1 – Heating, Ventilation, and Air Conditioning at \$885,000

Line 2 – Interior and Exterior Renovations at \$874,000

Line 3 – Elevator Refurbishments at \$485,000

Line 5 – Access and Surveillance Upgrades at \$240,000

Line 6 – Roof Replacement at \$200,000

The Clarence Martin Recreation Center is approximately 21,000 sf multi-story building, currently housing offices for various city employees, locker space/changing facilities, storage, and a gymnasium. The building was originally constructed in 1935 as part of the original Temple High School complex. In 1965, the City acquired this building from the school district. In 2012, the Temple Historic Preservation Committee honored the recreation center with a Historic Marker.

Due to the historic nature of the building, the City contracted with a third-party architectural firm to complete a full facility assessment and evaluation. This report identified deficiencies, both interior and exterior, and recommended improvements with opinions of probable cost to complete the recommendations. Staff has programmed funding for the full list of recommendations in FY 2020.

Line 4 – Interior and Exterior Preservation at \$441,000

FACILITIES IMPROVEMENTS	FY 2020
1 Heating, Ventilation, and Air Conditioning	\$ 200,000
Library	
2 Interior and Exterior Renovations	644,000
Foundation Repairs - Bell County Health Building	
Transform Temple Maintenance Shop	
City Hall 1st and 2nd Floor	
Fire Stations #4 & #5	
Police Station	
3 Elevator Refurbishments	360,000
Library (2)	
City Hall (1)	
4 Interior and Exterior Preservation	441,000
Clarence Martin Gym	
6 Roof Replacements	130,000
Old Central Fire Station	
Jaime Hager Clements Complex (Court/UBO)	
TOTAL FUNDED BY COs FOR FACILITIES	\$ 1,775,000

FACILITIES IMPROVEMENTS	FY 2023
1 Heating, Ventilation, and Air Conditioning	\$ 685,000
Historic Post Office	
Parks Centralized Administration Building	
City Hall	
2 Interior and Exterior Renovations	230,000
Library Lighting	
Sammons Golf Course Maintenance Building	
Gober House (Community Center)	
Jeff Hamilton Building	
3 Elevator Refurbishments	125,000
Elevator Refurbishment - Historic Post Office	
5 Access and Surveillance Upgrades	240,000
Multi Location	
6 Roof Replacements	70,000
Fire Stations #2, #3 & #7	
TOTAL FUNDED BY COs FOR FACILITIES	\$ 1,350,000

FACILITIES DESCRIPTION

SERVICE CENTER COMPLEX

Building A of the Service Center was built in 2002 to house several city services: transportation, water & wastewater, parks & recreation, and solid waste. Over the years, the services based out of Building A have changed and the number of city personnel reporting to the service center has grown. Today Building A houses: transportation, water & wastewater, engineering, public works administration, and environmental programs. In 2010, 88 employees reported to the service center. By the end of FY2020, 130 employees will report to Building A. Based on projected staffing levels, 210 employees will report to the service center by 2025 and over 265 employees by 2040. The original building site was designed to accommodate growth and expansion.

Line 2 – Public Works Service Center Expansion at at 2,400,000

The City took over the transfer operations of recyclables from Balcones Recycling in April 2017, including the lease of the transfer facility and equipment (in-place shredder, conveyor and bailer). During that transition, a MRF (Material Recovery Facility) processing options analysis was completed which suggested that if the City did take over the transfer operations, it should find or build a more suitable building for operations and administration. Since then, the Solid Waste department has grown its customer support and administration staff in order to keep up with residential and commercial growth within the City. To address these needs, a comprehensive Solid Waste Master Plan began in July 2019. In addition to route and rate studies, two key initiatives of this plan are:

- A conceptual design for a possible new recycling transfer facility (Task 4 of the plan)
- A facility needs assessment to address existing and future solid waste management requirements for collection, recycling, processing, disposal, maintenance and administration (Task 5 of the plan)

Ideally, existing City owned property could be utilized to build a high-quality transfer station with new in-place equipment and an attached administration building to accommodate the Solid Waste departmental staff.

Line 1 – New Solid Waste and Recycling Facility at \$6,000,000



SERVICE CENTER COMPLEX		FY 2021
1	New Solid Waste and Recycling Facility	\$ 6,000,000
2	Expansion and Site Rehabilitation - Service Center	2,400,000
TOTAL FUNDED BY COs FOR FACILITIES		\$ 8,400,000

DRAINAGE DESCRIPTION

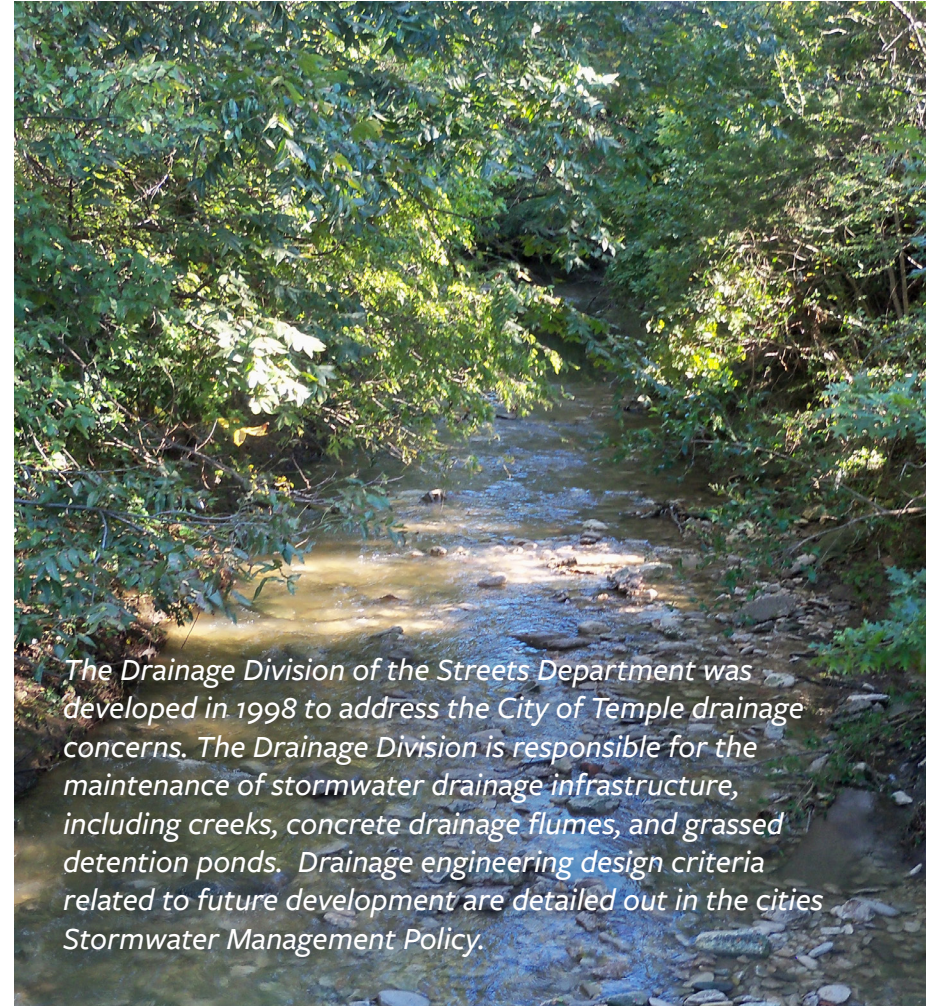
At the beginning of FY 2018, the City sought a proposal for a two-phase drainage modeling assessment.

The project scope included:

- providing regional stream and regional pond models;
- recommending regional detention pond locations and sizing;
- identifying projects to mitigate structural and property flooding along creeks;
- identifying projects to mitigate roadway crossings at creeks;
- updating National Flood Insurance Program (NFIP) Maps and Flood Insurance Rate Maps (FIRM), and
- proposing solutions to address inaccessible streams and creeks for city maintenance.

In addition, city staff is selecting focus areas of concern related to properties flooding outside of creek flood plains.

Preliminary Projects have been identified from Phase I of the assessment with the highest priority projects slated for funding in FY 2020. Phase II of the assessment began in Spring of FY 2019. Additional future projects will be identified as the assessment process continues with an anticipated completion in early Fall of 2020.



The Drainage Division of the Streets Department was developed in 1998 to address the City of Temple drainage concerns. The Drainage Division is responsible for the maintenance of stormwater drainage infrastructure, including creeks, concrete drainage flumes, and grassed detention ponds. Drainage engineering design criteria related to future development are detailed out in the cities Stormwater Management Policy.

DRAINAGE DESCRIPTION

Phase I of the assessment focused on the three largest drainage basins: Pepper Creek, Bird Creek, and Friars Creek. These watersheds extend to the Leon River comprising of approximately 35 square miles of study area.

PEPPER CREEK DRAINAGE PROJECTS

The Thompson Addition is an older low-lying neighborhood with repeated drainage issues during storm events. Drainage improvements consist of grading new channels to provide positive drainage out to the Thompson Channel.

Line 2 – Thompson Addition Drainage Improvements at \$1,342,500

The Pepper Creek Tributary III Drainage Improvements will upgrade the drainage channel just east of the planned Outer Loop Phase IV roadway and offsite areas south to Pepper Creek in order to accommodate both the road expansion and new development in the area. The overall project consists of final design of approximately 6,200 linear feet of grass lined open channel with associated driveway culverts as necessary.

Line 3 – Pepper Creek Tributary III at \$850,500

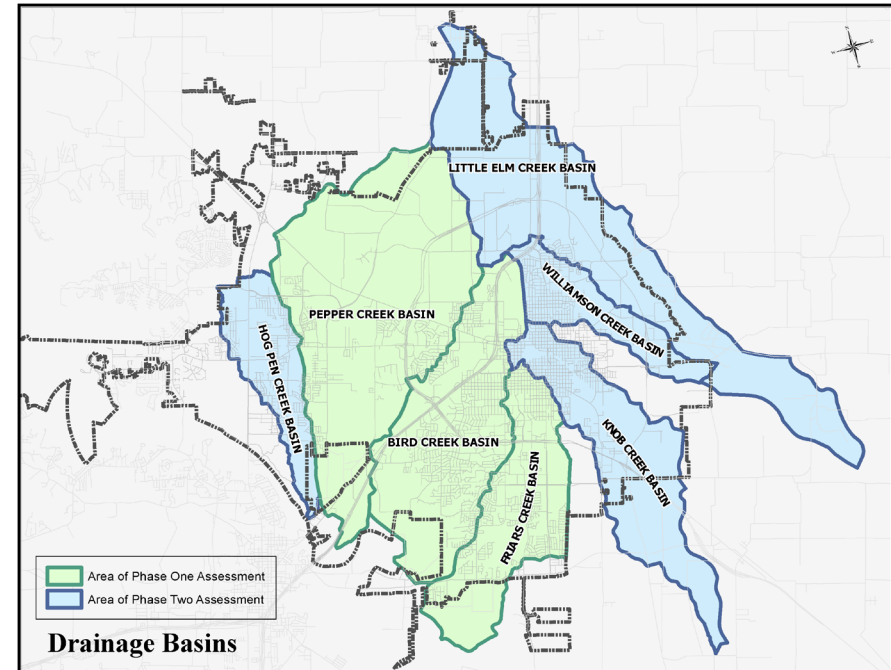
BIRD CREEK DRAINAGE PROJECTS

The Westgate Addition Railroad Berm existing culvert at the rail crossing of Bird Creek is currently constricting flow. The culvert does not pass the 100-year floodplain and should be upgraded or replaced to mitigate flood risk and remove homes from the floodplain. This project will assess the options for reducing flood impacts to homes and the Sammons Park Golf Course.

Line 1 – Westgate Addition Railroad Berm at \$2,295,000

Bird Creek Detention Pond is a proposed on-line regional detention pond designed to provide a 4.2% reduction in flow at the confluence of Bird Creek with the Leon River. The proposed detention volume is 265-acre feet.

Line 8 – Bird Creek Detention Pond at \$4,025,000



Bird Creek Drive Drainage Improvements consist of removing existing undersized culverts and replacing with three 10x10 ft box culverts and raising the road three feet. The improvements will reduce home flooding in the area and eliminate road overtopping.

Line 9 – Bird Creek Drive Drainage Improvements at \$1,102,500

Briarcliff Road Drainage Improvements consist of removing existing undersized culverts and replacing with a 10x9 foot box culvert, raising the road one foot and lowering the creek invert while widening the channel. The project includes 1,700 lineal feet of channel improvements. The improvements will eliminate flooding in 11 homes and eliminate road overtopping.

Line 7 – Briarcliff Road Drainage Improvements at \$3,870,000

DRAINAGE DESCRIPTION

FRIARS CREEK DRAINAGE PROJECTS

The Friars Creek Railroad Berm existing culverts at the rail line crossing of Friars Creek are currently constricting flow. They do not pass 100-year floodplain and should be upgraded or replaced to mitigate flood risk and remove homes from the floodplain. The creek banks in the park downstream of the culverts are showing signs of instability while the building up sediment upstream is higher than the elevation of the culverts. This project will assess the options for removing or replacing the rail, upgrading the stream crossing and stabilizing the stream in the vicinity of the culverts.

Line 4 - Friars Creek Railroad Berm at \$2,077,500

The Canyon Creek Road / Blackland Road Extension project encompasses the extension of roadway, water, wastewater, and drainage improvements. The project details are discussed within the Mobility Section, but funding for the drainage portion of the improvements is identified here.

Line 6 - Canyon Creek Road / Blackland Road Extension at \$778,000

STAFF RECOMMENDED DRAINAGE PROJECTS























Inverness Road Drainage improvements is a staff recommended project within the Hog Pen Creek Basin for the purpose of reducing channel overflow into residential properties. The project includes removal and replacement of undersized culverts and re-grading the existing channel to include a concrete bottom.

Line 5 - Inverness Road Drainage Improvements at \$580,000

There are four significant basins that remain to be addressed in Phase II: Williamson Creek, Little Elm Creek, Hog Pen Creek, and Knob Creek. These watersheds extend to the City of Temple Extra Territorial Jurisdiction (ETJ) comprising of approximately 31 square miles of study area. Additional future projects will be identified as the assessment process continues with an anticipated completion in early Fall of 2020.

DRAINAGE FUNDING SCHEDULE

 Design  Right-of-Way  Construction

DRAINAGE PROJECTS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
1 Westgate Addition Railroad Berm	\$ 2,295,000   	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,295,000
2 Thompson Addition	1,342,500   	-	-	-	-	-	1,342,500
3 Pepper Creek Tributary III	850,000 	-	-	-	-	-	850,000
4 Friars Creek Railroad Berm	303,500  	1,774,000 	-	-	-	-	2,077,500
5 Inverness Road Drainage Improvements	80,000 	500,000 	-	-	-	-	580,000
6 Canyon Creek/Blackland Extension [Mobility]	-	778,000 	-	-	-	-	778,000
7 Briarcliff Road Drainage Improvements	-	-	3,870,000   	-	-	-	3,870,000
8 Bird Creek Detention Pond	-	-	982,000  	3,043,000 	-	-	4,025,000
9 Bird Creek Drive Drainage Improvements	-	-	-	-	-	1,102,500   	1,102,500
10 Contingency	129,000	-	-	-	-	-	129,000
TOTAL FUNDED BY COs FOR DRAINAGE	\$ 5,000,000	\$ 3,052,000	\$ 4,852,000	\$ 3,043,000	\$ -	\$ 1,102,500	\$ 13,283,000

MOBILITY DESCRIPTION

Over the last several years Temple has experienced strong growth which is expected to continue over the next several decades. Traffic pressures in Temple are a result of a growing local economy and expanding residential market, particularly to the south and west. Temple is strategically located along the IH-35 corridor and has two railroads running through town, which also provides a continued draw for industry to the area.

The FY 2020 Proposed Budget includes the 8th year of the ten-year mobility capital improvement program and recommends expansion of the program to a \$148,581,000 investment.

Additions to the program include funding for an eastward extension of Canyon Creek Drive/Blackland Road to coincide with potential development, two pending grant applications related to trail connections along the Georgetown Railroad route, and anticipated revitalization efforts in various districts City-wide.



MOBILITY DESCRIPTION

The North Pea Ridge Road, Phase I project consists of roadway improvements to North Pea Ridge Road from West Adams Avenue to Prairie View Road. Improvements include an expanded pavement section with continuous left-turn lane, pedestrian facilities, drainage conveyance, and water utilities.

Line 1 – North Pea Ridge Road, Phase I at \$5,000,000

The Hartrick Bluff Road Reconstruction project consists of roadway improvements to from FM 93 to Waters Dairy Road. Improvements include an expanded pavement section with continuous left-turn lane, pedestrian facilities, drainage conveyance, and water utilities. Improvement will take this rural road and turn it into a collector providing service to residential subdivisions along this corridor including recently annexed areas south of FM 93.

Line 2 – Hartrick Bluff Road Reconstruction at \$5,835,000

Temple Independent School District (TISD) has requested that the City begin the design process for the future expansion of Canyon Creek / Blackland Road eastward in order to provide needed connectivity and utilities to a new school site. As a direct result, FY 2019 also saw increased planning and development activity along with voluntary annexations in this area.

Line 3 – Canyon Creek Drive / Blackland Road Extension at \$3,588,000

Beyond the current ten-year mobility capital improvement program, the next step to developing a safe, connected and well-maintained mobility system that incorporates all modes of travel will be the development of a Mobility Master Plan. This long-range planning tool will provide the city with multimodal master plans and priority projects to best support its growth.

Line 4 – Mobility Master Plan at \$225,000

Phases III & IV of the Kegley Roadway improvements will extend from the end of Phase II to the intersection of Charter Oak Drive. Improvements include expanded pavement sections with a continuous left turn lane, pedestrian facilities, drainage conveyance, utilities, and an elevated bridge structure over Pepper Creek. Improvements will take this rural road and turn it into a minor arterial providing an alternate route for traffic from IH-35 to the west side of town.

Line 5 – Kegley Roadway Improvements, Phase III & IV at \$9,404,000

The Outer Loop will ultimately create a new major arterial loop around Temple, connecting regional employment centers to neighborhoods and interstate commerce. This loop strategically combines several existing

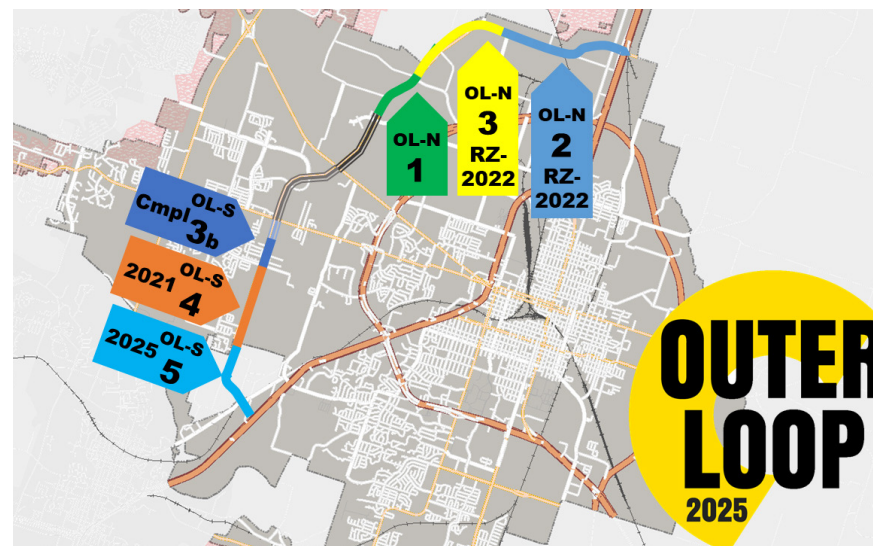
roadways and thoroughfares, including Moores Mill Road, Old Howard Road, Hilliard Road, Research Parkway, and Old Waco Road. Several segments in west Temple have already been completed. The segment from IH-35 along Research Parkway will provide direct connectivity along the new thoroughfare between freight companies and IH-35. From the Outer Loop, drivers benefit from a short trip to the Draughton-Miller Airport and direct connectivity to the proposed 750-lot Westfield mixed-use development and the 300+ acre Crossroads Athletic Park (that will complete construction in Spring 2020). The nearest section IH-35 carries 78,656 vehicle per day, and 15,020 vehicles travel daily on northwest Loop 363. Allowing the traffic to disperse onto the Outer Loop will significantly reduce congestion delay.

Line 6 - Outer Loop, Phase IV - Jupiter to Riverside at \$8,700,000

This project was submitted for funding through the Killeen-Temple Metropolitan Planning Organization (KTMPO) Calls for Projects in 2018 and was awarded \$8,300,000 in funding.

Line 8 - Outer Loop, Phase V - Riverside to IH-35 at \$8,700,000

This project will be submitted for funding through the next Killeen-Temple Metropolitan Planning Organization (KTMPO) Calls for Projects.



MOBILITY DESCRIPTION

The South Pea Ridge Road Phase I project consists of roadway improvements from Poison Oak Road to Hogan Road. Improvements include an expanded pavement section with continuous left-turn lane, pedestrian facilities, drainage conveyance, and water utilities. Improvement will take this rural road and turn it into a collector providing service to residential subdivisions along this corridor.

Line 7 - South Pea Ridge from Westwood Hills to Poison Oak at \$4,700,000

The technology associated with signal management continues to improve at a rapid pace. Monitoring of signal timing, malfunctioning and troubleshooting can be done remotely improving reliability and reducing manhours required to make repairs. It is important to continually update this equipment to current technology standards through regular signal replacement, upgrades, and additions as needed.

Line 9 - Upgrade Signals to Add Communication Module at \$105,000

Line 10 - Signal Replacements, Upgrades, and Additions at \$750,000

The Georgetown Railroad Trail project began as part of the Trails Master Plan. This rails-to-trails project is categorized as a Priority Trail for its potential to connect key destinations and neighboring communities. It would create a 10' wide, four-mile-long shared-use path along the right-of-way of the former railroad. The design will include safety lighting and signage at all street crossings to minimize risk to pedestrians and cyclists, as well as encourage use by students. The trail will be easily accessible to residents living in Stonegate, Echo Village, Wyndham Hill, Sarah's Glenn, Alta Vista, Deerfield, Bentwood, and Legacy Ranch. The trail will connect Raye Allen Elementary School, South Temple Community Park, and ultimately reach the historic MK&T Bridge over the Leon River.

Phase I will be submitted to TxDOT for Safe Routes to School (SRTS) infrastructure funding. SRTS funds are eligible for any project within two miles of a school serving students in kindergarten through 8th grade. This phase will be 1.7 miles long beginning at Raye Allen Elementary and ending after crossing at South 31st Street.

Line 11 - Georgetown Railroad Grant Match {SRTS} at \$225,000

Phase II will be submitted to TxDOT for Transportation Alternatives (TA) Set-Aside program funding. It will begin on the west side of 31st Street, at the terminus of Phase I, and complete the remaining 2.4 miles of trail, ending at the historic MK&T Bridge. Phase II includes both the trail construction and the bridge renovation.

Line 12 - Georgetown Railroad Grant Match {TA} at \$570,000

East Central is a well-travelled thoroughfare connecting IH-35 to downtown with a high school, a grocery store, and several neighborhoods all along the way. The sidewalk contains several gaps that need to be addressed to provide a safe route next to this busy roadway.

Line 13 - East Central Sidewalks at \$300,000

Temple prioritizes connecting people with the places and spaces they most utilize. Though no specific use is identified, the CIP team recognizes the need to allocate funding for additional sidewalks, trails and grant matches as the need arises.

Line 14 - Sidewalk/Bike Plan at \$500,000

Line 15 - Sidewalk/Trail Connections - Grant Match at \$500,000

A pavement condition survey with associated asset collections for all City streets is currently underway with anticipated completion in January 2020. Ultimately the work plan developed with this project will serve as the road map for pavement preservation and street maintenance projects over the course of the next six years.








Line 16 - Pavement Preservation and Reconstruction at \$15,000,000

The creation of a neighborhood planning program identifies eighteen neighborhood planning districts that form the core of the community. Within the next six-year planning window, each district will receive a conceptual design which will include mobility and pedestrian improvements.

Line 17 - Neighborhood Planning Program - Mobility Improvements at \$7,000,000

MOBILITY FUNDING SCHEDULE

 Design
  Right-of-way
  Construction
  Survey/Assessment

MOBILITY PROJECTS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
CAPACITY & CONNECTIVITY							
1 North Pea Ridge Road, Phase I	\$ 5,000,000 	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000
2 Hartrick Bluff Road Reconstruction	500,000 	5,335,000 	-	-	-	-	5,835,000
3 Canyon Creek Drive/Blackland Road Extension	470,000 	3,118,000 	-	-	-	-	3,588,000
4 Mobility Master Plan, FY 2023-2032	255,000 	-	-	-	21,500,000	12,800,000	34,555,000
5 Kegley Roadway Improvements, Phase III & IV	-	9,404,000 	-	-	-	-	9,404,000
6 ^Outer Loop, Phase IV - Jupiter to Riverside	-	8,700,000 	-	-	-	-	8,700,000
7 South Pea Ridge - Westwood Hills to Poison Oak	-	4,700,000 	-	-	-	-	4,700,000
8 Outer Loop, Phase V - Riverside to IH-35	-	-	-	-	-	8,700,000 	8,700,000
PUBLIC SAFETY							
9 Upgrade Signals to Add Communication Module	\$ -	\$ 105,000 	\$ -	\$ -	\$ -	\$ -	\$ 105,000
10 Signal Replacements, Upgrades, and Additions	-	-	750,000	-	-	-	750,000
SIDEWALK & TRAIL CONNECTIONS							
11 Georgetown Railroad Grant Match - SRTS	\$ 225,000 	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,000
12 Georgetown Railroad Grant Match - TA	-	570,000 	-	-	-	-	570,000
13 East Central Sidewalks	-	-	300,000 	-	-	-	300,000
14 Sidewalk/Bike Plan	-	-	-	500,000 	-	-	500,000
15 Sidewalks/Trail Connections - Grant Match	250,000	-	250,000	-	-	-	500,000
PAVEMENT PRESERVATION							
16 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
17 Neighborhood Planning Program	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
TOTAL FUNDED BY COs FOR MOBILITY	\$ 11,200,000	\$ 35,432,000	\$ 4,800,000	\$ 4,000,000	\$ 25,000,000	\$ 25,000,000	\$ 83,432,000

^KTMP Grant Funding Approved {\$8.3M}

PARKS DESCRIPTION



An allocation of \$33,000,000 in FY 2021 for a potential Parks Capital Improvement Program is included in the Financial Plan and is proposed as a general obligation bond program to be voted on in May 2020. It is recommended that the specific projects that are proposed as part of this bond program would be determined based on the updated Parks and Trails Master Plan, which is scheduled to be completed in late 2019.

PUBLIC SAFETY DESCRIPTION

An allocation of \$15,000,000 in FY 2020 for a potential Public Safety Capital Improvement Program is included in the Financial Plan and is proposed as a general obligation bond program to be voted on in May 2020. It is recommended that this bond include an expansion of the Public Safety Training Center, a new shooting range, an expansion and update of the Animal Shelter and Pet Adoption Center, improvements to fire stations, and investments in equipment.

Planning for these Public Safety improvements began with a Training Facility Space Needs Assessment in February 2019. This two-part feasibility study (assessment phase and conceptual phase) allowed for a comprehensive examination of current facilities, their existing functions and limitations, as well as current and future projected needs.



PUBLIC SAFETY DESCRIPTION

The Temple Police Department headquarters has a lecture-style training space with a maximum seating capacity of approximately 40 persons. The tiered classroom setting is conducive for lecture and computer aided presentations, as well as news briefings, but is not functional for tactical or defensive tactics training. The space needs analysis recommends additional training space with room for 100 persons that can be divided into two 50 person rooms to accommodate the current 150+ sworn 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 121 sworn firefighters.

Line 4 – Police Training Campus at \$1,600,000

The existing 37-year-old firing range presents limited training options. The firing range itself is outdoors and uncovered allowing weather conditions to impact training sessions. It utilizes the original dirt berm and has no permanent targeting system. The shoot house is non-functioning and lacks both storage space for the range and classroom capacity. With other projects in this package poised to address these issues, demolition of the existing range will allow for better future use of the property.

Evidence storage in the existing police department is at maximum capacity. Additionally, the off-site location for seized vehicles and other large items of evidence is undersized and not convenient for city staff to access. This bond package would allow for the design and construction of a combination facility to resolve both of these space needs.

Line 1 - Indoor Range and Evidence Storage at \$6,700,000

Line 8 – Demolition Existing Gun Range at \$210,000

The Training Ammunition Combat (TAC) House is a non-ballistic training tool for adaptive urban assault, building search/clearing, and force-on-force training. Designed for use with simulation ammunition rounds, marking cartridges, or blanks, teams can train with their own converted duty weapons. The TAC House provides a true-to-life training environment, while the modular walls give trainers the ability to rapidly convert any outdoor or indoor space into a realistic training facility for

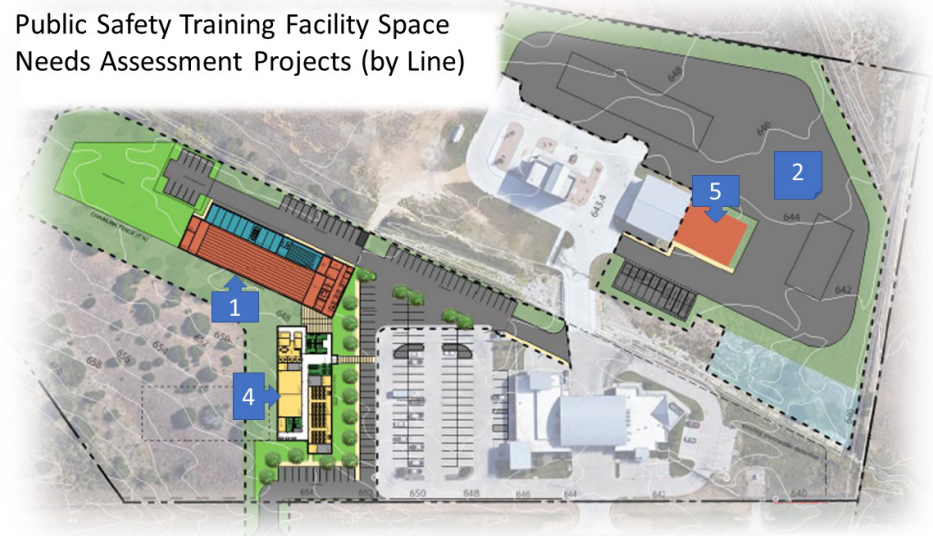
force-on-force training, real-world active shooter encounters, and basic and advanced building clearing skills.

Line 5 – Simulation Shoot House at \$1,600,000

The Police, Fire and other departments currently utilize City-owned and maintained parking lots for driver training. However, scheduling presents an issue as the parking lots must not be in use during training. The size and weight of Fire's fleet can also cause considerable damage to these lots. A newly constructed skills pad would be properly designed to account for maximum equipment weight, needed maneuverability, and could be shared by multiple departments.

Line 2 – Fire Training Skills Pad at \$2,000,000

**Public Safety Training Facility Space
Needs Assessment Projects (by Line)**



PUBLIC SAFETY DESCRIPTION

The Fire Department is recommending the purchase of a Station Alerting System for all 8 Stations. This system is designed to help reduce dispatch call-processing times by instantaneously alerting the right units in the right districts. In addition, the system provides situational information allowing firefighters to arrive on the scene more prepared to respond. The system also has the ability to control building systems, such as garage doors, to allow crews to be more efficient in their response times.

Line 7 – Station Alerting Systems at \$360,000

A contract for preliminary design of renovations to the Animal Shelter facility is currently underway. The layout of the existing floor plan will be re-organized to create a public lobby for kitten and puppy viewing and adoptions, separating it from day to day work areas used for food prep, intake, and other shelter functions. The expansion of the building will include 20 additional kennels, as well as two meet-and-greet pocket parks.

Line 3 - Animal Shelter Expansion at \$2,000,000

An additional fire squad vehicle is recommended to be purchased and fully staffed (FY 24, FY 25) to provide enhanced response capacity in the growth areas of our community.

Line 9 - New Squad Vehicle at \$160,000

Mobile command centers serve as communication hubs during emergency situations such as bomb threats, fires or natural disasters. They can also be used to conduct strategy meetings and other tactical operations, as well as provide a post for policing large scale community events. The new mobile command center will be replacing the existing 1999 mobile command center.

Line 6 - Mobile Command Center Vehicle at \$370,000



PUBLIC SAFETY IMPROVEMENTS		FY 2021
1	Indoor Range/Evidence Storage	\$ 6,700,000
2	Fire Training Skills Pad	2,000,000
3	Animal Shelter Expansion	2,000,000
4	Police Training Campus	1,600,000
5	Simulaton Shoot House	1,600,000
6	Mobile Command Post Vehicle	370,000
7	Station Alerting Systems	360,000
8	Demolition Existing Firing Range	210,000
9	New Squad Vehicle	160,000
TOTAL FUNDED BY GOs FOR PUBLIC SAFETY		\$ 15,000,000

UTILITIES DESCRIPTION



The Water and Wastewater Master Plan completed in 2019 provided a comprehensive evaluation and analysis of the City's current utilities and infrastructure improvements required to serve the Year 2070 population. Further, this Plan documented the City's existing utility related contracts, current extension policies, summary of governing agencies as they relate to municipal utilities and projects, planning components and a synopsis of project delivery components.

The Master Planning process began with several work sessions involving City staff to gain updated information related to the current condition of water and wastewater system components. Data collection also included the deployment of pressure recorders to provide field data for calibration of the existing system water model. Substantial advances have been made in the City's Geographic Information System (GIS), which has been

integrated and allowed for a more comprehensive evaluation of the existing water and wastewater systems. System models, condition of the water and wastewater system components and development trends were then utilized in the phasing of capital improvement and rehabilitation projects.

The future water and wastewater projects presented have been identified and are prioritized based on needed upgrades to the system, increased capacity, and completion to coincide with other mobility projects and development obligations.

As growth occurs, improvements may be accelerated or delayed and priorities may be shifted based on actual growth trends and development conditions. The interrelated nature of the connections for water and wastewater projects often dictates the priority scheduling of these improvements.

UTILITIES DESCRIPTION

WATER SYSTEM

Based on the current Texas Water Development Board population projections, historical water use and future land use, water demand projections were established and water distribution network analyses was performed using the computer model WaterGEMS. Based on these analyses, pipe sizes, pump station capacities, treatment capacities and storage needs were determined and sequenced to meet the projected water demands for expected populations in Year 2040 and Year 2070.

Since the previous update to the Master Plan in 2009, meter data has been collected and included in the City's GIS. This information allowed evaluations of infrastructure by pressure plane as related to the number of connections and compliance with certain TCEQ regulations. Recommended improvements are included in the funding schedule along with the opinions of probable cost.

WATER SYSTEM DEMANDS

2018	34.0 MGD
2030	43.6 MGD
2040	49.8 MGD
2070	68.8 MGD

WATER TREATMENT

The City's Water Treatment Plant has a rated capacity of 41.0 MGD. Additional capacity is required prior to Year 2030; thus, final design of an 11.6 MGD expansion of the Membrane Facility is underway. The project will also include chemical feed and storage, construction of additional clearwells and a high service pump station. Upon completion of this project, the City of Temple will have two (2) interconnected, stand-alone treatment plants capable of producing over 52 MGD. Enhancements at the Conventional Facility include an evaluation of sludge handling, as well as a disinfection byproduct reduction initiative.

Line 1 - Membrane Water Treatment Plant Expansion at \$35,800,000

Line 2 - Conventional Water Treatment Plant Enhancements at \$3,800,000



UTILITIES DESCRIPTION

WATER STORAGE - ELEVATED STORAGE TANKS (EST)

It is recommended that an elevated storage tank undergo rehabilitation approximately every ten years. The City plans to accomplish this at a rate of 1 per year.

Line 11 - Elevated Storage Tank Rehabilitation at \$4,700,000

Additional elevated storage is planned within each pressure plane in order to meet peak demands within the system. The upgrade of a 220,000 gallon EST to a 1.0 MG EST in the 835 pressure plane is currently underway. A 1.0 MG EST will be required in the 920 pressure plane by Year 2040; however, because of the significant industry component of this pressure plane and a single high demand user, it is critical to provide reliable supply and pressure. Therefore, a proposed 1.5 MG EST to be located on Eberhardt Rd. is recommended to support new clients and growth in the Industrial Park.

Line 4 - NEW 920 Elevated Storage Stank at \$3,800,000

The 785 pressure plane will require an additional 1.0 MG EST by Year 2040 and the 720 pressure plane will require a 1.5 MG EST by Year 2070.

WATER STORAGE - GROUND STORAGE AND PUMP STATIONS

Ground storage and clearwell storage are currently sufficient per TCEQ requirements. However, additional ground storage is planned to be constructed as part of the SH 317 Pump Station to provide for additional storage within the 835 pressure plane distribution system. The existing Ave G Ground Storage Tanks hold 7.0 MG of water and are a critical component to the City's water system, therefore City staff is recommending the rehabilitation of this facility within the next 5 years. Further, additional clearwell storage is to be added as part of the membrane plant expansion.

Line 8 - SH 317 Ground Storage Tanks and Pump Station at \$4,000,000

Line 6 - Ave G Ground Storage Rehabilitation at \$6,300,000

920 PRESSURE PLANE

In addition to the proposed 1.5 MG EST in the Industrial Park, there are planned projects to construct 18" and 12" water lines in conjunction with the phased construction of Outer Loop. A continuous 12" water line along Northwest Loop 363 is also recommended. A future 12" water line providing an interconnection between Loop 363 and Outer Loop will also be necessary.

Line 3 - 920 Pressure Plane Water Line Projects at \$3,000,000

876 PRESSURE PLANE

In addition to the rehabilitation of the Avenue G Ground Storage facility, a 12" water line from the Avenue G Pump Station connecting to a 12" line on FM 2305 is recommended to resolve low pressure issues in the area. The 876 Pressure Plane also includes the future construction of a 12" water line along Northeast Loop 363.

Line 5 - 876 Pressure Plane Water Line Projects at \$3,800,000

785 PRESSURE PLANE

Projects currently underway include 12" water lines along both Hogan Road and Hartrick Bluff Road. The SH 317 Ground Storage will provide additional supply to the 785 pressure planes, which is necessary to support the current number of connections within the pressure plane. Beyond the current planning window, an additional South Temple Storage Tank will be required by Year 2040. This facility will be supplied by a future South Temple Transmission Main, Phase I of which is scheduled in FY 2025.

Line 9 - 785 Pressure Plane Water Line Projects at \$3,300,000

835 PRESSURE PLANE

Construction of the 1.0 MG Pepper Creek Tank upgrade is scheduled to be operational in late 2020. The SH 317 Pump Station will provide additional and redundant supply to the 835 pressure plane. The pump station discharge will connect to the existing 18" water line on SH 317. An additional 12" water line along the FM 2305 corridor and 10" water line from FM 2305 to FM 2483 will be required in the future to support future development.

Line 7 - 835 Pressure Plane Water Line Projects at \$2,800,000

UTILITIES DESCRIPTION

720 PRESSURE PLANE

In conjunction with mobility projects, there are 12" water lines planned along both Poison Oak Road and Kegley Road. The SH 317 Pump Station will include 2.0 MG of ground storage that is designed to also support the 720 EST through a future 18" water line along Hogan Rd. Aside from construction of distribution lines, an additional 1.5 MG elevated storage tank will be required by Year 2070. This EST will be supplied by a future 30" transmission main from the Membrane Plant.

Line 10 - SH 317 Transmission Main at \$5,500,000

OTHER WATER SYSTEM IMPROVEMENTS

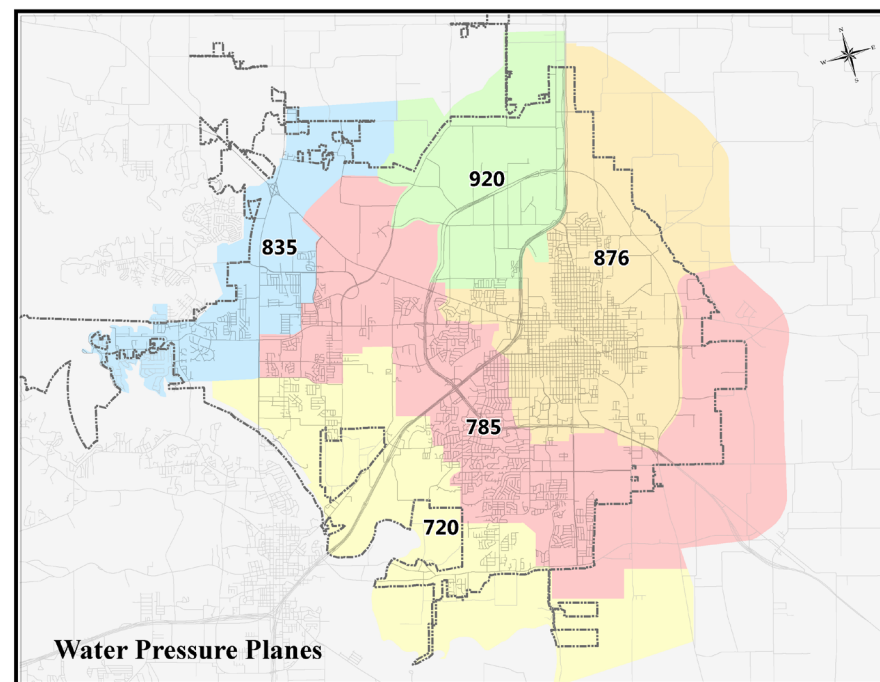
The Mobility Section discusses new roadways, along with roadway extensions and upgrades. It is only prudent to add, replace or upgrade utilities during the road construction process. Funding for the utility portion of these mobility improvements is identified here along with additional funding for various localized distribution system repairs and upgrades that tend to present themselves throughout the year.

Line 12 - Distribution System Upgrades at \$4,500,000

Line 13 - Mobility Related Utility Improvements at \$8,866,000

The creation of a neighborhood planning program identifies eighteen neighborhood planning districts that form the core of the community. Within the next six-year planning window, each district will receive a conceptual design which will include utility improvements.

Line 14 - Neighborhood Planning Program Utility Improvements at 12,500,000



WATER PROJECT FUNDING SCHEDULE

WATER PROJECTS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
1 Membrane Water Treatment Plant Facility Expansion	\$ 35,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,800,000
2 Conventional Water Treatment Plant Enhancements	4,000,000	-	-	-	-	-	4,000,000
3 920 Pressure Plane Water Line Projects	400,000	1,400,000	1,200,000	-	-	-	3,000,000
4 920 NEW Elevated Storage Tank	-	-	-	-	900,000	2,900,000	3,800,000
5 876 Pressure Plane Water Line Projects	-	400,000	-	-	-	3,400,000	3,800,000
6 876 Ave G Ground Storage Rehabilitation	300,000	6,000,000	-	-	-	-	6,300,000
7 835 Pressure Plane Water Line Projects	800,000	200,000	-	-	-	1,800,000	2,800,000
8 835 SH 317 Ground Storage Tanks and Pump Station	-	-	1,000,000	3,000,000	-	-	4,000,000
9 785 Pressure Plane Water Line Projects	100,000	1,200,000	1,300,000	-	-	700,000	3,300,000
10 720 SH 317 Transmission Main (30" Line)	-	1,500,000	-	4,000,000	-	-	5,500,000
11 Elevated Storage Tank Rehabilitations	700,000	700,000	700,000	900,000	1,000,000	700,000	4,700,000
12 Distribution System Upgrades (as needed)	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000
13 Mobility Related Utility Improvements	3,017,000	4,849,000	500,000	-	-	500,000	8,866,000
14 Neighborhood Planning Program	9,500,000	-	1,500,000	1,500,000	-	-	12,500,000
TOTAL WATER PROJECTS FUNDED BY UR BONDS	\$ 55,367,000	\$ 16,999,000	\$ 6,950,000	\$ 10,150,000	\$ 2,650,000	\$ 10,750,000	\$ 102,866,000

UTILITIES DESCRIPTION

WASTEWATER SYSTEM

The master plan summarized the analysis and planning of improvements for the City's wastewater collection system and wastewater treatment facilities. Wastewater flow projections were based on future land use and a model utilizing SewerGEMS. The continued growth and development of Temple necessitates that the existing wastewater system be analyzed for adequacy of service and that facilities be planned ahead of development. The report identifies and determines the wastewater collection system improvements including gravity lines, force mains and lift stations which will be required to provide service within the planning area. Projects along with opinions of probable cost are included in the funding schedule.

The City of Temple is served by two sewerage systems, the Temple-Belton Wastewater Treatment Plant (TBWWTP) and the Doshier Farm Wastewater Treatment Plant (DFWWTP). Within each of these sewerage systems is a network of gravity lines, pressurized force mains and lift stations. Gravity flow is the most economic means of conveyance in a wastewater collection system so these 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

Leon River Basin
Cedar Creek Basin
Pepper Creek Basin
Bird Creek Basin
Friars Creek Basin
Little River Basin
Boggy Creek Basin

DFWWTP

Knob Creek Basin
Williamson Creek Basin
Little Elm Creek Basin

CEDAR CREEK BASIN

At the direction of City Staff, the Wastewater Master Plan includes the Cedar Creek Basin which previously had been considered outside of the planning area. Should growth and development occur in this area, the improvements required in the Leon River and Pepper Creek Basins for the existing and planned infrastructure to be able to handle the flows generated from the Cedar Creek Basin were determined and are detailed in their respective basin discussions.

LEON RIVER BASIN

This basin is currently comprised of two independent gravity systems. Proposed improvements focus on establishing a continuous trunk sewer through the basin and increasing serviceable areas. Uniting the currently independent gravity networks will allow for the abandonment of the Pea Ridge Lift Station while providing additional collection service to the area South of Poison Oak Road. An extension in the northern part of the basin is also planned in order to increase the serviceable areas along SH 317, as well as accommodate potential Cedar Creek Basin flows.

Line 1 - Leon River Basin Wastewater Projects at \$3,590,000

PEPPER CREEK BASIN

Proposed improvements within the Pepper Creek Basin focus on extending service to the Riverside Trail-Outer Loop areas, areas near Cearley Road, and final extensions of Pepper Creek Trunk lines to the top of the basin as well as the appropriate upgrades of existing infrastructure required to facilitate potential Cedar Creek Basin flows.

Line 2 - Pepper Creek Basin Wastewater Projects at \$2,700,000

UTILITIES DESCRIPTION

BIRD CREEK BASIN

The Bird Creek Interceptor began design in 2007 in an effort to reduce overflows within the basin. The final phase of the 5 phase project was funded in FY 2019 and is scheduled for completion in late 2022. The proposed future improvements within the Bird Creek Basin focus to eliminate the intra-basin transfer of flows, the abandonment of four different lift stations, and expansion of serviceable area in the far south of the basin. However, with recently completed improvements in this area, these projects are not currently prioritized within the 5 year planning window.

FRIARS CREEK BASIN

The proposed improvements within the Friars Creek Basin will provide for an extension of wastewater collection service beyond FM 93, the elimination of the Valley Ranch Lift Station and the relocation of the Friars Creek Lift Station to the lowest and subsequently most advantageous location within the basin near the Leon River. This additional service area is currently prioritized beyond the 5 year planning window.

LITTLE RIVER BASIN

The addition of a trunk sewer, lift station and force main are intended to provide a framework within the Little River Basin.

Line 3 - Little River Basin Wastewater Projects at \$4,600,000

The addition of future interceptors to bring wastewater flows to the trunk sewer will provide the necessary structure for future development. These interceptors will also function as an outfall for inter-basin transfer from the Boggy Creek Basin.

BOGGY CREEK BASIN

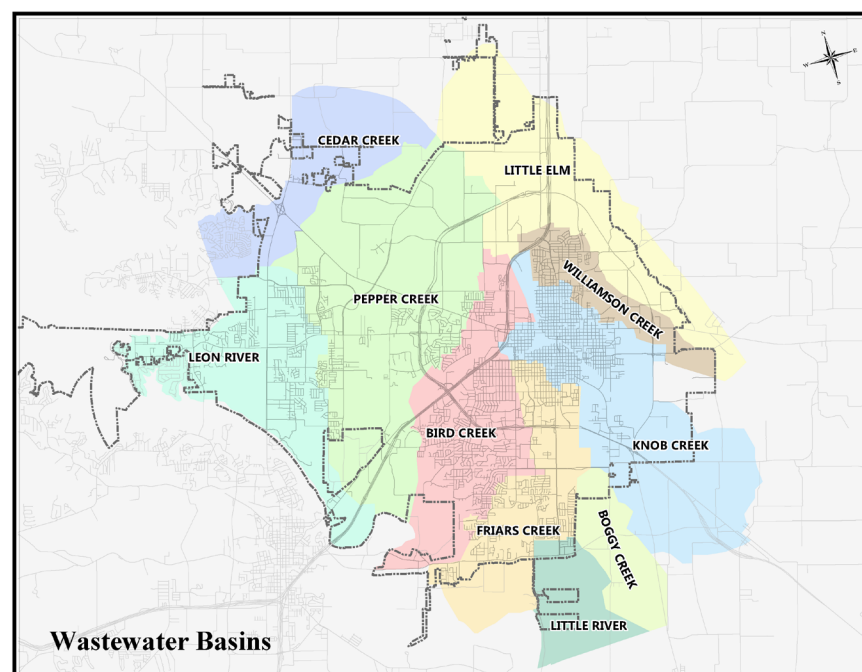
A complete framework of a trunk main, gravity lines and lift station that will provide an intra-basin transfer into the Little River Basin will provide a service structure for future development as needed. The need for this infrastructure is a part of the Master Plan, but currently falls outside of the 5 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. These improvements are currently undersign with construction planned in phases over the next 6 years.

Line 4 - Knob Creek Basin Wastewater Projects at \$21,700,000

Future improvements within the Knob Creek Basin are intended to extend the serviceable area of the basin southward to the wastewater Certificate of Convenience and Necessity (CCN) boundary with a trunk sewer and force main which will allow for the abandonment of an existing lift station.



UTILITIES DESCRIPTION

WILLIAMSON CREEK BASIN

These improvements include the rehabilitation and line size increases for the Williamson Trunk.

Line 5 - Williamson Creek Basin Projects at \$5,100,000

A future trunk extension to the southeast will extend the servicable area and allow for the elimination of a lift station force main and siphons.

SANITARY SEWER EVALUATION SURVEYS AND PROJECTS

Separate from the Master Plan, and as part of an aggressive sanitary sewer overflow reduction initiative, the City of Temple contracted in November 2018 with RJN Group of Dallas for a City-wide System Evaluation and Capacity Assurance Plan in order to thoroughly assess the entire wastewater collection system and improve operational efficiencies. Expected deliverables include a prioritized analyzed rehabilitation and improvement plan for identified infiltration/inflow defect repairs and improvements for both City and privately owned infrastructure. This evaluation work is still on-going so specific projects and their associated costs have yet to be identified. However, to support the anticipated projects, funding is programmed within the Utility Capital Improvement Program.

Line 7 - Sanitary Sewer Evaluation Surveys and Projects at \$30,830,000

LITTLE ELM CREEK BASIN

The proposed improvements recommended in the near future in the Little Elm Creek Basin primarily focus on expansion beyond the City of Temple Wastewater CCN boundary so that its upper limits may reach the top of the Little Elm Creek Basin.

Line 6 - Little Elm Creek Basin Projects at \$1,400,000

Future plans propose to extend the Little Elm Trunk Sewer through the undeveloped portion of the basin which currently has no Sanitary Sewer Evaluation Surveys and Projects existing wastewater infrastructure.

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. Since then, Phase I of the expansion has been designed and construction is currently substantially complete. Phase II is at 95% design. It is currently estimated that inflow thresholds will not meet the requirements for construction of Phase II expansion until 2024.

Line 8 - TBWWTP Expansion, Phase II at \$20,000,000

WASTEWATER PROJECT FUNDING SCHEDULE

WASTEWATER PROJECTS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
1 Leon River Basin Wastewater Projects	\$ 210,000	\$ 1,000,000	\$ 2,380,000	\$ -	\$ -	\$ -	\$ 3,590,000
2 Pepper Creek Basin Wastewater Projects	-	-	400,000	1,400,000	-	900,000	2,700,000
3 Little River Basin Wastewater Projects	900,000	3,700,000	-	-	-	-	4,600,000
4 Knob Creek Basin Wastewater Projects	6,700,000	-	3,900,000	5,700,000	-	5,400,000	21,700,000
5 Williamson Creek Basin Wastewater Projects	5,100,000	-	-	-	-	-	5,100,000
6 Little Elm Creek Basin Wastewater Projects	-	-	-	300,000	-	1,100,000	1,400,000
7 Sanitary Sewer Evaluation Surveys (SSES) and Projects	2,750,000	2,330,000	4,100,000	6,150,000	-	3,000,000	18,330,000
8 Temple-Belton Wastewater Treatment Plant Expansion, Phase II	-	-	-	-	20,000,000	-	20,000,000
TOTAL WASTEWATER PROJECTS FUNDED BY UR BONDS	\$ 15,660,000	\$ 7,030,000	\$ 10,780,000	\$ 13,550,000	\$ 20,000,000	\$ 10,400,000	\$ 77,420,000

REINVESTMENT ZONE NO. 1 DESCRIPTION



On January 1, 1983 the City of Temple established the Tax Increment Reinvestment Zone (TIRZ) on approximately 1,940 acres for a forty-year period. Today the life of the TIRZ has been extended to 2062 and consists of approximately 23.46 square miles (31.2% of the Temple city limits), including areas like Downtown and the Temple Medical and Education District (TMED). The inclusion of these areas has allowed the TIRZ to envision and complete significant improvements in these areas that have positively impacted connectivity of residents to businesses and services.

In FY 2019 the Temple Reinvestment Zone decided to focus on new goals and priorities through the creation of the Quality of Life 2030 Master Plan. This updated Master Plan focuses on the core principles of economic prosperity, place making, connectivity, and public well-being. All projects within the master plan are prioritized and funded based on these core principles.

REINVESTMENT ZONE NO. 1 DESCRIPTION

The newly completed Santa Fe Plaza business complex has added to the revitalization efforts attracting welcomed traffic to downtown businesses and eateries. With City support through an Economic Development Agreement and a Tax Abatement Agreement, the redevelopment of the Hawn Hotel, Arcadia Theater and Public Services Building over the coming years will also significantly impact downtown entertainment and the need for additional parking.

Line 1 – Parking Garage at Central Avenue & 4th Street at \$8,800,000

Line 2 – Parking Garage at 1st Street at \$6,068,450



Parking Garage at Central Ave & 4th Street
(Line 1)

As discussed in the Mobility Section, the Outer Loop will ultimately create a new Major Arterial Loop around Temple, connecting regional employment centers to neighborhoods and interstate commerce. The center sections in West Temple have been recently completed while the southern sections are planned for in the mobility funding schedule. The northern sections connect the Industrial Park to IH-35 and fall within the TIRZ making them a priority of the Master Plan.

Line 3 – Outer Loop North, Phase II - IH-35 to Wendland at \$15,825,000

Line 4 – Outer Loop North, Phase III - Wendland to McLane Parkway at \$12,800,000

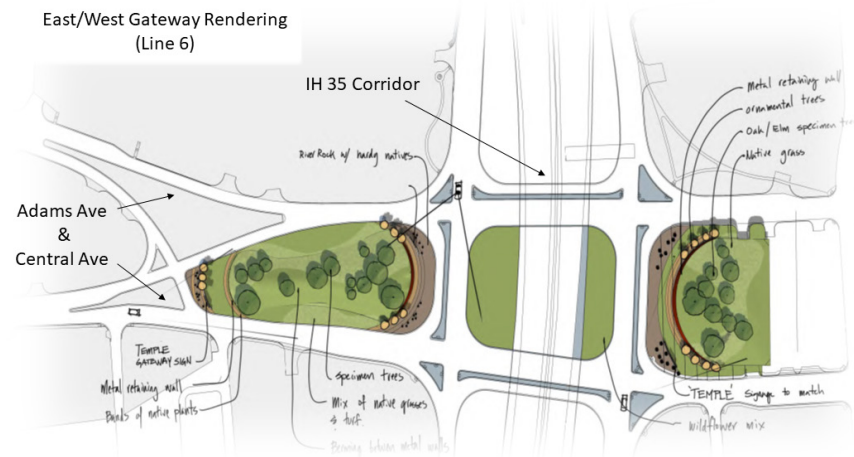
Place making prioritizes people and human experiences to ensure that our communities are more inclusive, resilient, and economically sustainable over time. The redesign of both Avenue C and 24th Street to include enhanced pedestrian facilities will bring a strong connection from the downtown core into the Ferguson Park District. This area will see a revitalization in community and affordable, quality housing sparked from this new infrastructure.

Line 5 – Avenue C from MLK to 24th Street at \$5,500,000

Line 7 – 24th Street Reconstruction at \$1,798,900

The perception of travelers along IH-35 through Temple had been one of concrete barriers, industrial yards and fast food. However, TxDOT has recently completed an expansion of the highway through town. The 2030 Master Plan has identified ways to take advantage of the new highway configuration with a concept design to green-scape the remaining right-of-way at the Adams Avenue and Central Avenue overpass intersections. This will improve the image of the City from this corridor.

Line 6 – East/West Gateway at \$3,340,000



REINVESTMENT ZONE NO. 1 DESCRIPTION

The Master Plan also identifies various sites within the Industrial Park for re-grading. The re-grading will make these sites more feasible and conducive for commercial build, making them more attractive to new industry.

Line 8 – Industrial Park Lot Grading at \$646,100

REINVESTMENT ZONE NO.1 PROJECTS	FY 2020
1 Parking Garage at Central Avenue & 4th Street	\$ 8,800,000
2 Parking Garage at 1st Street	6,068,450
TOTAL PROJECTS FUNDED BY RZ BONDS	\$ 14,868,450

REINVESTMENT ZONE NO.1 PROJECTS	FY 2022
3 Outer Loop North, Phase II - IH-35 to Wendland	\$ 15,825,000
4 Outer Loop North, Phase III - Wendland to McLane Parkway	12,800,000
5 Avenue C from MLK to 24th Street	5,500,000
6 East/West Gateway	3,430,000
7 24th Street Reconstruction	1,798,900
8 Industrial Park Lot Grading	646,100
TOTAL PROJECTS FUNDED BY RZ BONDS	\$ 40,000,000



OPERATING DESCRIPTION

The City of Temple's operating budget is directly affected by the projects identified in the Capital Improvement Program. Most new capital improvements will impact annual operating expenses either positively or negatively. For example, a new fire station would require additional staff, as well as an increase for everyday operational expenditures. Whereas, installation of new equipment or technology may result in a decrease in operating expenditures such as repair, maintenance, and labor. Financing of new capital through pay-as-you-go, grant funding, debt service, or other methods will also impact the operating budget depending upon the selected method and available financing capacity.

Operating and maintenance costs associated with capital projects are carefully considered in deciding which projects move forward in the CIP budget. Departments typically absorb the operating and maintenance costs within their own budgets. When a department is not able to absorb the costs, a supplemental request for operating funds may be approved in their annual operating budget. It is imperative that CIP projects are strategically planned to alleviate unexpected costs to departmental operating budgets. Although it may be possible to pay for the capital costs of projects that will increase reliance upon labor, it is typically impossible to absorb many large increases in operating costs at once. Projects are programmed to prevent excessive burden to operating budgets. Supplemental requests for operating funds are reviewed and balanced against all other requests for additional funding and funding needs.

Each department maintains estimates of future costs associated with the operation and maintenance of capital assets. These estimates are updated periodically and used to assess the impact of CIP projects on the operating budget. These impacts are reviewed and integrated into the selection and timing of each CIP project. Examples of cost estimates taken into consideration based on project type are described below.

Equipment - fuel, insurance, and repair and maintenance costs are calculated based on the type of equipment being added to the fleet. It is assumed that replacements do not add to the operating costs.

Facilities – each additional square foot of facilities cost \$4.64 per year to maintain.

- While HVAC, lighting and elevator improvements should add efficiency savings, the Finance department continues its best practice of budgeting these expenditures based on current utility rates and forecasted usage.
- Scheduled new major public facilities in the planning period of FY 2020-2025 include the Public Safety Training Facility Expansion and new Solid Waste and Recycling Facility
 - * The Public Safety Training Facility Expansion will provide a shared space for both Fire and Police. Should voters approve the General Obligation Public Safety bonds, the increase in operating cost of this facility will be shared between the departments.
 - * The new Solid Waste and Recycling Facility is scheduled to improve service and better locate strategic solid waste resources. Operating costs will increase as this will replace the smaller solid waste facility that no longer meets modern service requirements. However, this increase can be offset by the termination of the current leased recycling building.

Drainage Systems - each additional lane mile cost \$1,027 per year to maintain.

Streets & Traffic Control – each additional lane mile cost \$2,246 per year to maintain.

OPERATING DESCRIPTION

Parks & Recreation – each additional acre of park land cost \$3,790 per acre per year to maintain.

- A significant operating impact from capital improvements, should the voters approve it, will stem from the proposed General Obligation (GO) Parks bonds. These parks projects will include constructing, acquiring, improving, renovating, expanding, developing and equipping land and buildings for park and recreational purposes. Staff will be better equipped to analyze project timing and associated operating costs once projects have been identified.

Water Distribution/Treatment – average annual cost of water treated per 1,000 gallons is \$1.31.

- Scheduled improvements related to water treatment in the planning period of FY 2020-2025 include the Expansion of the Membrane Water Treatment Plant which could be complete as early as Summer of 2021. Membrane treatment requires less equipment and offers an overall lower cost of operation than conventional methods. That said, the department will see an increase in basic operational costs such as chemicals needed to clean the additional membranes. Though the expansion is being spawned by new industry which will offer additional revenue, these revenues were not a part of the additional operational cost calculations.

Wastewater Collection/Treatment – average annual cost of wastewater treated per 1,000 gallons is \$2.14.

- A significant wastewater project on the horizon will be Phase II of the Temple-Belton Wastewater Treatment Plant Expansion in FY 2024. This project will take two years for construction which puts the additional

anticipated operational costs related to the expansion just outside the current planning window.

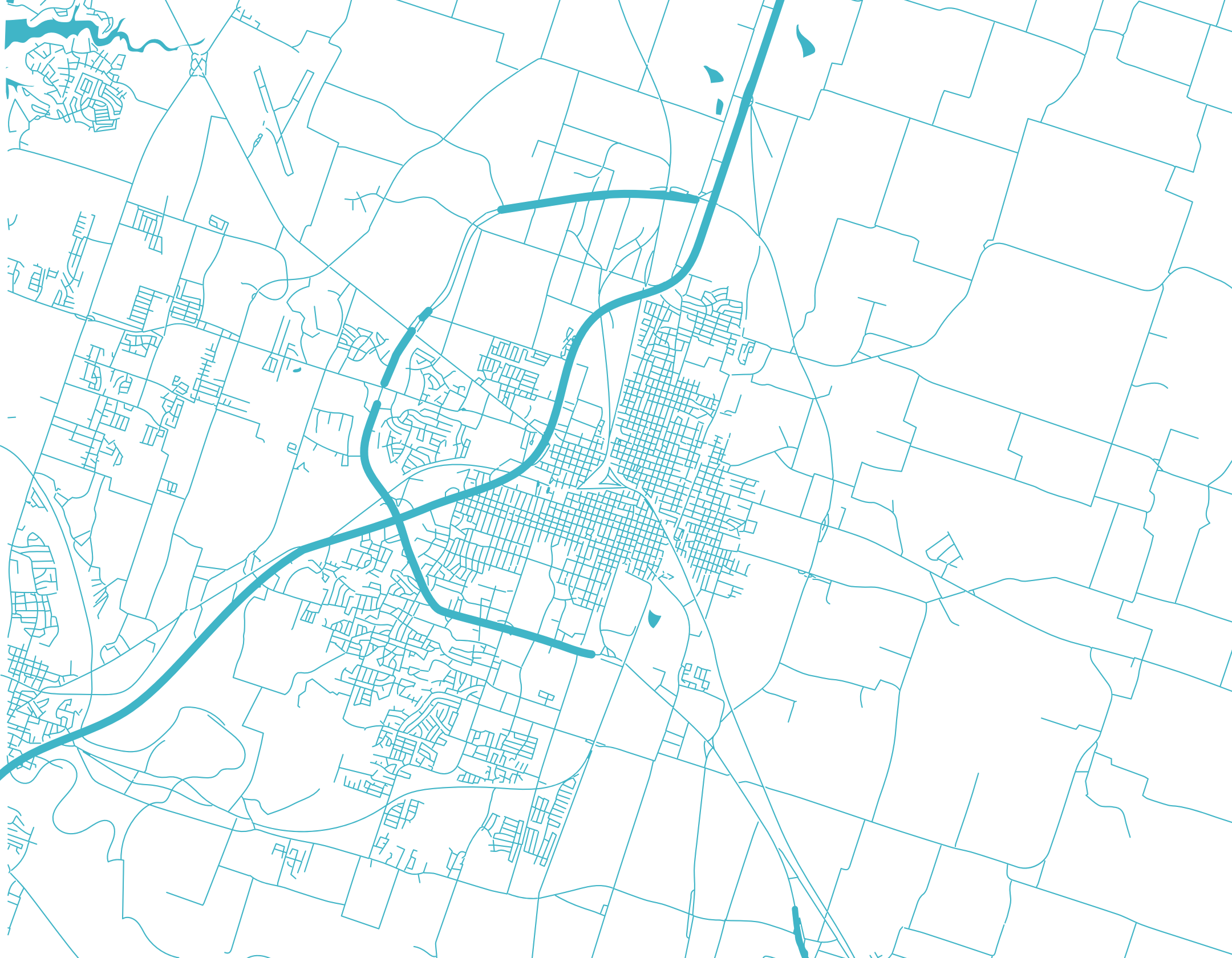
- Typically, new gravity lines (either additions or size upgrades) do not have a significant impact on operating cost. Only increases in flow through the system tend to significantly impact operations.

Many improvements make a positive contribution to the fiscal well-being of the City. Capital projects, such as redevelopment of under-performing or under-utilized areas of the City and infrastructure expansions needed to support new development, help promote the economic development and growth that generates additional operating revenues. These new revenue sources provide the funding needed to maintain, improve, and expand the City's infrastructure.

The table below summarizes by category the projected annual impact of the CIP budget on the City's departmental operating budget for a six-year period. Detailed operating cost estimates are roughly calculated during the project submittal portion of the CIP process. In most cases, the operational impact begins the year following construction of the project. An inflation rate is applied to the various components of cost to establish estimates for the incremental increases in operating and maintenance expenditures for future years.

OPERATING IMPACT FUNDING SCHEDULE

Category - Department	2020	2021	2022	2023	2024	2025	Total
Equipment							
Solid Waste	\$ 58,764	\$ 62,459	\$ 66,711	\$ 78,721	\$ 85,737	\$ 93,948	\$ 446,340
Streets and Traffic Control	3,576	3,713	3,860	10,209	10,589	10,993	42,940
Facility							
Solid Waste	-	-	53,360	54,427	55,516	56,626	219,929
Public Works	-	-	31,000	31,620	32,252	32,897	127,770
Drainage							
Drainage	-	1,202	2,458	2,507	15,292	15,598	37,057
Mobility							
Streets & Traffic Control	-	9,882	52,754	52,961	54,020	69,475	239,092
Parks	-	7,807	18,992	19,372	19,760	20,155	86,086
Public Safety							
Fire	-	34,524	35,214	35,918	36,637	37,369	179,662
Police	-	119,220	121,604	124,036	126,517	129,047	620,423
Animal Shelter	-	23,882	24,360	24,847	25,344	25,851	124,283
Utility							
Water/Wastewater	-	205,875	836,750	913,485	931,755	950,390	3,838,254
Reinvestment Zone							
Reinvestment Zone	-	24,000	24,480	73,624	75,096	76,598	273,798
Total Annual Operating Impacts	\$ 62,340	\$ 492,563	\$ 1,271,543	\$ 1,421,727	\$ 1,468,514	\$ 1,518,947	\$ 6,235,634



COMBINED BONDED DEBT



SCHEDULE OF OUTSTANDING DEBT BY TYPE - ALL FUNDS

Description	Outstanding 9/30/2019	Principal		Outstanding 9/30/2020	Interest Payments
		Additions	Reductions		
<u>Tax Supported Debt</u>					
General Obligations	\$ 73,560,000	\$ -	\$ 4,990,000	\$ 68,570,000	\$ 3,233,500
Certificate of Obligations	95,230,000	17,975,000	4,930,000	108,275,000	3,718,179
Contractual Obligations	3,420,000	2,933,900	1,425,000	4,928,900	72,851
Pass-Through Revenue & Limited Tax Bonds	3,715,000	-	990,000	2,725,000	140,125
Total Tax Supported Debt	175,925,000	20,908,900	12,335,000	184,498,900	7,164,655
<u>Notes Payable</u>					
Capital Lease - Golf Course - 2017	202,826	-	47,861	154,965	7,357
Capital Lease - Copiers - 2017	137,218	-	67,605	69,613	3,379
Capital Lease - Hotel/Motel Copiers - 2017	6,819	-	3,359	3,460	165
Capital Lease - Golf Course - 2019	39,912	-	17,834	22,078	1,749
Energy Program - 2019	2,803,109	-	-	2,803,109	-
Total Notes Payable	3,189,884	-	136,659	3,053,225	12,650
<u>Water & Wastewater Fund</u>					
General Obligations	38,610,000	-	3,635,000	34,975,000	1,737,100
Revenue Bonds	82,010,000	73,669,500	5,554,603	150,124,897	6,190,754
Notes Payable	14,418	-	7,103	7,315	350
Total Water & Wastewater Fund	120,634,418	73,669,500	9,196,706	185,107,212	7,928,204
<u>Reinvestment Zone No. 1</u>					
General Obligations	7,140,000	-	2,275,000	4,865,000	302,850
Certificate of Obligations	21,825,000	-	1,215,000	20,610,000	832,944
Revenue Bonds	31,472,000	-	1,325,000	30,147,000	1,644,334
Total Reinvestment Zone No. 1	60,437,000	-	4,815,000	55,622,000	2,780,128
Total Debt - All Funds	\$ 360,186,302	\$ 94,578,400	\$ 26,483,365	\$ 428,281,337	\$ 17,885,637

SCHEDULE OF OUTSTANDING DEBT BY TYPE - ALL FUNDS

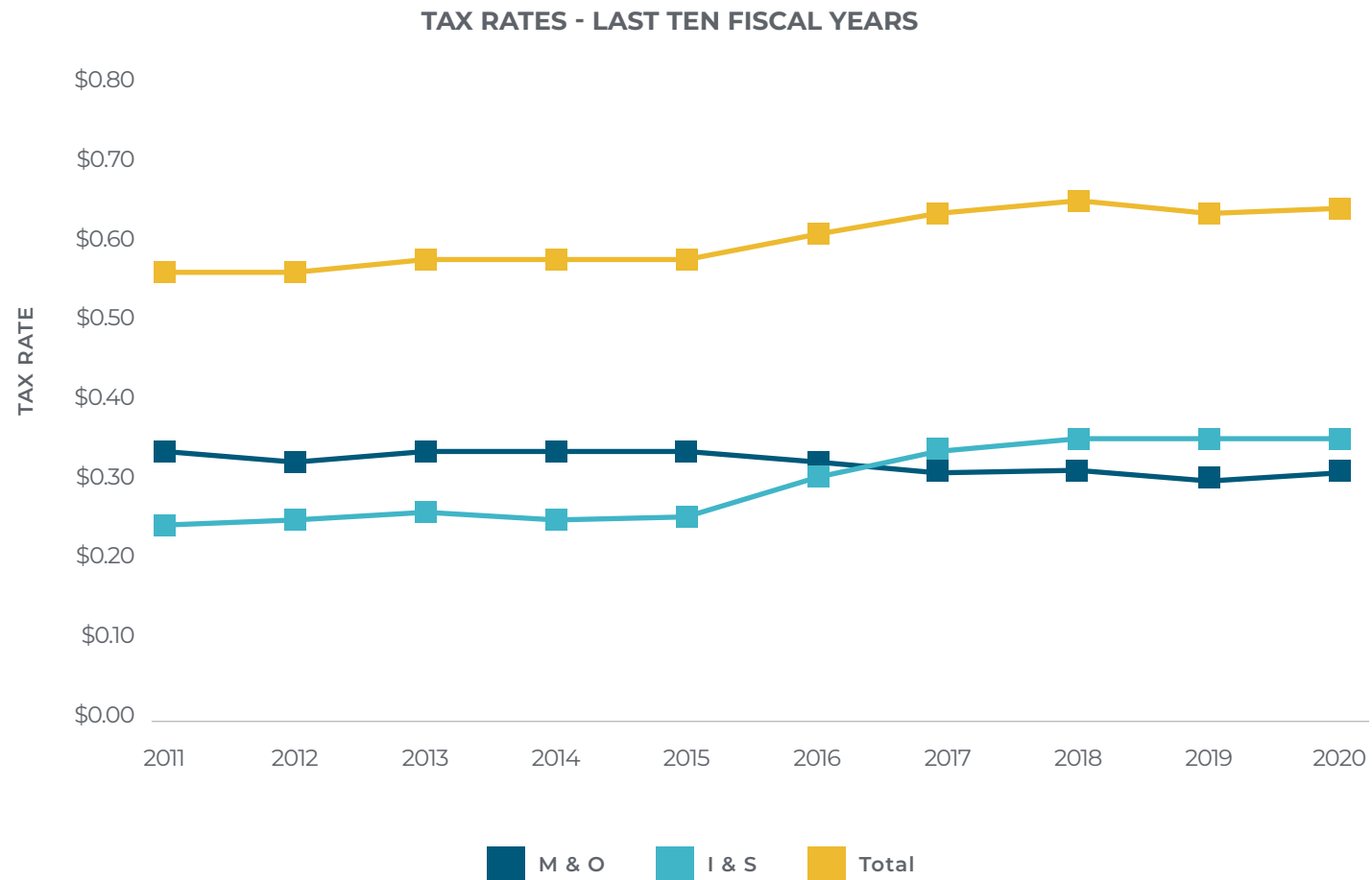


COMPUTATION OF LEGAL DEBT MARGIN

Statutes of the State of Texas (Article 1028) limit the maximum amount that a city can designate for debt service to \$2.50 per \$100 of assessed valuation. However, under City Charter, a limitation on taxes levied for general municipal operating purposes and for the purpose of paying interest and providing a proper sinking fund for paying the outstanding bonds and other obligations of the City, issued for municipal purposes, and any such future bonds or obligations which may be authorized, may not exceed \$1.20 per \$100 assessed valuation.

		TAX RATE			
		FISCAL YEAR	M & O	I & S	TOTAL
Assessed value, 2019/2020 tax roll	\$4,354,611,733	2011	\$0.3300	\$0.2379	\$0.5679
Limit on amount designated for debt service per \$100 assessed valuation	x \$1.20	2012	0.3240	0.2439	0.5679
Legal debt service limit	\$52,255,341	2013	0.3300	0.2564	0.5864
Actual amount to be expended by Debt Service Fund for general obligation debt service during the year ended September 30, 2020	\$17,349,181	2014	0.3324	0.2540	0.5864
		2015	0.3300	0.2564	0.5864
		2016	0.3234	0.3064	0.6298
		2017	0.3142	0.3430	0.6572
		2018	0.3142	0.3630	0.6772
		2019	0.2982	0.3630	0.6612
		2020	0.3097	0.3630	0.6727

COMPUTATION OF LEGAL DEBT MARGIN

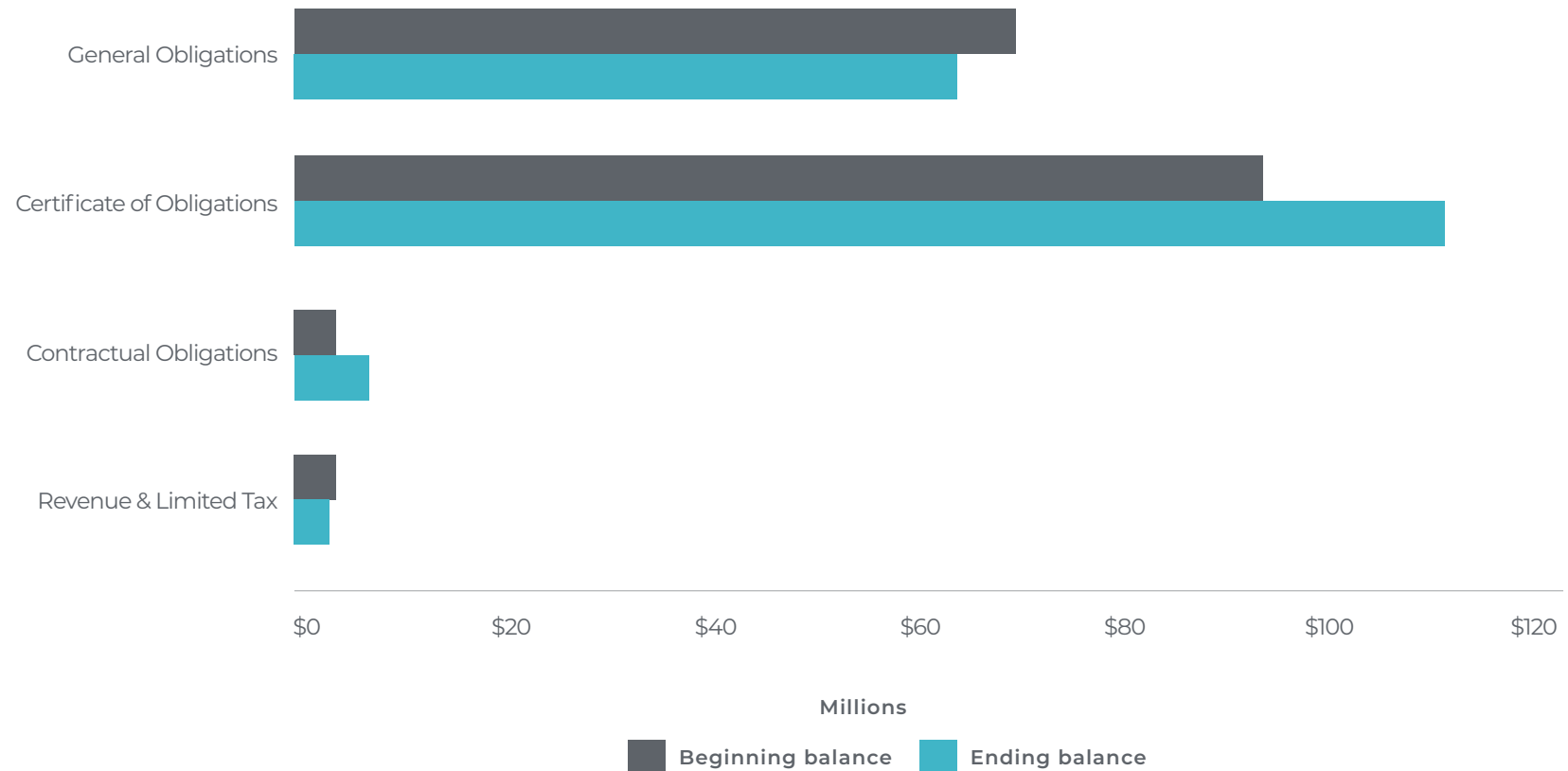


SCHEDULE OF TAX SUPPORTED DEBT BY TYPE

Description	Outstanding 9/30/2019	Principal		Outstanding 9/30/2020	Interest Payments
		Additions	Reduction		
General Obligations					
General Obligation Refunding					
Bonds, Series 2012	\$ 4,000,000	\$ -	\$ 745,000	\$ 3,255,000	\$ 192,550
General Obligation Refunding					
Bonds, Series 2014	11,330,000	-	1,325,000	10,005,000	507,800
General Obligation Refunding & Improvement Bonds, Series 2015	27,175,000	-	975,000	26,200,000	1,171,900
General Obligation Refunding					
Bonds, Series 2016	8,795,000	-	735,000	8,060,000	322,300
General Obligation Refunding					
Bonds, Series 2017	17,380,000	-	-	17,380,000	794,950
General Obligation Refunding					
Bonds, Series 2019	4,880,000	-	1,210,000	3,670,000	244,000
	73,560,000	-	4,990,000	68,570,000	3,233,500
Certificate of Obligations					
Certificates of Obligation, Series 2012	7,755,000		445,000	7,310,000	209,532
Certificates of Obligation, Taxable					
Series 2012	4,220,000	-	205,000	4,015,000	129,120
Certificates of Obligation, Series 2014	19,330,000	-	390,000	18,940,000	546,413
Certificates of Obligation, Series 2016	16,590,000	-	445,000	16,145,000	755,750
Certificates of Obligation, Series 2017	30,825,000	-	1,160,000	29,665,000	1,157,557
Certificates of Obligation, Series 2019	16,510,000	-	2,065,000	14,445,000	653,057
Certificates of Obligation, Series 2020	-	12,975,000	100,000	12,875,000	209,250
Certificates of Obligation, Series 2020	-	5,000,000	120,000	4,880,000	57,500
	95,230,000	17,975,000	4,930,000	108,275,000	3,718,179
Contractual Obligations					
Limited Tax Notes, Series 2013	970,000	-	970,000	-	19,400
Limited Tax Notes, Series 2016	1,150,000	-	280,000	870,000	19,796
Limited Tax Notes, Series 2019	1,300,000	-	175,000	1,125,000	33,655
Limited Tax Notes, Series 2020	-	2,933,900	-	2,933,900	-
	3,420,000	2,933,900	1,425,000	4,928,900	72,851
Pass-Through Revenue & Limited Tax Bonds					
Revenue & Limited Tax, Series 2012 ¹	3,715,000	-	990,000	2,725,000	140,125
	\$ 175,925,000	\$ 20,908,900	\$ 12,335,000	\$ 184,498,900	\$ 7,164,655

¹ - Supported by Texas Department of Transportation (TXDOT) Pass-Through Financing Agreement in an amount not to exceed \$16,555,000

SCHEDULE OF TAX SUPPORTED DEBT BY TYPE



TAX DATA AND GENERAL OBLIGATION BOND BALANCE

Property value and assessed value are both based on 100% of the market value. The rate is \$0.6727 per \$100 valuation divided as follows:

Interest and Sinking Fund Tax Rate	\$0.3630
Maintenance and Operations Tax Rate	0.3097
Total	<u>\$0.6727</u>

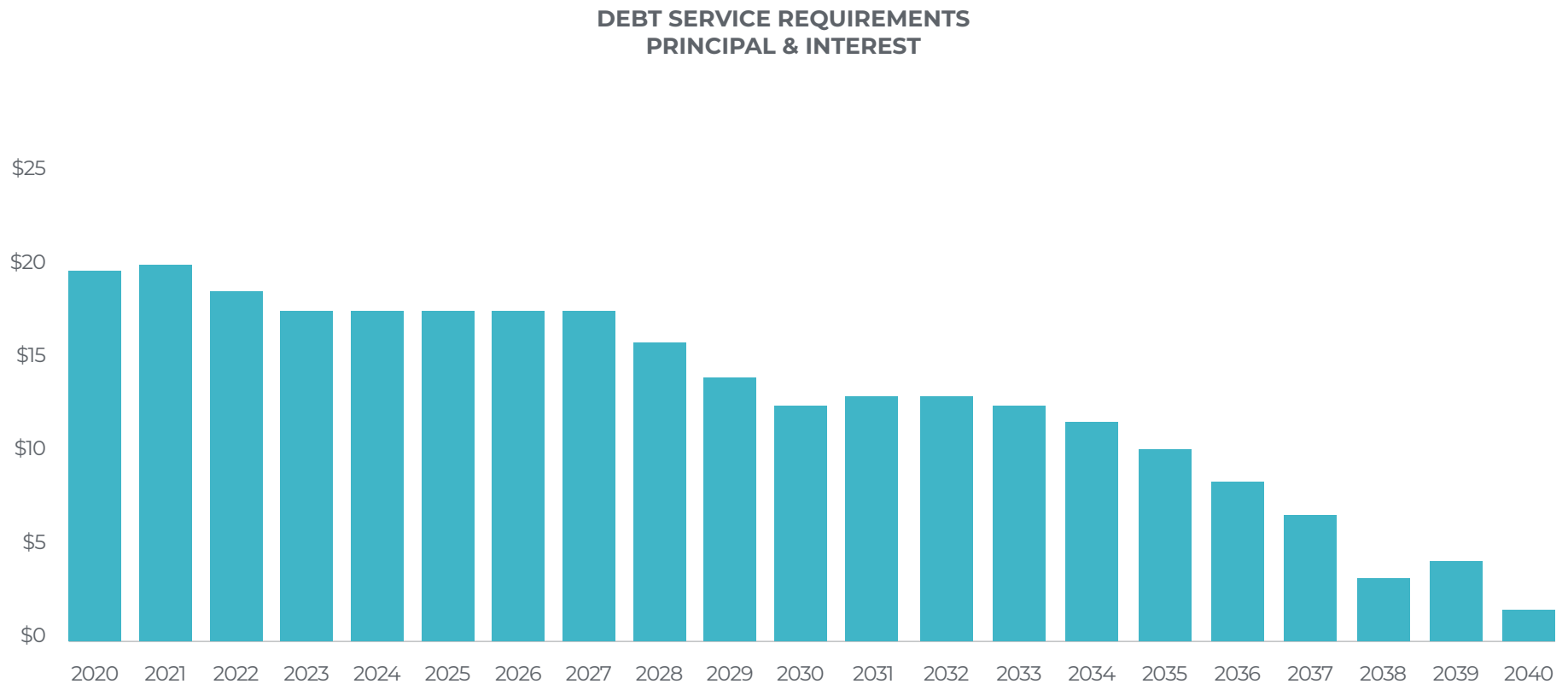
BONDS OUTSTANDING:

2012 - General Obligation Refunding Bonds, Mature 2024	\$ 4,000,000
2012 - Revenue & Limited Tax Bonds, Mature 2034 ¹	3,715,000
2012 - Certificates of Obligation, Mature 2033	7,755,000
2012 - Certificates of Obligation, Taxable Series, Mature 2032	4,220,000
2013 - Limited Tax Notes, Mature 2020	970,000
2014 - General Obligation Refunding Bonds, Mature 2026	11,330,000
2014 - Certificates of Obligation, Mature 2034	19,330,000
2015 - General Obligation Refunding & Improvement Bonds, Mature 2035	27,175,000
2016 - Certificates of Obligation, Mature 2036	16,590,000
2016 - General Obligation Refunding Bonds, Mature 2029	8,795,000
2016 - Limited Tax Notes, Mature 2023	1,150,000
2017 - Certificates of Obligation, Mature 2037	30,825,000
2017 - General Obligation Refunding Bonds, Mature 2034	17,380,000
2019 - General Obligation Refunding Bonds, Mature 2023	4,880,000
2019 - Certificates of Obligation, Mature 2039	16,510,000
2019 - Limited Tax Notes, Mature 2026	<u>1,300,000</u>

BONDS OUTSTANDING 10/1/2019	175,925,000
Principal Retirements Through 9/30/2020	(12,335,000)
Principal Additions Through 9/30/2020	<u>20,908,900</u>
TOTAL BONDS OUTSTANDING 9/30/2020	184,498,900
Sinking Fund Balance as of 9/30/2020	<u>(262,530)</u>
NET BALANCE OF BONDS OUTSTANDING	<u>\$ 184,236,370</u>

1 - Supported by TXDOT Pass-Through Financing Agreement in an amount not to exceed \$16,555,000

TAX DATA AND GENERAL OBLIGATION BOND BALANCE



TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2012 Series General Obligation Refunding (2.00-5.00%) \$4,000,000		2012 Series Revenue & Limited Tax Bonds ¹ (2.00-5.00%) \$3,715,000		2012 Series Cert of Obligations (2.00-3.00%) \$7,755,000		2012 Taxable Series Cert of Obligations (1.50-3.50%) \$4,220,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2020	\$ 745,000	\$ 192,550	\$ 990,000	\$ 140,125	\$ 445,000	\$ 209,532	\$ 205,000	\$ 129,120
2021	775,000	162,750	1,030,000	100,526	460,000	200,632	250,000	122,970
2022	815,000	124,000	-	59,326	475,000	191,430	290,000	115,470
2023	865,000	83,250	-	59,326	490,000	181,930	295,000	106,770
2024	800,000	40,000	-	59,326	505,000	172,130	305,000	99,396
2025	-	-	-	59,326	520,000	161,400	315,000	91,388
2026	-	-	-	59,326	540,000	145,800	325,000	82,726
2027	-	-	-	59,326	555,000	129,600	335,000	73,382
2028	-	-	-	59,326	575,000	112,950	350,000	63,332
2029	-	-	-	59,326	595,000	95,700	365,000	52,396
2030	-	-	-	59,326	615,000	77,850	380,000	40,716
2031	-	-	1,695,000	59,326	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	-	-	-	-	-	-	-	-
	\$ 4,000,000	\$ 602,550	\$ 3,715,000	\$ 833,911	\$ 7,755,000	\$ 1,799,254	\$ 4,220,000	\$ 1,020,192

1 - Supported by TXDOT Pass-Through Financing Agreement in an amount not to exceed \$16,555,000

Continued

TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2013 Series Limited Tax Notes (3.00-3.50%) \$970,000		2014 Series General Obligation Refunding (2.00-5.00%) \$11,330,000		2014 Series Cert of Obligations (1.00%-3.00%) \$19,330,000		2015 Series GO Refunding & Improvement (2.00%-5.00%) \$27,175,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2020	\$ 970,000	\$ 19,400	\$ 1,325,000	\$ 507,800	\$ 390,000	\$ 546,413	\$ 975,000	\$ 1,171,900
2021	-	-	1,380,000	454,800	555,000	538,612	1,010,000	1,132,900
2022	-	-	1,435,000	399,600	545,000	527,512	1,050,000	1,093,500
2023	-	-	1,505,000	327,850	950,000	511,164	1,095,000	1,052,500
2024	-	-	1,580,000	252,600	1,295,000	482,662	1,195,000	1,008,700
2025	-	-	2,520,000	189,400	1,335,000	443,812	1,245,000	960,900
2026	-	-	1,585,000	63,400	1,380,000	413,776	2,340,000	911,100
2027	-	-	-	-	1,425,000	379,276	3,235,000	817,500
2028	-	-	-	-	1,475,000	343,650	3,375,000	688,100
2029	-	-	-	-	1,520,000	299,400	1,455,000	553,100
2030	-	-	-	-	1,575,000	253,800	1,510,000	494,900
2031	-	-	-	-	1,630,000	206,550	1,575,000	434,500
2032	-	-	-	-	1,690,000	157,650	1,650,000	355,750
2033	-	-	-	-	1,750,000	106,950	1,735,000	273,250
2034	-	-	-	-	1,815,000	54,450	1,820,000	186,500
2035	-	-	-	-	-	-	1,910,000	95,500
2036	-	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-	-
2038	-	-	-	-	-	-	-	-
2039	-	-	-	-	-	-	-	-
2040	-	-	-	-	-	-	-	-
	\$ 970,000	\$ 19,400	\$ 11,330,000	\$ 2,195,450	\$ 19,330,000	\$ 5,265,677	\$ 27,175,000	\$ 11,230,600

Continued

TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2016 Series Cert of Obligations (2.00%-5.00%) \$16,590,000		2016 Series General Obligation Refunding (2.00%-5.00%) \$8,795,000		2016 Series Limited Tax Notes (1.96%) \$1,150,000		2017 Series Cert of Obligations (3.00%-5.00%) \$30,825,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2020	\$ 445,000	\$ 755,750	\$ 735,000	\$ 322,300	\$ 280,000	\$ 19,796	\$ 1,160,000	\$ 1,157,557
2021	295,000	746,850	755,000	307,600	285,000	14,259	925,000	1,099,556
2022	325,000	740,950	780,000	292,500	290,000	8,624	975,000	1,053,306
2023	400,000	734,450	800,000	276,900	295,000	2,891	770,000	1,004,556
2024	855,000	726,450	830,000	256,700	-	-	1,300,000	966,056
2025	900,000	683,700	870,000	223,500	-	-	1,365,000	901,056
2026	940,000	638,700	920,000	180,000	-	-	1,435,000	832,806
2027	990,000	591,700	980,000	134,000	-	-	1,500,000	761,056
2028	1,040,000	542,200	1,035,000	85,000	-	-	1,565,000	701,056
2029	1,090,000	490,200	1,090,000	43,600	-	-	1,920,000	638,456
2030	1,145,000	435,700	-	-	-	-	1,985,000	580,856
2031	1,205,000	378,450	-	-	-	-	2,060,000	501,456
2032	1,265,000	318,200	-	-	-	-	2,145,000	419,056
2033	1,325,000	254,950	-	-	-	-	2,205,000	354,706
2034	1,390,000	188,700	-	-	-	-	2,275,000	288,556
2035	1,460,000	119,200	-	-	-	-	2,345,000	220,306
2036	1,520,000	60,800	-	-	-	-	2,410,000	149,956
2037	-	-	-	-	-	-	2,485,000	77,656
2038	-	-	-	-	-	-	-	-
2039	-	-	-	-	-	-	-	-
2040	-	-	-	-	-	-	-	-
	\$ 16,590,000	\$ 8,406,950	\$ 8,795,000	\$ 2,122,100	\$ 1,150,000	\$ 45,570	\$ 30,825,000	\$ 11,708,009

Continued

TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2017 Series General Obligation Refunding (4.00%-5.00%) \$17,380,000		2019 Series General Obligation Refunding (5.00%) \$4,880,000		2019 Series Cert of Obligations (3.00% - 5.00%) \$16,510,000		2019 Series Limited Tax Notes (2.00%-3.125%) \$1,300,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2020	\$ -	\$ 794,950	\$ 1,210,000	\$ 244,000	\$ 2,065,000	\$ 653,057	\$ 175,000	\$ 33,655
2021	-	794,950	1,300,000	183,500	490,000	670,450	175,000	34,244
2022	1,045,000	794,950	1,375,000	118,500	510,000	650,850	180,000	28,994
2023	1,085,000	753,150	995,000	49,750	530,000	630,450	185,000	23,594
2024	1,130,000	709,750	-	-	555,000	609,250	190,000	18,044
2025	1,185,000	653,250	-	-	580,000	581,500	195,000	12,344
2026	1,245,000	594,000	-	-	610,000	552,500	200,000	6,250
2027	2,255,000	531,750	-	-	640,000	522,000	-	-
2028	1,130,000	419,000	-	-	670,000	490,000	-	-
2029	1,480,000	362,500	-	-	705,000	456,500	-	-
2030	1,550,000	288,500	-	-	740,000	421,250	-	-
2031	-	211,000	-	-	780,000	384,250	-	-
2032	1,690,000	211,000	-	-	815,000	345,250	-	-
2033	1,760,000	143,400	-	-	860,000	304,500	-	-
2034	1,825,000	73,000	-	-	895,000	270,100	-	-
2035	-	-	-	-	930,000	234,300	-	-
2036	-	-	-	-	965,000	197,100	-	-
2037	-	-	-	-	1,005,000	158,500	-	-
2038	-	-	-	-	1,055,000	108,250	-	-
2039	-	-	-	-	1,110,000	55,500	-	-
2040	-	-	-	-	-	-	-	-
	\$ 17,380,000	\$ 7,335,150	\$ 4,880,000	\$ 595,750	\$ 16,510,000	\$ 8,295,557	\$ 1,300,000	\$ 157,125

Continued

TAX SUPPORTED DEBT – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2020 Series Cert of Obligations (3.27%) \$12,975,000		2020 Series Cert of Obligations (3.00% - 5.00%) \$5,000,000		2020 Series Limited Tax Notes (2.75%) \$2,933,900		Total All Series Outstanding Principal Balance	Annual Requirements		
Due	Principal	Interest	Principal	Interest	Principal	Interest		Principal	Interest	Total P & I
2020	\$ 100,000	\$ 209,250	\$ 120,000	\$ 57,500	\$ -	\$ -	\$ 184,498,900	\$ 12,335,000	\$ 7,164,655	\$ 19,499,655
2021	2,200,000	335,025	165,000	173,920	385,900	91,325	172,063,000	12,435,900	7,164,869	19,600,769
2022	500,000	310,600	175,000	167,320	395,000	81,363	160,903,000	11,160,000	6,758,795	17,918,795
2023	510,000	301,200	180,000	160,320	403,000	72,225	149,550,000	11,353,000	6,332,276	17,685,276
2024	510,000	296,200	190,000	153,118	410,000	63,813	137,900,000	11,650,000	5,914,195	17,564,195
2025	515,000	295,800	195,000	145,520	425,000	52,125	125,735,000	12,165,000	5,455,021	17,620,021
2026	520,000	290,550	205,000	137,720	450,000	25,025	113,040,000	12,695,000	4,933,679	17,628,679
2027	530,000	279,300	210,000	129,520	465,000	7,650	99,920,000	13,120,000	4,416,060	17,536,060
2028	535,000	277,050	220,000	121,118	-	-	87,950,000	11,970,000	3,902,782	15,872,782
2029	540,000	268,550	230,000	112,318	-	-	76,960,000	10,990,000	3,432,046	14,422,046
2030	545,000	264,050	240,000	100,820	-	-	66,675,000	10,285,000	3,017,768	13,302,768
2031	550,000	258,300	250,000	93,620	-	-	55,900,000	10,775,000	2,615,028	13,390,028
2032	560,000	246,300	255,000	86,118	-	-	44,760,000	11,140,000	2,194,024	13,334,024
2033	570,000	243,050	265,000	78,470	-	-	33,605,000	11,155,000	1,779,826	12,934,826
2034	620,000	188,050	270,000	70,188	-	-	22,695,000	10,910,000	1,319,544	12,229,544
2035	670,000	138,050	280,000	61,412	-	-	15,100,000	7,595,000	868,768	8,463,768
2036	560,000	97,050	290,000	52,312	-	-	9,355,000	5,745,000	557,218	6,302,218
2037	600,000	56,050	300,000	42,525	-	-	4,965,000	4,390,000	334,731	4,724,731
2038	610,000	49,250	310,000	32,400	-	-	2,990,000	1,975,000	189,900	2,164,900
2039	610,000	45,750	320,000	21,938	-	-	950,000	2,040,000	123,188	2,163,188
2040	620,000	31,000	330,000	11,138	-	-	-	950,000	42,138	992,138
	\$ 12,975,000	\$ 4,480,425	\$ 5,000,000	\$ 2,009,315	\$ 2,933,900	\$ 393,526		\$ 196,833,900	\$ 68,516,511	\$ 265,350,411

TAX SUPPORTED DEBT PURPOSES

2012 – General Obligation Refunding Bonds

\$6,245,000, Mature 2024

Proceeds used for partial refunding of 2002 Certificates of Obligation and 2003 General Obligation Refunding & Improvements Bonds.

2012 – Pass-Through Revenue & Limited Tax Bonds

\$24,700,000, Mature 2034

Proceeds used for the construction and improvement of Northwest Loop 363. Supported by TxDOT Pass-Through Financing Agreement in an amount not to exceed \$16,555,000.

2012 – Certificates of Obligation

\$9,420,000, Mature 2033

Proceeds used for constructing, improving, extending, expanding upgrading and/or developing streets, bridges, sidewalks, intersections, traffic signalization and other traffic improvement projects and related utility and rail relocation costs, drainage improvements and purchasing necessary rights-of-way.

2012 – Certificates of Obligation, Taxable

\$4,645,000, Mature 2032

Proceeds used for permitting, construction, land acquisition and other costs related to the expansion of the City's landfill.

2013 – Limited Tax Notes

\$5,710,000, Mature 2020

Proceeds used for solid waste equipment, recycling containers, design and construction of a CNG fueling station, and other building improvements associated with implementation of CNG fleet.

2014 – General Obligation Refunding Bonds

\$14,760,000, Mature 2026

Proceeds used for partial refunding of 2005 General Obligation Refunding Bonds, 2006 Certificates of Obligation, 2008A Certificates of Obligation, and 2008 General Obligation Bonds.

2014 – Certificates of Obligation,

\$21,230,000, Mature 2028

Proceeds used for constructing, improving, extending, expanding upgrading and/or developing streets, bridges, sidewalks, intersections, traffic signalization and other traffic improvement projects and related utility and rail relocation costs, drainage improvements and purchasing necessary rights-of-way.

2015 – General Obligation Refunding & Improvement Bonds

\$32,100,000, Mature 2035

Proceeds used for partial refunding of 2008 General Obligation Bonds and 2008 Certificates of Obligation, upgrades to neighborhood parks, three new community parks, upgrades to athletic facilities and recreations centers, construction of a deep water pool at the water park, and construction on an athletic center.

2016 – Certificates of Obligation

\$18,285,000, Mature 2036

Proceeds used for constructing, improving, extending, expanding upgrading and/or developing streets, bridges, sidewalks, intersections, traffic signalization and other traffic improvement projects and related utility and rail relocation costs, drainage improvements and purchasing necessary rights-of-way.

TAX SUPPORTED DEBT PURPOSES

2016 – General Obligation Refunding Bonds

\$9,500,000, Mature 2029

Proceeds used for partial refunding of 2009 General Obligation Bonds.

2016 – Limited Tax Notes

\$1,955,000, Mature 2023

Proceeds used for solid waste equipment and major building repairs.

2017 – Certificates of Obligation

\$33,900,000, Mature 2037

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

\$16,510,000, Mature 2039

Proceeds used for constructing, improving, extending, expanding upgrading and/or developing streets, bridges, sidewalks, intersections, traffic signalization and other traffic improvement projects and related utility and rail relocation costs, and purchasing necessary rights-of-way.

2019 – Limited Tax Notes

\$1,300,000, Mature 2026

Proceeds used for solid waste and public safety equipment.

2020 – Certificates of Obligation

\$12,975,000, 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

\$5,000,000, Mature 2040

Proceeds used for drainage improvements and purchasing necessary rights-of-way.

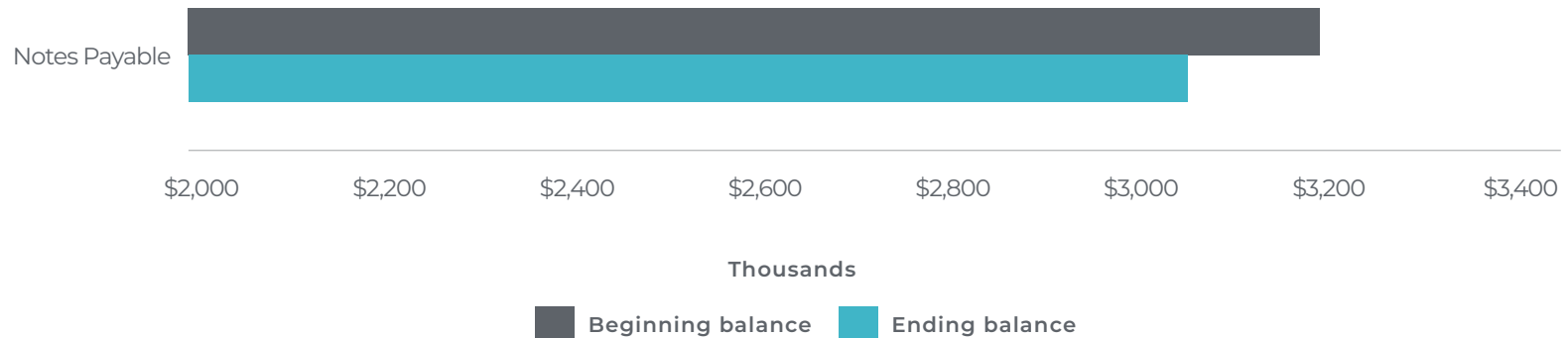
2020 – Limited Tax Notes

\$2,933,900, Mature 2027

Proceeds used for solid waste vehicles, street and signal heavy equipment, and parks equipment.

SCHEDULE OF NOTES PAYABLE BY TYPE

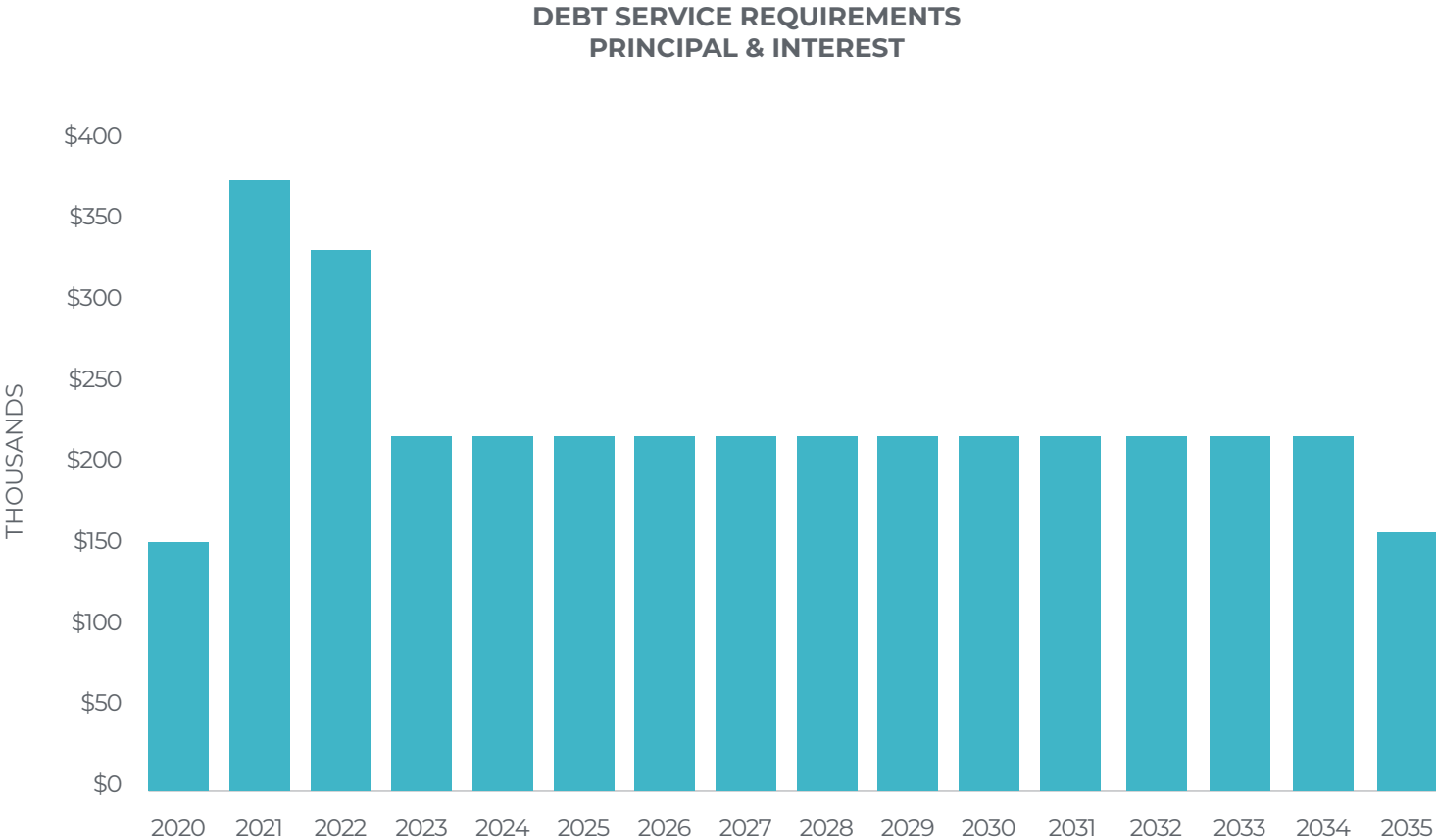
Description	Outstanding 9/30/2019	Principal		Outstanding 9/30/2020	Interest Payments
		Additions	Reduction		
Notes Payable					
Capital Lease - Golf Course - 2017	\$ 202,826	\$ -	\$ 47,861	\$ 154,965	\$ 7,357
Capital Lease - Copiers - 2017	137,218	-	67,605	69,613	3,379
Capital Lease - Hotel/Motel Copiers - 2017	6,819	-	3,359	3,460	165
Capital Lease - Golf Course - 2019	39,912	-	17,834	22,078	1,749
Energy Program - 2019	2,803,109	-	-	2,803,109	-
	\$ 3,189,884	\$ -	\$ 136,659	\$ 3,053,225	\$ 12,650



NOTES PAYABLE BALANCE

<u>ISSUE</u>	<u>Balance</u>
Capital Lease-Golf Course - Issued \$282,050, Rate 4.20%, Date of Maturity 2021	\$ 202,826
Capital Lease-Copiers - Issued \$256,136, Rate 2.97%, Date of Maturity 2021	137,218
Capital Lease-Hotel/Motel Copiers - Issued \$13,345, Rate 2.97%, Date of Maturity 2021	6,819
Capital Lease-Golf Course - Issued \$48,470, Rate 4.20%, Date of Maturity 2021	39,912
Energy Program - Issued \$2,803,109, Rate 2.00%, Date of Maturity 2035	<u>2,803,109</u>
NOTES OUTSTANDING 10/1/2019	3,189,884
Principal Retirements Through 9/30/2020	(136,659)
Principal Additions Through 9/30/2020	-
Total Notes Outstanding 9/30/2020	<u><u>\$ 3,053,225</u></u>

NOTES PAYABLE BALANCE



NOTES PAYABLE – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	Capital Lease- Golf Course - 2017 (4.20%) \$202,826		Capital Lease- Copiers - 2017 (2.97%) \$137,218		Capital Lease- Hotel/Motel Copiers - 2017 (2.97%) \$6,819		Capital Lease- Golf Course - 2019 (4.20%) \$39,912	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2020	\$ 47,861	\$ 7,357	\$ 67,605	\$ 3,379	\$ 3,359	\$ 165	\$ 17,834	\$ 1,749
2021	49,842	5,376	69,613	1,371	3,460	64	18,837	746
2022	105,123	1,025	-	-	-	-	3,241	23
2023	-	-	-	-	-	-	-	-
2024	-	-	-	-	-	-	-	-
2025	-	-	-	-	-	-	-	-
2026	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-
2032	-	-	-	-	-	-	-	-
2033	-	-	-	-	-	-	-	-
2034	-	-	-	-	-	-	-	-
2035	-	-	-	-	-	-	-	-
	\$ 202,826	\$ 13,758	\$ 137,218	\$ 4,750	\$ 6,819	\$ 229	\$ 39,912	\$ 2,518

Continued

NOTES PAYABLE – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	Energy Program 2019 (2.00%) \$2,803,109		Total Outstanding Principal Balance	Annual Requirements		
Due	Principal	Interest		Principal	Interest	Total P & I
2020	\$ -	\$ -	\$ 3,053,225	\$ 136,659	\$ 12,650	\$ 149,309
2021	165,699	54,549	2,745,774	307,451	62,106	369,557
2022	169,044	51,205	2,468,366	277,408	52,253	329,661
2023	172,456	47,792	2,295,910	172,456	47,792	220,248
2024	175,937	44,311	2,119,973	175,937	44,311	220,248
2025	179,488	40,760	1,940,485	179,488	40,760	220,248
2026	183,111	37,137	1,757,374	183,111	37,137	220,248
2027	186,806	33,441	1,570,568	186,806	33,441	220,247
2028	190,577	29,671	1,379,991	190,577	29,671	220,248
2029	194,424	25,824	1,185,567	194,424	25,824	220,248
2030	198,348	21,900	987,219	198,348	21,900	220,248
2031	202,352	17,896	784,867	202,352	17,896	220,248
2032	206,436	13,812	578,431	206,436	13,812	220,248
2033	210,603	9,645	367,828	210,603	9,645	220,248
2034	214,854	5,394	152,974	214,854	5,394	220,248
2035	152,974	1,204	-	152,974	1,204	154,178
	\$ 2,803,109	\$ 434,541		\$ 3,189,884	\$ 455,796	\$ 3,645,680

NOTES PAYABLE PURPOSES

Capital Lease – Golf Course (2017)**\$282,050, Mature 2021**

Proceeds used to purchase 65 golf cars, 1 beverage car and 1 utility car for the golf course.

Capital Lease – Copiers (2017)**\$256,136, Mature 2021**

Proceeds used to purchase copiers for various General Fund departments.

Capital Lease – Hotel/Motel Copiers (2017)**\$13,345, Mature 2021**

Proceeds used to purchase copiers for various Hotel/Motel Tax Fund departments.

Capital Lease – Golf Course (2019)**\$48,470, Mature 2021**

Proceeds used to purchase 65 GPS screens for the golf cars for the golf course.

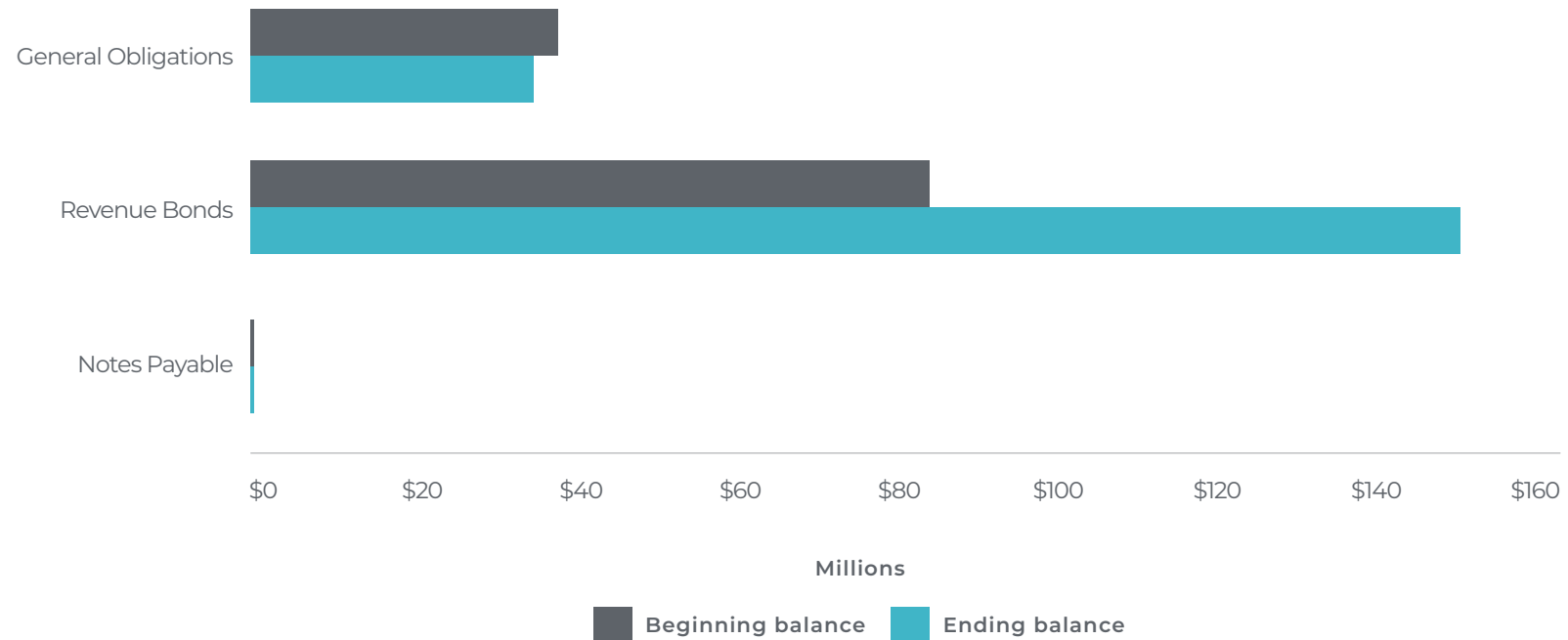
Energy Program (2019)**\$2,803,109, Mature 2035**

State Energy Conservation Office LoanSTAR Energy Program proceeds used to install energy efficient lighting, heating and cooling systems at various locations.

SCHEDULE OF WATER & WASTEWATER FUND DEBT BY TYPE

Description	Outstanding 9/30/2019	Principal		Outstanding 9/30/2020	Interest Payments
		Additions	Reduction		
General Obligations					
General Obligations Refunding Bonds, Series 2012	\$ 14,915,000	\$ -	\$ 835,000	\$ 14,080,000	\$ 608,700
General Obligations Refunding Bonds, Series 2014	5,060,000	-	755,000	4,305,000	228,600
General Obligations Refunding & Improvement Bonds, Series 2015	3,195,000	-	-	3,195,000	127,800
General Obligations Refunding Bonds, Series 2019	15,440,000	-	2,045,000	13,395,000	772,000
	<u>38,610,000</u>	<u>-</u>	<u>3,635,000</u>	<u>34,975,000</u>	<u>1,737,100</u>
Revenue Bonds					
Utility System Revenue Bonds, Taxable Series 2014	11,840,000	-	280,000	11,560,000	550,682
Utility System Revenue Bonds, Series 2015	20,155,000	-	905,000	19,250,000	932,850
Utility System Revenue Bonds, Series 2017	30,500,000	-	1,140,000	29,360,000	1,175,063
Utility System Revenue Bonds, Series 2019	19,515,000	-	700,000	18,815,000	793,049
Utility System Revenue Bonds, Series 2020	-	73,669,500	2,529,603	71,139,897	2,739,111
	<u>82,010,000</u>	<u>73,669,500</u>	<u>5,554,603</u>	<u>150,124,897</u>	<u>6,190,755</u>
Notes Payable					
Capital lease - Copiers, Series 2017	14,418	-	7,103	7,315	350
	<u>14,418</u>	<u>-</u>	<u>7,103</u>	<u>7,315</u>	<u>350</u>
	<u>\$ 120,634,418</u>	<u>\$ 73,669,500</u>	<u>\$ 9,196,706</u>	<u>\$ 185,107,212</u>	<u>\$ 7,928,205</u>

SCHEDULE OF WATER & WASTEWATER FUND DEBT BY TYPE

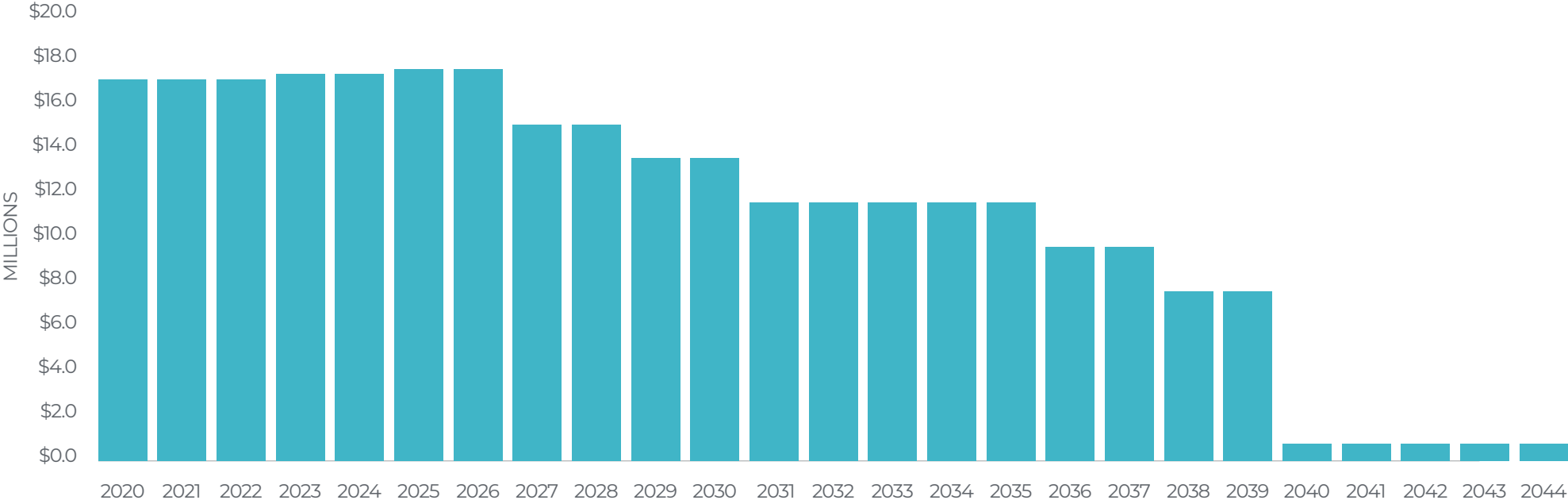


WATER & WASTEWATER FUND DEBT BALANCE

<u>ISSUE</u>	<u>Principal Balance</u>
2012 GO Refunding Series - Issued \$18,650,000 Rates 2.00% - 5.00%, Date of Maturity 2026	\$ 14,915,000
2014 Series, Taxable - Issued \$12,990,000 Rates 0.45% - 5.05%, Date of Maturity 2044	11,840,000
2014 GO Refunding Series - Issued \$6,600,000 Rates 2.00% - 5.00%, Date of Maturity 2025	5,060,000
2015 Series - Issued \$23,685,000 Rates 2.00% - 5.00%, Date of Maturity 2035	20,155,000
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	30,500,000
2017 Capital Lease - Copiers - Issued \$28,216 Rates 2.97%, Date of Maturity 2021	14,418
2019 GO Refunding Series - Issued \$15,440,000 Rates 5.00%, Date of Maturity 2030	15,440,000
2019 Series - Issued \$22,000,000 Rates 4.00% - 5.00%, Date of Maturity 2039	<u>19,515,000</u>
DEBT OUTSTANDING 10/1/2019	120,634,418
Principal Retirements Through 9/30/2020	9,196,706
Principal Additions Through 9/30/2020	73,669,500
Total Debt Outstanding 9/30/2020	203,500,624
Sinking and Reserve Fund Balance as of 9/30/2020	<u>(3,258,857)</u>
NET BALANCE OF DEBT OUTSTANDING	<u><u>\$ 200,241,767</u></u>

WATER & WASTEWATER FUND DEBT BALANCE

DEBT SERVICE REQUIREMENTS PRINCIPAL & INTEREST



WATER & WASTEWATER FUND – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2012 Series General Obligation Refunding Bonds (2.00% - 5.00%) \$14,915,000		2014 Series Utility System Revenue Bonds, Taxable (0.45% - 5.05%) \$11,840,000		2014 Series General Obligation Refunding Bonds (2.00% - 5.00%) \$5,060,000		2015 Series Utility System Revenue Bonds (2.00% - 5.00%) \$20,155,000		2015 Series General Obligation Refunding & Improvement Bonds (2.00% - 4.00%) \$3,195,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2020	\$ 835,000	\$ 608,700	\$ 280,000	\$ 550,682	\$ 755,000	\$ 228,600	\$ 905,000	\$ 932,850	\$ -	\$ 127,800
2021	855,000	575,300	285,000	543,402	785,000	198,400	930,000	905,700	-	127,800
2022	895,000	532,550	295,000	534,852	820,000	167,000	965,000	868,500	-	127,800
2023	2,875,000	487,800	305,000	525,264	860,000	126,000	1,005,000	829,900	-	127,800
2024	3,020,000	344,050	315,000	514,590	900,000	83,000	1,045,000	789,700	-	127,800
2025	3,170,000	193,050	325,000	502,776	940,000	47,000	1,085,000	747,900	-	127,800
2026	3,265,000	97,950	340,000	490,102	-	-	1,130,000	704,500	1,025,000	127,800
2027	-	-	355,000	476,230	-	-	1,185,000	648,000	1,065,000	86,800
2028	-	-	370,000	461,390	-	-	1,245,000	588,750	1,105,000	44,200
2029	-	-	385,000	445,554	-	-	1,310,000	526,500	-	-
2030	-	-	400,000	428,692	-	-	1,375,000	461,000	-	-
2031	-	-	420,000	409,372	-	-	1,445,000	392,250	-	-
2032	-	-	440,000	389,086	-	-	1,515,000	320,000	-	-
2033	-	-	460,000	367,834	-	-	1,590,000	244,250	-	-
2034	-	-	485,000	345,614	-	-	1,670,000	164,750	-	-
2035	-	-	505,000	322,190	-	-	1,755,000	81,250	-	-
2036	-	-	530,000	296,686	-	-	-	-	-	-
2037	-	-	560,000	269,922	-	-	-	-	-	-
2038	-	-	585,000	241,642	-	-	-	-	-	-
2039	-	-	615,000	212,100	-	-	-	-	-	-
2040	-	-	650,000	181,042	-	-	-	-	-	-
2041	-	-	680,000	148,218	-	-	-	-	-	-
2042	-	-	715,000	113,878	-	-	-	-	-	-
2043	-	-	750,000	77,770	-	-	-	-	-	-
2044	-	-	790,000	39,896	-	-	-	-	-	-
	\$ 14,915,000	\$ 2,839,400	\$ 11,840,000	\$ 8,888,784	\$ 5,060,000	\$ 850,000	\$ 20,155,000	\$ 9,205,800	\$ 3,195,000	\$ 1,025,600

Continued

WATER & WASTEWATER FUND – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2017 Series Utility System Revenue Bonds (3.00% - 5.00%) \$30,500,000		2017 Capital Lease - Copiers (2.97%) \$14,418		2019 Series General Obligation Refunding Bonds (5.00%) \$15,440,000		2019 Series Utility System Revenue Bonds (4.00% - 5.00%) \$19,515,000		2020 Series Utility System Revenue Bonds (4.00% - 5.00%) \$73,669,500	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2020	\$ 1,140,000	\$ 1,175,063	\$ 7,103	\$ 350	\$ 2,045,000	\$ 772,000	\$ 700,000	\$ 793,049	\$ 2,529,603	\$ 2,739,111
2021	1,200,000	1,118,063	7,316	137	2,155,000	669,750	630,000	861,400	2,625,352	2,643,362
2022	1,255,000	1,058,063	-	-	2,275,000	562,000	655,000	836,200	2,724,726	2,543,988
2023	1,320,000	995,313	-	-	530,000	448,250	685,000	810,000	2,827,861	2,440,853
2024	1,385,000	929,313	-	-	565,000	421,750	720,000	775,750	2,934,900	2,333,814
2025	1,455,000	860,063	-	-	605,000	393,500	755,000	739,750	3,045,990	2,222,724
2026	1,525,000	787,313	-	-	640,000	363,250	790,000	702,000	3,151,068	2,117,646
2027	1,600,000	711,063	-	-	1,525,000	331,250	830,000	662,500	3,300,000	1,968,714
2028	1,680,000	631,063	-	-	1,610,000	255,000	870,000	621,000	3,450,000	1,818,714
2029	1,750,000	563,863	-	-	1,700,000	174,500	915,000	577,500	3,580,000	1,688,714
2030	1,820,000	493,863	-	-	1,790,000	89,500	960,000	531,750	3,700,000	1,568,714
2031	1,875,000	439,263	-	-	-	-	1,010,000	483,750	3,800,000	1,468,714
2032	1,930,000	383,013	-	-	-	-	1,060,000	433,250	3,900,000	1,368,714
2033	1,990,000	325,113	-	-	-	-	1,115,000	380,250	4,100,000	1,168,714
2034	2,045,000	265,413	-	-	-	-	1,170,000	324,500	4,400,000	868,714
2035	2,110,000	204,063	-	-	-	-	1,230,000	266,000	4,500,000	768,714
2036	2,175,000	138,125	-	-	-	-	1,275,000	216,800	4,600,000	668,714
2037	2,245,000	70,156	-	-	-	-	1,330,000	165,800	4,700,000	568,714
2038	-	-	-	-	-	-	1,380,000	112,600	4,800,000	468,714
2039	-	-	-	-	-	-	1,435,000	57,400	5,000,000	268,714
2040	-	-	-	-	-	-	-	-	-	-
2041	-	-	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-	-	-
	\$ 30,500,000	\$ 11,148,182	\$ 14,418	\$ 487	\$ 15,440,000	\$ 4,480,750	\$ 19,515,000	\$ 10,351,249	\$ 73,669,500	\$ 31,704,780

Continued

WATER & WASTEWATER FUND – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

Due	Total Outstanding Bond Principal	Annual Requirements		
		Principal	Interest	Total P & I
2020	\$ 185,107,213	\$ 9,196,706	\$ 7,928,205	\$ 17,124,911
2021	175,634,545	9,472,668	7,643,313	17,115,981
2022	165,749,819	9,884,726	7,230,953	17,115,679
2023	155,341,958	10,407,861	6,791,180	17,199,041
2024	144,457,058	10,884,900	6,319,767	17,204,667
2025	133,076,068	11,380,990	5,834,563	17,215,553
2026	121,210,000	11,866,068	5,390,561	17,256,629
2027	111,350,000	9,860,000	4,884,557	14,744,557
2028	101,020,000	10,330,000	4,420,117	14,750,117
2029	91,380,000	9,640,000	3,976,631	13,616,631
2030	81,335,000	10,045,000	3,573,519	13,618,519
2031	72,785,000	8,550,000	3,193,349	11,743,349
2032	63,940,000	8,845,000	2,894,063	11,739,063
2033	54,685,000	9,255,000	2,486,161	11,741,161
2034	44,915,000	9,770,000	1,968,991	11,738,991
2035	34,815,000	10,100,000	1,642,217	11,742,217
2036	26,235,000	8,580,000	1,320,325	9,900,325
2037	17,400,000	8,835,000	1,074,592	9,909,592
2038	10,635,000	6,765,000	822,956	7,587,956
2039	3,585,000	7,050,000	538,214	7,588,214
2040	2,935,000	650,000	181,042	831,042
2041	2,255,000	680,000	148,218	828,218
2042	1,540,000	715,000	113,878	828,878
2043	790,000	750,000	77,770	827,770
2044	-	790,000	39,896	829,896
		\$ 194,303,918	\$ 80,495,031	\$ 274,798,949

WATER & WASTEWATER FUND DEBT PURPOSES

2012, General Obligation Refunding Bonds

\$18,650,000, Mature 2026

Proceeds used for partial refunding of the 2002 WW & SS Revenue Bonds and 2006 Utility System Revenue Bonds.

2014 Series, Taxable

\$12,990,000, Mature 2044

Proceeds used for the design and construction of the Treated Effluent Facilities for Panda Temple Power II, LLC.

2014, General Obligation Refunding Bonds

\$6,600,000, Mature 2025

Proceeds used for partial refunding of the 2006 Utility System Revenue Bonds and 2008 Utility System Revenue Bonds.

2015 Series

\$23,685,000, Mature 2035

Proceeds used for water line replacements, elevated storage tank rehabilitation, generators for water treatment plant, wastewater line replacements, lift station rehabilitation and sewerage system land acquisition and design.

2015, General Obligation Refunding & Improvement Bonds

\$4,680,000, Mature 2028

Proceeds used for partial refunding of the 2008 Utility System Revenue Bonds.

2017 Series

\$32,755,000, Mature 2037

Proceeds used for water line replacements, elevated storage tank rehabilitation, generators for water treatment plant, wastewater line replacements, lift station rehabilitation and sewerage system land acquisition and design.

2017 Capital Lease - Copiers

\$28,216, Matures 2021

Proceeds used to purchase eight copiers for various water and sewer fund departments.

2019, General Obligation Refunding Bonds

\$15,440,000, Mature 2030

Proceeds used for partial refunding of the 2010 Utility System Revenue Bonds and 2011 General Obligation Refunding Bonds.

2019 Series

\$19,515,000, Mature 2039

Proceeds used for water line replacements, elevated storage tank rehabilitation, generators for water treatment plant, wastewater line replacements, lift station rehabilitation and sewerage system land acquisition and design.

2020 Series

\$73,669,500, Mature 2039

Proceeds used for water line replacements, elevated storage tank rehabilitation, generators for water treatment plant, wastewater line replacements, lift station rehabilitation, sewerage system land acquisition and design and expansion of water treatment plant.

REINVESTMENT ZONE NO. 1 – SCHEDULE OF OUTSTANDING DEBT BY TYPE

Description	Outstanding 9/30/2019	Principal		Outstanding 9/30/2020	Interest Payments
		Additions	Reductions		
General Obligations					
General Obligation Refunding, Series 2011A	\$ 6,925,000	\$ -	\$ 2,205,000	\$ 4,720,000	\$ 292,800
General Obligation Refunding, Series 2012	215,000	-	70,000	145,000	10,050
	<u>7,140,000</u>	<u>-</u>	<u>2,275,000</u>	<u>4,865,000</u>	<u>302,850</u>
Certificates of Obligation					
Certificates of Obligation, Series 2013	<u>21,825,000</u>	<u>-</u>	<u>1,215,000</u>	<u>20,610,000</u>	<u>832,944</u>
Revenue Bonds					
TIRZ Revenue Bonds, Taxable Series 2008	3,360,000	-	1,060,000	2,300,000	177,744
TIRZ Revenue Bonds, Series 2018	23,120,000	-	180,000	22,940,000	1,156,000
TIRZ Revenue Bonds, Taxable Series 2019	<u>4,992,000</u>	<u>-</u>	<u>85,000</u>	<u>4,907,000</u>	<u>310,590</u>
	<u>31,472,000</u>	<u>-</u>	<u>1,325,000</u>	<u>30,147,000</u>	<u>1,644,334</u>
	<u>\$ 60,437,000</u>	<u>\$ -</u>	<u>\$ 4,815,000</u>	<u>\$ 55,622,000</u>	<u>\$ 2,780,128</u>

REINVESTMENT ZONE NO. 1 – TAX DATA & OUTSTANDING BOND BALANCE

Ad valorem taxes are levied on captured increments of growth in real property values in a designated zone. The tax revenues derived from this increment are to be used for public improvements within this designated zone. The entities and tax rates within the zone are as follows:

Temple I.S.D.*	\$1.35090
City of Temple	0.67270
Bell County	0.42080
Temple College	0.18860
Bell County Road District	0.02920
Elm Creek Flood Control District	0.03270
Troy I.S.D.*	1.36190
Belton I.S.D.*	1.46510

*Per Sec 311.03 (n) of the Texas Property Tax Code, the calculation of the tax levy for school districts is based upon the tax year 2005 I&S rate and the 2005 M&O rate if the 2005 rate is higher than the current M&O and I&S rate. The 2005 I&S and M&O rate for the following school districts were: Temple I.S.D. - \$1.6300, Troy I.S.D. - \$1.6725, Belton I.S.D. - \$1.7185.

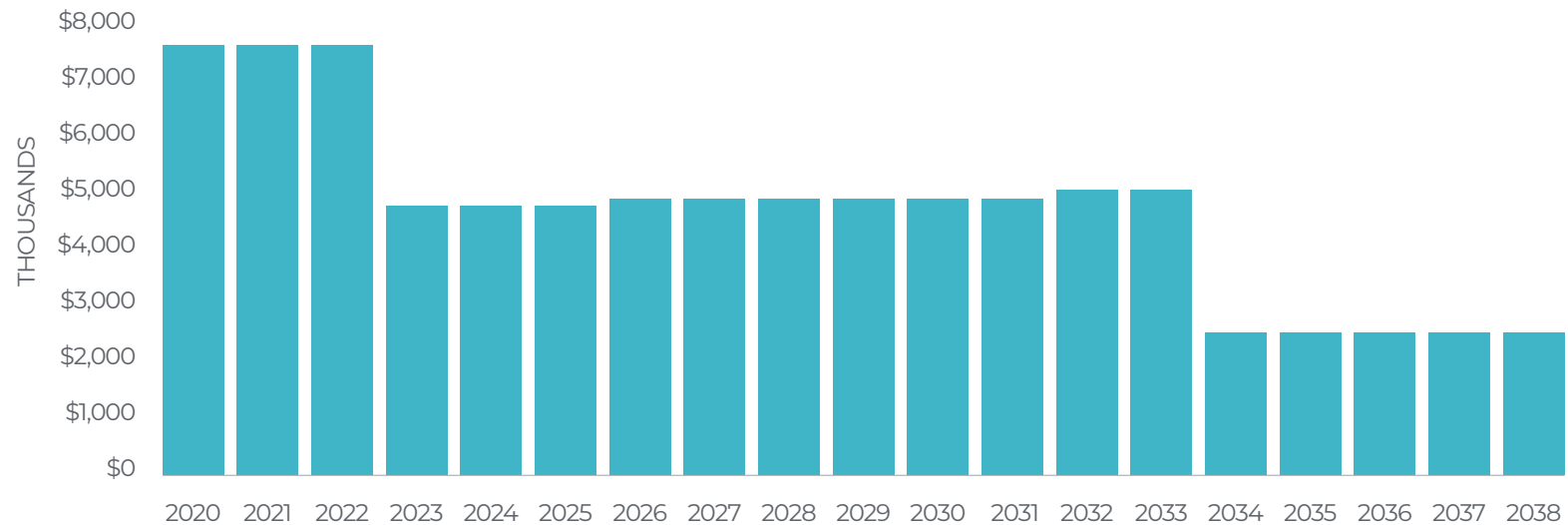
BONDS OUTSTANDING:

2008 - TIRZ Revenue Bonds, Taxable Series, Mature 2022	\$ 3,360,000
2011A - General Obligation Refunding Bonds, Mature 2022	6,925,000
2012 - General Obligation Refunding Bonds, Mature 2022	215,000
2013 - Certificates of Obligation, Mature 2033	21,825,000
2018 - TIRZ Revenue Bonds, Mature 2038	23,120,000
2019 - TIRZ Revenue Bonds, Taxable Series, Mature 2038	<u>4,992,000</u>

BONDS OUTSTANDING 10/1/2019	60,437,000
Principal Retirements Through 9/30/2020	(4,815,000)
Principal Additions Through 9/30/2020	-
TOTAL BONDS OUTSTANDING 9/30/2020	55,622,000
Reserve Fund Balance as of 9/30/2020	<u>(2,090,750)</u>
NET BALANCE OF BONDS OUTSTANDING	<u><u>\$53,531,250</u></u>

REINVESTMENT ZONE NO. 1 – TAX DATA & OUTSTANDING BOND BALANCE

DEBT SERVICE REQUIREMENTS PRINCIPAL & INTEREST



REINVESTMENT ZONE NO. 1 – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

	2008 Series TIRZ Revenue Bonds, Taxable Series (5.29%) \$3,360,000		2011A Series General Obligation Refunding (2.00% - 4.259%) \$6,925,000		2012 Series General Obligation Refunding (2.00% - 5.00%) \$215,000		2013 Series Certificates of Obligation (2.00% - 4.125%) \$21,825,000	
Due	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2020	\$ 1,060,000	\$ 177,744	\$ 2,205,000	\$ 292,800	\$ 70,000	\$ 10,050	\$ 1,215,000	\$ 832,944
2021	1,120,000	121,670	2,315,000	182,550	70,000	7,250	1,250,000	796,494
2022	1,180,000	62,423	2,405,000	89,950	75,000	3,750	1,285,000	746,494
2023	-	-	-	-	-	-	1,335,000	695,094
2024	-	-	-	-	-	-	1,385,000	641,694
2025	-	-	-	-	-	-	1,440,000	598,412
2026	-	-	-	-	-	-	1,500,000	551,612
2027	-	-	-	-	-	-	1,560,000	499,112
2028	-	-	-	-	-	-	1,625,000	436,712
2029	-	-	-	-	-	-	1,690,000	371,712
2030	-	-	-	-	-	-	1,765,000	304,112
2031	-	-	-	-	-	-	1,840,000	233,512
2032	-	-	-	-	-	-	1,925,000	159,912
2033	-	-	-	-	-	-	2,010,000	82,912
2034	-	-	-	-	-	-	-	-
2035	-	-	-	-	-	-	-	-
2036	-	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-	-
2038	-	-	-	-	-	-	-	-
	\$ 3,360,000	\$ 361,837	\$ 6,925,000	\$ 565,300	\$ 215,000	\$ 21,050	\$ 21,825,000	\$ 6,950,728

Continued

REINVESTMENT ZONE NO. 1 – AMORTIZATION SCHEDULE OF OUTSTANDING DEBT

Due	2018 Series TIRZ Revenue Bonds (3.00% - 5.00%) \$23,120,000		2019 Series TIRZ Revenue Bonds, Taxable Series (4.00% - 5.50%) \$4,992,000		Total Bond Principal Outstanding	Annual Requirements		
	Principal	Interest	Principal	Interest		Principal	Interest	Total P & I
2020	\$ 180,000	\$ 1,156,000	\$ 85,000	\$ 310,590	\$ 55,622,000	\$ 4,815,000	\$ 2,780,128	\$ 7,595,128
2021	140,000	1,147,000	100,000	299,690	50,627,000	4,995,000	2,554,654	7,549,654
2022	165,000	1,140,000	115,000	283,200	45,402,000	5,225,000	2,325,817	7,550,817
2023	955,000	1,131,750	205,000	256,415	42,907,000	2,495,000	2,083,259	4,578,259
2024	1,005,000	1,084,000	210,000	250,500	40,307,000	2,600,000	1,976,194	4,576,194
2025	1,055,000	1,033,750	218,000	240,996	37,594,000	2,713,000	1,873,158	4,586,158
2026	1,105,000	981,000	225,000	236,900	34,764,000	2,830,000	1,769,512	4,599,512
2027	1,165,000	925,750	234,000	224,920	31,805,000	2,959,000	1,649,782	4,608,782
2028	1,220,000	867,500	250,000	210,350	28,710,000	3,095,000	1,514,562	4,609,562
2029	1,280,000	806,500	260,000	200,895	25,480,000	3,230,000	1,379,107	4,609,107
2030	1,345,000	744,500	270,000	190,555	22,100,000	3,380,000	1,239,167	4,619,167
2031	1,415,000	675,250	310,000	149,330	18,535,000	3,565,000	1,058,092	4,623,092
2032	1,485,000	604,500	315,000	147,220	14,810,000	3,725,000	911,632	4,636,632
2033	1,560,000	530,250	320,000	138,930	10,920,000	3,890,000	752,092	4,642,092
2034	1,635,000	452,250	335,000	124,755	8,950,000	1,970,000	577,005	2,547,005
2035	1,720,000	370,500	355,000	104,400	6,875,000	2,075,000	474,900	2,549,900
2036	1,805,000	284,500	370,000	92,865	4,700,000	2,175,000	377,365	2,552,365
2037	1,895,000	194,250	400,000	59,855	2,405,000	2,295,000	254,105	2,549,105
2038	1,990,000	99,500	415,000	45,665	-	2,405,000	145,165	2,550,165
	\$ 23,120,000	\$ 14,228,750	\$ 4,992,000	\$ 3,568,031		\$ 60,437,000	\$ 25,695,696	\$ 86,132,696

REINVESTMENT ZONE NO. 1 BOND PURPOSES

2008 – TIRZ Revenue Bonds, Taxable

\$10,365,000, Mature 2022

Proceeds used for improving and extending the City's railway system, the purchase of 355+/- acres of land, professional services including fiscal, engineering, architectural and legal fees including the cost associated with the issuance of bonds.

2011A – General Obligation Refunding Bonds

\$10,405,000, Mature 2022

Proceeds used for the partial refunding of the 2003 Tax & TIRZ Revenue Certificates of Obligation and the 2008 Tax & TIRZ Revenue Certificates of Obligation.

2012 – General Obligation Refunding Bonds

\$480,000, Mature 2022

Proceeds used for the partial refunding of the 2003 Tax & TIRZ Revenue Certificates of Obligation.

2013 – Certificates of Obligation

\$25,260,000, Mature 2033

Proceeds used for developing City master plans and constructing, improving, extending, expanding, upgrading and/or developing city streets, bridges, sidewalks, trails, parks, City airport, and a downtown plaza, including related water, wastewater and drainage improvements, signage, parking, lighting, landscaping, irrigation and purchasing any necessary rights-of-way, all within the boundaries of the City's Reinvestment Zone No. 1.

2018 – TIRZ Revenue Bonds

\$23,565,000, Mature 2038

Proceeds used for the purpose of (i) designing, constructing, improving, acquiring, extending, expanding, upgrading and developing roads with the Zone, or that benefit the Zone, including the Outer Loop Project, Downtown, the Industrial Park and the Temple Medical and Education District including purchase of any necessary rights-of-way, utilities, utility relocation, drainage, lighting, landscaping, irrigation, pedestrian facilities, signage and monumentation, traffic safety and operational improvements and other transportation related improvements, (ii) designing, constructing, improving, acquiring and developing the Santa Fe Plaza Infrastructure Project within the Zone including purchase of any necessary rights-of-way, parking facilities, utilities, pedestrian facilities, landscaping and traffic flow and operational improvements, (iii) designing, constructing, improving, acquiring and equipping the Draughon-Miller Regional Airport within the Zone including roadway improvements, utilities, headquarters, arrival/departure canopy, pilot amenities, passenger amenities, parking facilities, storm water and drainage improvements, taxiway and apron expansion, corporate hangar and other related airport improvements and (iv) paying the costs of issuing the Series 2018 Bonds.

2019 – TIRZ Revenue Bonds, Taxable

\$5,150,000, Mature 2038

Proceeds used for the purpose of (i) designing, acquiring and constructing a multi-story parking garage with the Zone and (ii) paying the costs of issuing the Taxable Series 2019 Bonds.

SUPPLEMENTAL SECTION



MISCELLANEOUS STATISTICAL DATA

2019 Population	80,930 ¹
2019 Assessed Value	\$4,882,056,874
Median Age	34.3
Median Household Income.....	\$49,970
Total Employment in Temple.....	34,407
Total Labor Force in Temple.....	35,453
City Total Square Miles	75.980
Developable Land Remaining.....	12,623 acres
Agricultural.....	8,512 acres
Heavy/Light Industrial.....	2,152 acres
Various Commercial.....	787 acres
Various Residential.....	1,172 acres
Housing Units:	
Owner Occupied.....	54.0%
Renter Occupied.....	46.0%
Vacant	11.9%
Average Home Sale Price.....	\$179,156
Average Temperatures in January.....	HI: upper 50's LOW: upper 30's
Average Temperatures in July.....	HI: upper 90's LOW: lower 70's
Average Annual Temperature.....	66.6 degrees

Rainfall:

Wettest Month.....	October / 4.27"
Driest Month.....	July / 1.33"
Average Annual Rainfall.....	26.71"

Only Health & Bioscience District in Texas

Baylor Scott & White Hospital

Only Level I Trauma Center between Dallas and Austin

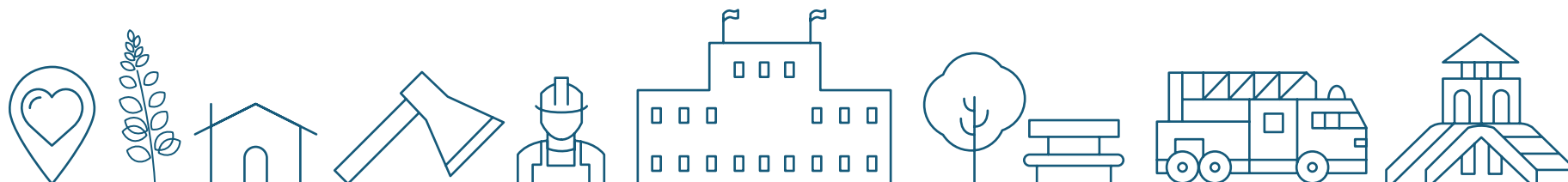
McLane Children's Hospital Scott & White

Only acute care pediatric hospital between Dallas and Austin

80% of Texas' population is within 180 miles of Temple

1 - 2019 Population based on new residential water customers multiplied by 2010 Census data of average household size of 2.47.

Sources: 2010 United States Census, Temple Economic Development Corporation, Texas Work-force Commission, Texas Labor Market Information, Weather Base and the City of Temple.



MISCELLANEOUS STATISTICAL DATA

GOVERNMENT

Form of government.....	Council - Manager, July 8, 1922
Date of original public sale of town lots	June 20, 1881
Original charter, special.....	March 27, 1907
Amendment to charter.....	August 5, 1919
Second charter, home rule city.....	July 8, 1922
Amendment to charter.....	April 7, 1926
Third charter, present.....	September 23, 1953
Amendment to charter.....	October 23, 1967
Amendment to charter.....	April 2, 1977
Amendment to charter.....	January 20, 1990
Amendment to charter.....	May 4, 1996
Amendment to charter.....	May 6, 2000
Amendment to charter.....	November 4, 2014

LAND USE SQ. MILES

Agriculture	27.92
Commercial/Industrial	23.26
Mixed use	0.33
Residential	19.27

AIRPORT



airport

7,000ft

full precision approach runway and 4,740'
RNAV approach crosswind runway serving
general aviation and military aircraft

FIRE PROTECTION



fire stations

**3,801**
fire hydrants**122**
firefighters

Firefighters per 1,000 population1.51
Insurers Services Office (ISO) Rating.....3

POLICE PROTECTION



police station

**154**
police officers**1.90**
officers per
1,000 population

LIBRARIES



public library

198,325 # of volumes**349,845** circulation
of volumes**65,207**
library cards
in force

MISCELLANEOUS STATISTICAL DATA

Park acreage developed.....894
 Park acreage undeveloped.....416

PARKS & RECREATION



golf course



26
 basketball/
 softball fields

2

football
 fields



4

swimming
 pools



19

tennis
 courts



Soccer fields.....15
 Picnic pavilions.....32
 Basketball courts.....20
 Playgrounds.....49
 Community center.....3
 Recreation center.....3
 Multi-use fields.....8
 Sand volleyball courts.....3
 Trail miles.....27.74
 Extreme skate park.....1
 Disc golf course.....3
 Family water park.....1
 Splash pads.....4
 Community garden.....1
 Museum.....1
 Convention center.....1

UTILITIES

Miles of water mains.....642 miles
 Daily average water treatment.....14.51 MGD
 Water treatment plant capacity.....41.14 MGD
 Number of water service connections.....29,141
 Source of water.....Surface water
 Miles of wastewater collection system lines.....449 miles
 Number of lift stations.....29
 Daily average wastewater treatment:
 Doshier Farm WWTP.....3.01 MGD
 Temple-Belton WWTP.....8.23 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.....25,142

*MGD—Million gallons daily

STREETS

Paved streets.....1,173.85 lane miles
 Unpaved streets.....1.68 miles
 Paved alleys.....9.94 miles
 Unpaved alleys.....72.5 miles

(all figures are approximate)

TRAFFIC CONTROL

Traffic signals.....71 signals

MISCELLANEOUS STATISTICAL DATA

EDUCATION

Temple Independent School District

Senior high schools	2
Number of students.....	2,281
Middle schools.....	3
Number of students.....	1,964
Elementary schools.....	8
Number of students.....	3,921
Early childhood academy.....	1
Number of students.....	463
Alternative education program.....	1
Number of students.....	59

Private Schools

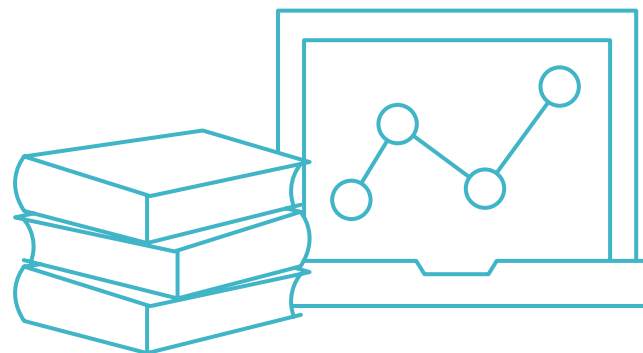
Central Texas Christian School (Pre K - 12th grade)
Holy Trinity Catholic School (9th - 12th grade)
Immanuel Lutheran School (Pre K - 8th grade)
St. Francis Episcopal School (Pre K - 5th grade)
St. Mary's Catholic School (Pre K - 8th grade)
Montessori Schools of Central Texas (Pre K - 5th grade)

Temple College

Number of classrooms & labs.....	190
Number of administrative personnel.....	61
Number of full-time professors.....	129
Number of full-time students.....	1,751
Number of part-time students.....	3,097
Population served.....	202,132
Counties served.....	3
(East Bell, Milam and East Williamson Counties)	
Annual budget.....	\$42,999,692

Higher Educational Institutions (within 75 miles of Temple)

Austin Community College
 Baylor University
 Central Texas College
 Concordia Lutheran College
 Hill Junior College
 Huston-Tillotson College
 McLennan Community College
 St. Edward's University
 Southwestern University
 Tarleton State University
 Temple College
 Texas A&M University
 Texas State Technical College
 The University of Texas at Austin
 University of Mary Hardin-Baylor



MISCELLANEOUS STATISTICAL DATA

HOSPITALS



hospitals

1,176

beds



- Baylor Scott & White Medical Center—Temple
- Baylor Scott & White McLane Children’s Medical Center Baylor
- Scott & White Continuing Care Hospital
- Baylor Scott & White Pavilion
- Veteran’s Administration Hospital

BOND RATING

General Obligation (G.O.) Debt

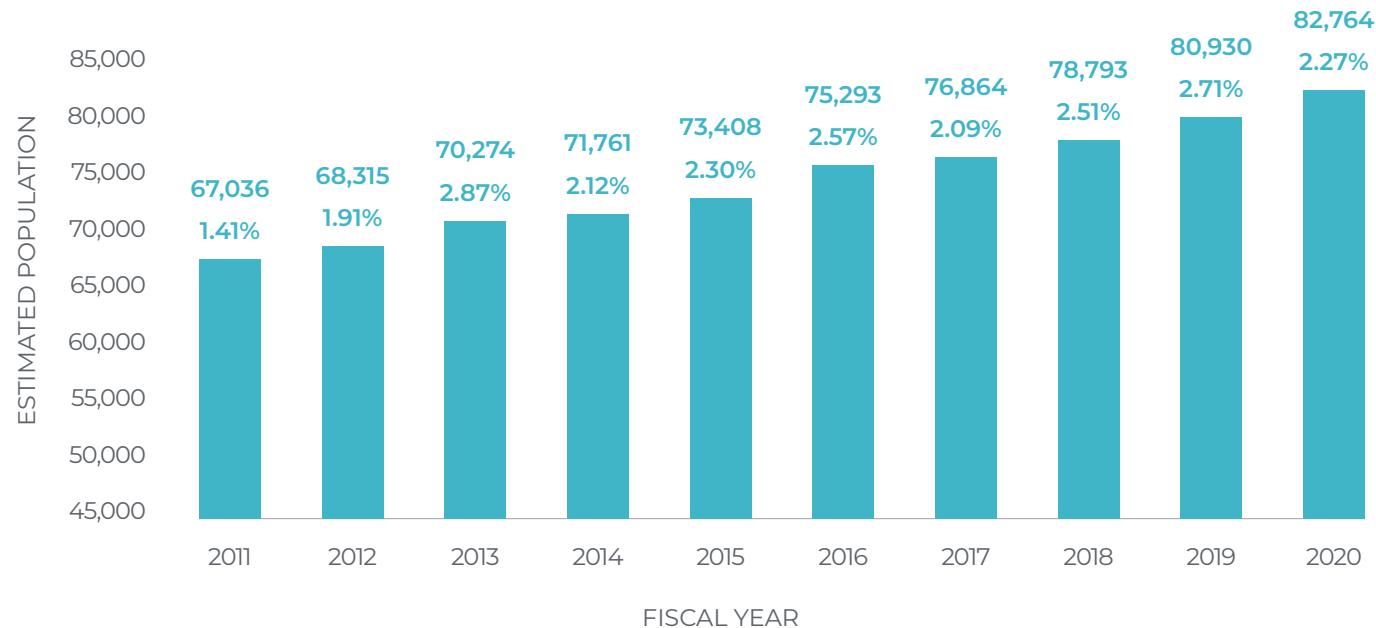
- Moody’s Investors Service..... Aa2 Rating
- Standard & Poor’s..... AA Rating

Utility System Revenue Debt

- Moody’s Investors Service..... Aa2 Rating
- Standard & Poor’s..... AA Rating

DEMOGRAPHIC STATISTICS - LAST TEN FISCAL YEARS

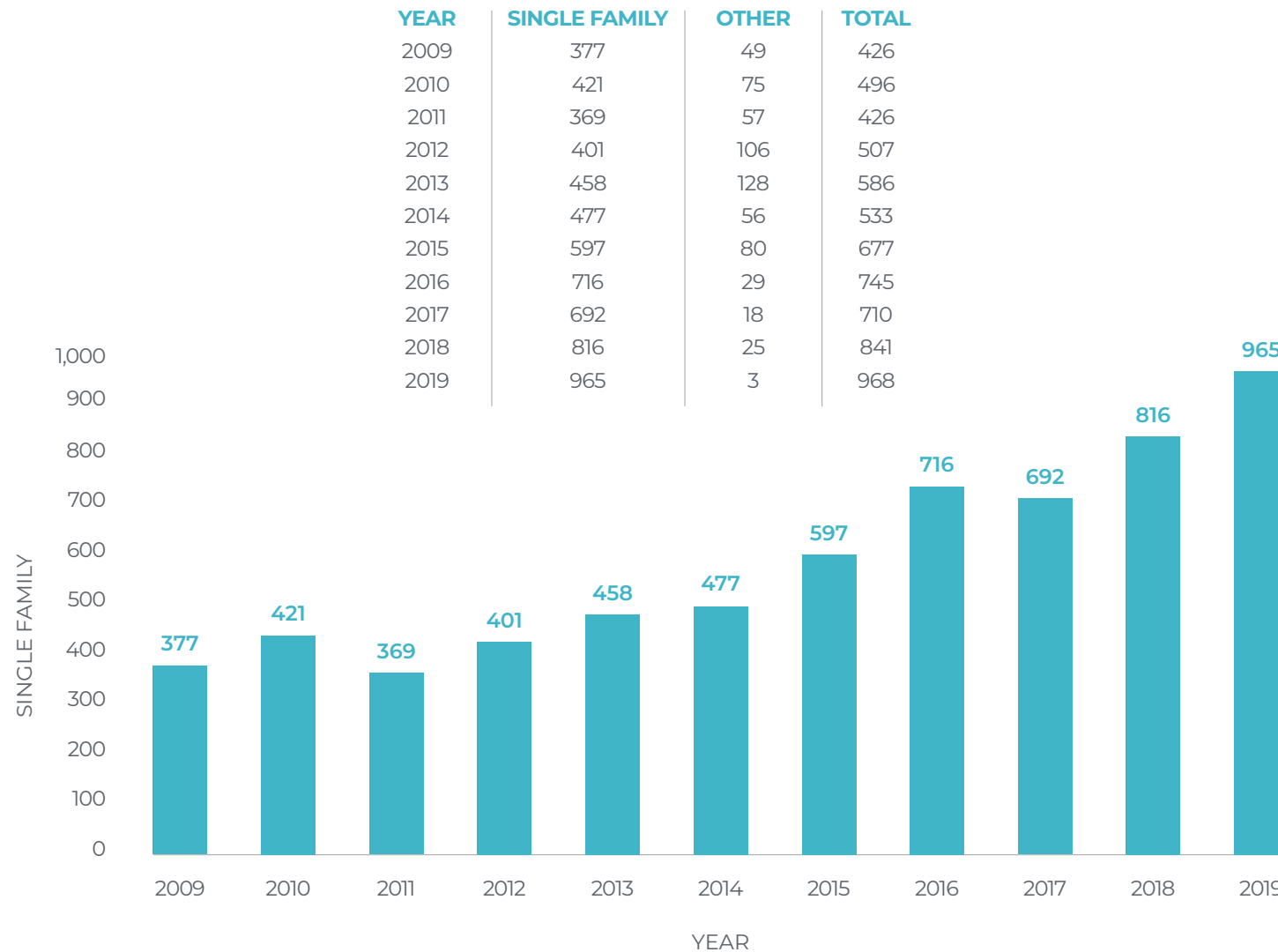
FISCAL YEAR	SINGLE FAMILY	% INCREASE
2011	67,036 ⁽¹⁾	1.41%
2012	68,315	1.91%
2013	70,274	2.87%
2014	71,761	2.12%
2015	73,408	2.30%
2016	75,293	2.57%
2017	76,864	2.09%
2018	78,793	2.51%
2019	80,930	2.71%
2020	82,764 ⁽²⁾	2.27%



(1) - 2011 thru 2016 is based on new residential water customers multiplied by 2010 Census data of average household size of 2.47.

(2) - 2020 is estimated based on average growth for the past 5 years (2015 thru 2019) of new residential water customers multiplied by 2010 Census data of average household size of 2.47.

RESIDENTIAL BUILDING PERMITS - NEW CONSTRUCTION ONLY⁽¹⁾



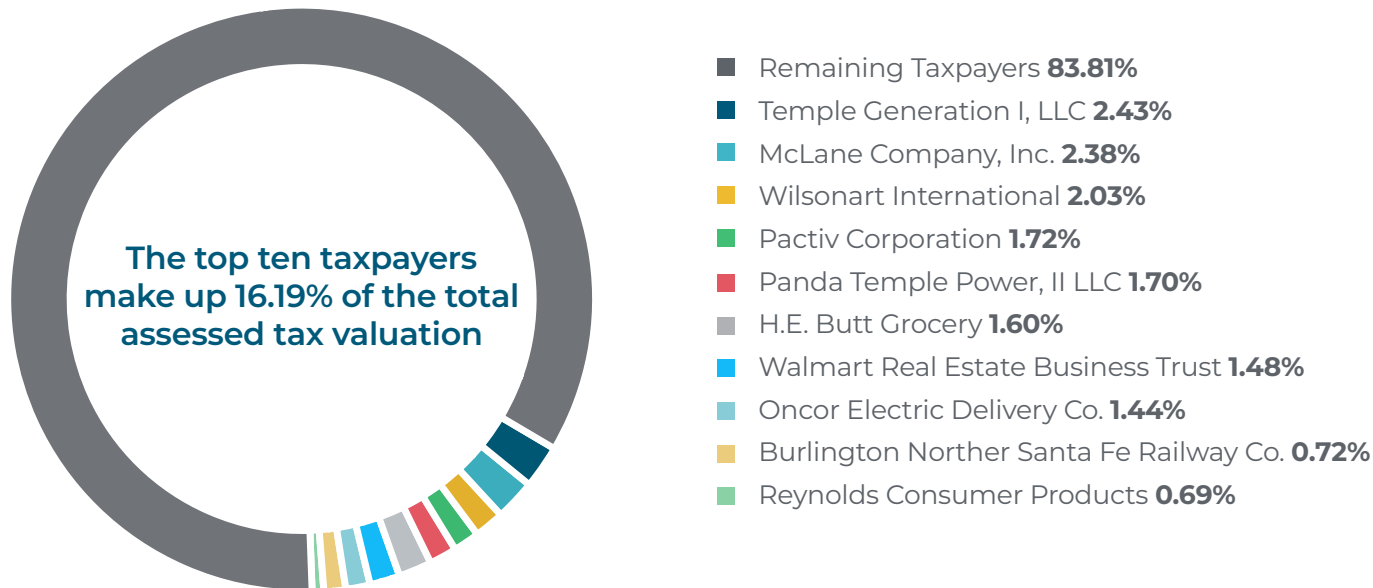
(1) - Source: City of Temple Permits/Inspections Department.

TEN LARGEST TAXPAYERS⁽¹⁾

Taxpayer's Name	Type of Business	FY 2020 Taxable Value ⁽²⁾	% of Total Assessed Valuation
Temple Generation I, LLC	Electric & Gas Utilities	\$ 118,448,635	2.43%
McLane Company, Inc.	Wholesale Food Supplier	116,079,289	2.38%
Wilsonart International	Laminate Manufacturer	98,983,189	2.03%
Pactiv Corporation	Plastic Packaging Product Manufacturer	83,763,718	1.72%
Panda Temple Power II, LLC	Electric & Gas Utilities	83,112,602	1.70%
H.E. Butt Grocery	Wholesale Food Distribution	78,037,890	1.60%
Wal-Mart Real Estate Business Trust	Wholesale Food Distribution	72,039,148	1.48%
Oncor Electric Delivery Co.	Electric & Gas Utilities	70,117,340	1.44%
Burlington Northern Santa Fe Railway Co.	Railway Company	35,139,165	0.72%
Reynolds Consumer Products, Inc.	Consumer Products Manufacturer	33,469,256	0.69%
		\$ 789,190,232	16.19%

(1) - Source: Tax Appraisal District of Bell County.

(2) Net taxable value after exemptions.



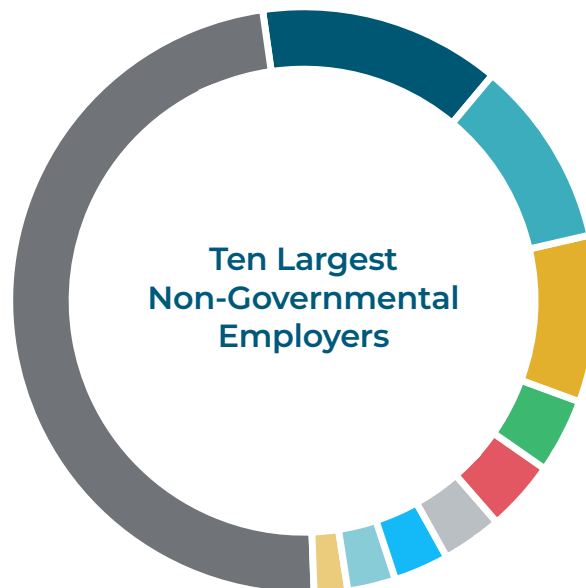
EMPLOYER STATISTICAL INFORMATION

MAJOR NON-GOVERNMENT EMPLOYERS

Name of Employer	Number of Employees
Baylor Scott & White Health	7,110
McLane Company, Inc.	1,733
BNSF Railway Company	1,500
Wilsonart International	1,000
H-E-B Retail Distribution Center	900
Wal-Mart Distribution Center	698
Pactiv Corporation	600
Teletech	600
Performance Food Group	560
Scott & White Health Plan	500
TOTAL NUMBER OF EMPLOYEES FOR NON-GOVT. EMPLOYERS	15,201

MAJOR GOVERNMENT EMPLOYERS

Name of Employer	Number of Employees
Olin E. Teague Veterans' Medical Center	2,750
Temple Independent School District	1,283
City of Temple	921
Texas USDA Rural Development	55
TOTAL NUMBER OF EMPLOYEES FOR GOVERNMENT EMPLOYERS	5,009



- Baylor Scott & White Health **46.77%**
- McLane Company, Inc. **11.40%**
- BNSF Railway Company **9.87%**
- Wilsonart International **6.58%**
- H-E-B Retail Distribution Center **5.92%**
- Walmart Distribution Center **4.59%**
- Pactiv Corporation **3.95%**
- Teletech **3.95%**
- Performance Food Group **3.68%**
- Scott & White Health Plan **3.29%**

HISTORICAL SALES TAX ANALYSIS - LAST TEN FISCAL YEARS

FISCAL YEAR	SALES TAX COLLECTED	% OF CHANGE
2011	\$ 16,125,862	6.55%
2012	16,967,401	5.22%
2013	18,017,575	6.19%
2014	18,981,471	5.35%
2015 ⁽¹⁾	21,311,743	12.28%
2016	20,859,081	-2.12%
2017	21,614,746	3.62%
2018	21,831,623	1.00%
2019 ⁽²⁾	22,851,305	4.67%
2020 ⁽³⁾	22,980,000	0.56%

(1) - One time prior period audit adjustment of \$1,798,088.

(2) - Forecasted at 06/30/19.

(3) - Adopted Budget for 2020.

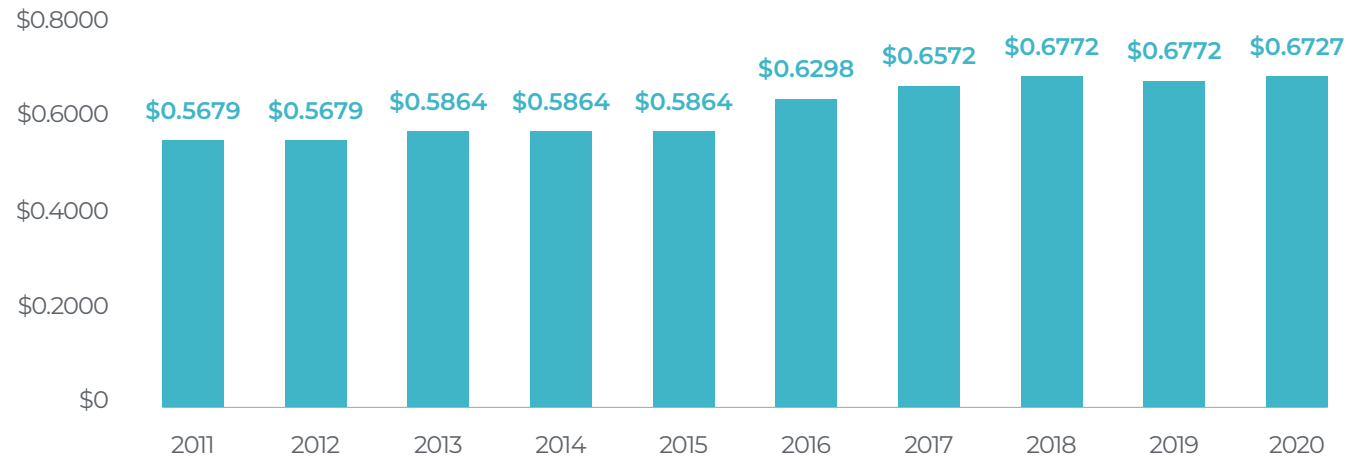


HISTORICAL TAX RATE INFORMATION - LAST TEN FISCAL YEARS

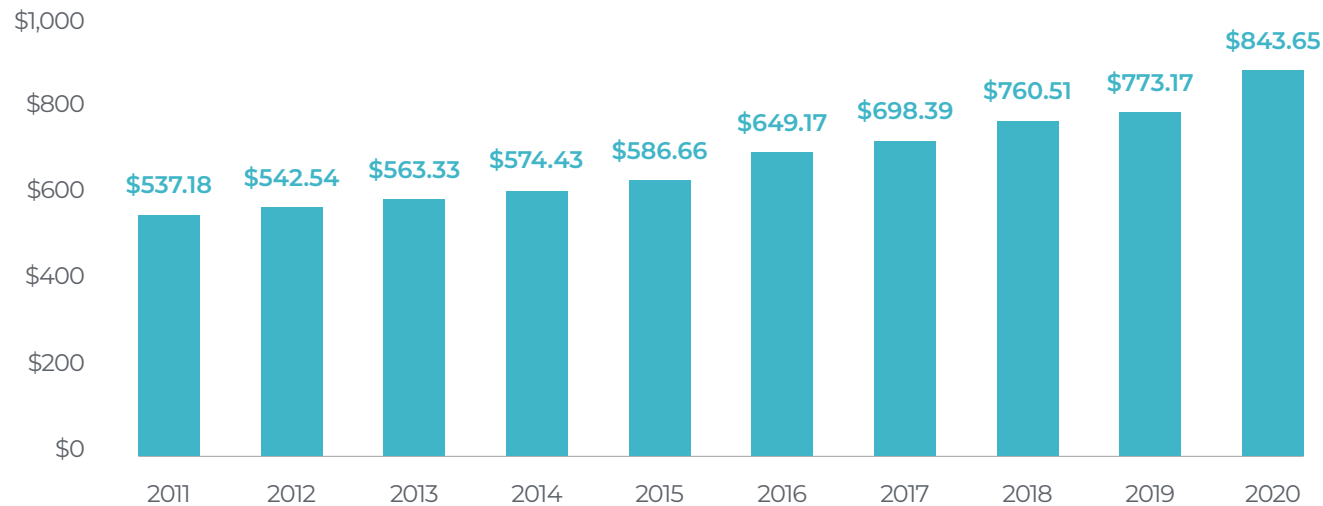
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Tax Rates:										
Operations & Maintenance	\$ 0.3300	\$ 0.3240	\$ 0.3300	\$ 0.3324	\$ 0.3300	\$ 0.3234	\$ 0.3142	\$ 0.3142	\$ 0.2982	\$ 0.3097
Debt Service	0.2379	0.2439	0.2564	0.2540	0.2564	0.3064	0.3430	0.3630	0.3630	0.3630
Total Tax Rate	<u>\$ 0.5679</u>	<u>\$ 0.5679</u>	<u>\$ 0.5864</u>	<u>\$ 0.5864</u>	<u>\$ 0.5864</u>	<u>\$ 0.6298</u>	<u>\$ 0.6572</u>	<u>\$ 0.6772</u>	<u>\$ 0.6612</u>	<u>\$ 0.6727</u>
Financial Impact on Homeowners:										
Average Home Value	\$ 118,371	\$ 119,584	\$ 119,887	\$ 121,984	\$ 124,496	\$ 128,146	\$ 132,044	\$ 139,388	\$ 144,883	\$ 158,946
Homestead exemption	(23,781)	(24,049)	(23,821)	(24,026)	(24,452)	(25,071)	(25,777)	(27,086)	(27,948)	(33,534)
Average Taxable Value	<u>\$ 94,590</u>	<u>\$ 95,535</u>	<u>\$ 96,066</u>	<u>\$ 97,958</u>	<u>\$ 100,044</u>	<u>\$ 103,075</u>	<u>\$ 106,267</u>	<u>\$ 112,302</u>	<u>\$ 116,935</u>	<u>\$ 125,412</u>
Average Tax Payment	<u>\$ 537.18</u>	<u>\$ 542.54</u>	<u>\$ 563.33</u>	<u>\$ 574.43</u>	<u>\$ 586.66</u>	<u>\$ 649.17</u>	<u>\$ 698.39</u>	<u>\$ 760.51</u>	<u>\$ 773.17</u>	<u>\$ 843.65</u>

HISTORICAL TAX RATE INFORMATION - LAST TEN FISCAL YEARS

HISTORICAL TAX RATE PER \$100 VALUATION



TAX PAYMENT PER HOUSEHOLD BASED ON AVERAGE TAXABLE VALUE



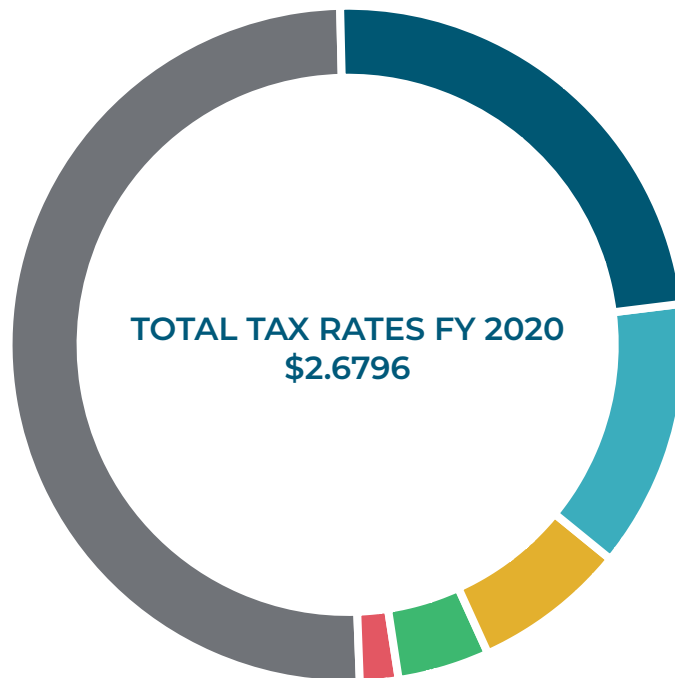
PROPERTY TAX RATES AND LEVIES⁽¹⁾ - LAST TEN FISCAL YEARS

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)							
2011	\$ 0.5679	\$ 0.3820	\$ 0.0299	\$ 1.2100	\$ 0.2100	\$ 0.0244	\$ 2.4242
2012	0.5679	0.4096	0.0299	1.2850	0.2054	0.0234	2.5212
2013	0.5864	0.4212	0.0299	1.2800	0.2036	0.0241	2.5452
2014	0.5864	0.4212	0.0299	1.3600	0.2036	0.0227	2.6238
2015	0.5864	0.4212	0.0299	1.3600	0.2065	0.0225	2.6265
2016	0.6298	0.4212	0.0299	1.3600	0.2100	0.2220	2.8729
2017	0.6572	0.4212	0.0299	1.4000	0.2057	0.0200	2.7340
2018	0.6772	0.4212	0.0299	1.4000	0.2047	0.0195	2.7525
2019	0.6612	0.4212	0.0299	1.4000	0.1980	0.0189	2.7292
2020	0.6727	0.4208	0.0292	1.3509	0.1886	0.0174	2.6796
Tax Levies ⁽²⁾							
2011	\$ 17,957,507	\$ 49,911,342	\$ 3,927,774	\$ 33,456,329	\$ 7,011,727	\$ 893,983	\$ 113,158,662
2012	18,585,931	54,855,129	4,055,241	36,740,488	7,112,852	888,299	122,237,940
2013	19,534,480	57,550,790	4,141,978	37,432,480	7,244,464	934,895	126,839,087
2014	20,793,147	60,341,451	4,342,332	41,622,079	7,645,910	932,719	135,677,638
2015	21,446,210	63,503,693	4,562,463	47,000,484	8,665,723	1,022,969	146,201,542
2016	23,742,734	66,660,706	4,843,686	51,715,160	9,475,973	1,127,960	157,566,219
2017	28,405,470	68,276,725	5,001,366	52,339,371	9,090,493	1,027,221	164,140,646
2018	30,241,161	72,306,506	5,271,570	52,159,073	9,356,913	1,032,928	170,368,151
2019	31,268,663	74,765,035	5,444,981	54,202,808	9,566,836	1,055,397	176,303,720
2020	35,140,159	82,162,386	5,836,107	56,457,502	10,096,128	1,065,728	190,758,010

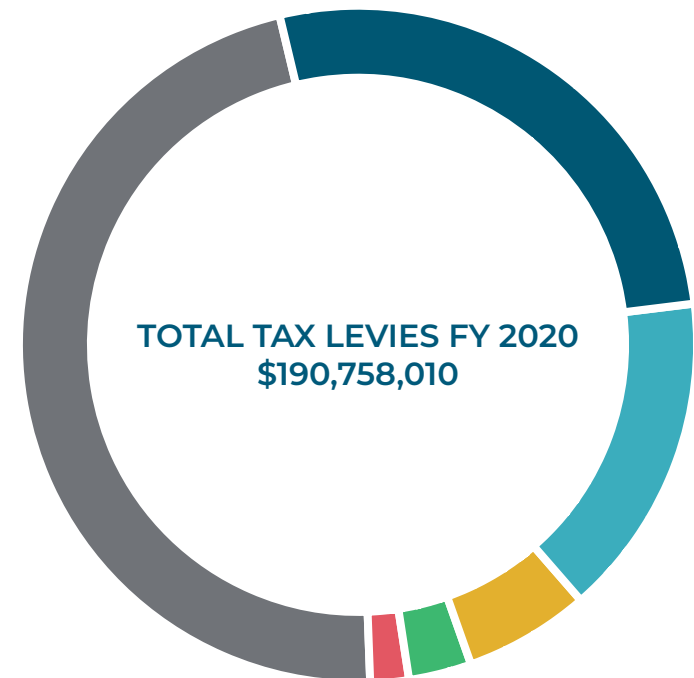
(1) - Source: Tax Appraisal District of Bell County.

(2) - Based on certified roll, does not include the Reinvestment Zone No. 1 for the City of Temple.

PROPERTY TAX RATES AND LEVIES⁽¹⁾ - LAST TEN FISCAL YEARS



- Temple ISD **50.42%**
- City of Temple **25.10%**
- Bell County **15.70%**
- Temple College **7.04%**
- Road District **1.09%**
- Bioscience District **0.65%**



- Temple ISD **43.07%**
- City of Temple **26.90%**
- Bell County **18.24%**
- Temple College **5.29%**
- Road District **3.06%**
- Bioscience District **0.56%**

RESOLUTION NO. 2019-9833-R

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEMPLE, TEXAS, ADOPTING THE CITY BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019, AND ENDING SEPTEMBER 30, 2020, INCLUDING THE OPERATING BUDGET, BUSINESS PLAN, CAPITAL IMPROVEMENT PLAN, GENERAL GOVERNMENT PAY PLAN, FISCAL & BUDGETARY POLICY, AND INVESTMENT POLICY; RATIFYING THE PROPERTY TAX INCREASE REFLECTED IN THE BUDGET; 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 2019-2020, Operating Budget, Business Plan, Capital Improvement Plan, General Government Pay Plan, Fiscal & Budgetary Policy, and Investment Policy, and ratify the property tax increase reflected in the budget.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TEMPLE, TEXAS, THAT:

Part 1: Findings. All of the above premises are hereby found to be true and correct legislative and factual findings of the City Council of the City of Temple, Texas, and they are hereby approved and incorporated into the body of this Resolution as if copied in their entirety.

Part 2: The first public hearing was held on August 1, 2019, at 5:00 p.m., and after the conclusion of the public hearing held on September 19, 2019, at 5:00 p.m., the budget for the City of Temple for the fiscal year beginning October 1, 2019, and closing September 30, 2020, together with the changes and amendments adopted by the City Council, on file in the Office of the City Secretary, is hereby adopted and approved.

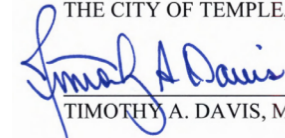
Part 3: The City Council ratifies the property tax increase reflected in the budget - this budget will raise more property taxes than last year's budget by \$3,703,167, a 13.11% increase, and of that amount, \$878,355 is tax revenue to be raised from new property added to the tax roll this year.

Part 4: The City Council adopts the City budget for fiscal year 2019-2020, 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 on this the 19th day of **September**, 2019.

THE CITY OF TEMPLE, TEXAS

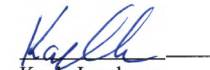

TIMOTHY A. DAVIS, Mayor

ATTEST:


Lacy Borgeson
City Secretary



APPROVED AS TO FORM:


Kayla Landeros
Interim City Attorney

ORDINANCE NO. 2019-4981

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TEMPLE, TEXAS, APPROVING THE TAX ROLL AND AUTHORIZING CALCULATION OF THE AMOUNT OF TAX THAT CAN BE DETERMINED FOR ALL REAL AND PERSONAL PROPERTY IN THE CITY FOR THE TAX YEAR 2019 (FISCAL YEAR 2020); 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 2019 (fiscal year 2020) 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 2019 (fiscal year 2020) as submitted by the Tax Appraisal District of Bell County.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF TEMPLE, TEXAS:

Part 1: Findings. All of the above premises are hereby found to be true and correct legislative and factual findings of the City Council of the City of Temple, Texas, and they are hereby approved and incorporated into the body of this Ordinance as if copied in their entirety.

Part 2: The City Council approves the Tax Appraisal Roll, as previously submitted by the Tax Appraisal District of Bell County, showing the total taxable assessed value of all real and personal property within the limits of the City of Temple, Texas, at **\$5,363,305,586**, 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 2019 (fiscal year 2020) 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.

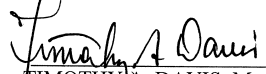
Part 6: If any provision of this Ordinance or the application of any provision to any person or circumstance is held invalid, the invalidity shall not affect other provisions or applications of the Ordinance which can be given effect without the invalid provision or application, and to this end the provisions 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 **5th** day of **September**, 2019.

PASSED AND APPROVED on Second Reading on the **19th** day of **September**, 2019.

THE CITY OF TEMPLE, TEXAS


TIMOTHY A. DAVIS, Mayor

APPROVED AS TO FORM:


Kayla Landeros
Interim City Attorney

ATTEST:


Lacy Boggerson
City Secretary



ORDINANCE NO 2019-4982

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TEMPLE, TEXAS, SETTING A TAX RATE OF \$0.6727 PER \$100 VALUATION, COMPRISED OF \$0.3097 FOR MAINTENANCE AND OPERATIONS AND \$0.3630 FOR DEBT SERVICE FOR FISCAL YEAR 2020 (TAX YEAR 2019); 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 2019-2020 budget will require adoption of a property tax rate of \$0.6727 per \$100 of taxable assessed property value which will generate \$29,293,474 of property tax levy when applied to an ad valorem tax base of \$4,882,056,874 less \$527,445,141 of freeze taxable value;

Whereas, there will also be \$2,658,038 in frozen tax levy for a total property tax levy of \$31,951,512;

Whereas, the proposed tax rate of \$0.6727 represents a 13.06% increase over the effective tax rate of \$0.5950;

Whereas, the fiscal year 2019-2020 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 2019 (fiscal year 2020) 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 \$0.6727 per \$100 of assessed property valuation.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF TEMPLE, TEXAS, THAT:

Part 1: Findings. All of the above premises are hereby found to be true and correct legislative and factual findings of the City Council of the City of Temple, Texas, and they are hereby approved and incorporated into the body of this Ordinance as if copied in their entirety.

Part 2: The following tax rate on \$100 valuation for the City of Temple, Texas, be and is hereby adopted for the tax year 2019-2020 as follows:

For the purpose of maintenance and operation;	\$ 0.3097
For the payment of principal and interest on bonds, warrants and certificates of obligation and other debt of this City;	\$ <u>0.3630</u>

TOTAL TAX RATE	<u>\$0.6727</u> per each \$100 of assessed property valuation
Total Estimated Tax Levy (100%)	<u>\$31,951,512</u>
Total Estimated Tax Levy – (Tax Increment District for City of Temple)	<u>\$3,237,360</u>

The above tax rate is hereby adopted on the assessed valuation of all property, real, personal and mixed, subject to taxation by the City of Temple for the tax year 2019, for the City's departmental purposes for interest and sinking fund accounts in accordance with the budget adopted by the City Council on the 19th day of September, 2019, to-wit: and all such ad valorem taxes shall become due on the 31st day of January, 2020, and shall, unless paid, become delinquent on the 1st day of February, 2020.

Part 3: THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

Part 4: The Director of Finance is hereby authorized to assess and collect the taxes of the City of Temple employing the above tax rate.

Part 5: 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 6: 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 7: All monies on hand on the 1st day of October, 2019, 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 2020, 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 19th day of September, 2019.

Part 8: 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 9: 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 10: 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.

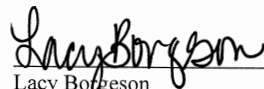
Part 11: If any provision of this Ordinance or the application of any provision to any person or circumstance is held invalid, the invalidity shall not affect other provisions or applications of the Ordinance which can be given effect without the invalid provision or application, and to this end the provisions of this Ordinance are declared to be severable.

Part 12: 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.

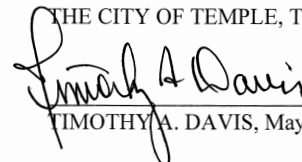
PASSED AND APPROVED on First Reading and Public Hearing on the 5th day of September, 2019.

PASSED AND APPROVED on Second Reading on the 19th day of September, 2019.


ATTEST:


Lacy Borgeson
City Secretary



THE CITY OF TEMPLE, TEXAS

TIMOTHY A. DAVIS, Mayor

APPROVED AS TO FORM:


Kayla Landeros
Interim City Attorney

I. STATEMENT OF PURPOSE

The broad purpose of the following Fiscal and Budgetary Policy Statements is to enable the City to achieve and maintain a long-term stable and positive financial condition. The watchwords of the City's financial management include integrity, prudent stewardship, planning, accountability, full disclosure and communication.

The more specific purpose is to provide guidelines to the Director of Finance in planning and directing the City's day-to-day financial affairs and in developing recommendations to the City Manager and City Council.

The scope of these policies generally spans, among other issues, accounting, auditing, financial reporting, internal controls, operating and capital budgeting, revenue management, cash and investment management, expenditure control, asset management, debt management, and planning concepts, in order to:

- A.** present fairly and with full disclosure the financial position and results of the financial operations of the City in conformity to generally accepted accounting principles (GAAP) and;
- B.** determine and demonstrate compliance with finance-related legal and contractual issues in accordance with provisions of the Texas Local Government Code and other pertinent legal documents and mandates.

The City Council will annually review and approve the Fiscal and Budgetary Policy Statements as part of the budget process.

II. OPERATING BUDGET

- A. Preparation** – Budgeting is an essential element of the financial planning, control, and evaluation process of municipal government. The “operating budget” is the City's annual financial operating plan. The annual budget includes all of the operating departments of the general fund, proprietary fund, the debt service fund, special revenue funds, and capital project funds of the City. The budget

is prepared by the City Manager and Director of Finance with the cooperation of all City Departments, on a basis which is consistent with generally accepted accounting principles. In accordance with Article 12 of the City Charter, the City Manager must submit the budget to the City Council by filing with the City Secretary. The budget should be presented to the City Council on or before the 1st day of August each year.

- 1. Proposed Budget** – A proposed budget shall be prepared by the City Manager with the participation of all the City's Department Heads within the provisions of the City Charter.
 - a.** The budget shall include four basic segments for review and evaluation. These segments are: (1) revenues, (2) personnel costs, (3) operations and maintenance costs, and (4) capital and other (non-capital) project costs.
 - b.** The budget review process shall include City Council participation in the development of each of the four segments of the proposed budget and public hearings to allow for citizen participation in the budget preparation.
 - c.** The budget process shall span sufficient time to address policy and fiscal issues by the City Council.
 - d.** A copy of the proposed budget shall be filed by the City Manager with the City Secretary when it is submitted to the City Council in accordance with the provisions of the City Charter.

- 2. Adoption** – Upon the presentation by the City Manager of a proposed budget document to the City Council, the City Council shall call and publicize a public hearing. The City Council will subsequently adopt by Ordinance such budget, as it may have been amended, as the City's Annual Budget effective for the fiscal year beginning October 1st.

B. Balanced Budget – The operating budget will be balanced with current revenues, which may include beginning fund balances less required reserves as established by City Council, greater than or equal to current expenditures/expenses.

C. Planning – The budget process will be coordinated so as to identify major policy issues for City Council consideration several months prior to the budget approval date. This will allow adequate time for appropriate decisions and analysis of financial impacts.

D. Reporting – Periodic financial reports will be prepared by the Director of Finance to enable the Department Managers to manage their budgets and to enable the Director of Finance to monitor and control the budget as authorized by the City Manager. Summary financial and budgetary reports will be presented by the Director of Finance to the City Council to understand the overall budget and financial status.

E. Control and Accountability – The Department Heads of each department will be solely responsible to insure that their department budgets will not exceed budgeted amounts. In addition, each Department Head will be solely responsible to achieve budgeted revenues that are generated by activities of that department. Failure to achieve budgetary control of their individual expenditure and revenue budgets will be evaluated and investigated by the City Manager.

F. Expenditure Requests – The Finance Department will evaluate expenditure requests from departments to ensure that the requests are in the amount and kind originally budgeted in those departments and that adequate funds are available to comply with individual expense request. The Director of Finance will make every effort to assist departments in obtaining purchases to accomplish the goals and objectives delineated in the budget information for each department set forth in the current yearly adopted budget.

G. Contingent Appropriation – The City Manager should establish an adequate contingent appropriation in each of the operating funds. Expenditures from this appropriation shall be made only in cases of emergency or an unforeseen/unusual need. A detailed account shall be recorded and reported. The transfer of this budget appropriation shall be under the control of the City Council. Any transfer of contingency must be expressly approved in advance by the City Council.

All transfers from the contingent appropriation will be evaluated using the following criteria:

1. Is the request of such an emergency nature that it must be made immediately?
2. Why was the item not budgeted in the normal budget process?
3. Why the transfer cannot be made within the division or department?

III. REVENUE POLICIES

A. Characteristics – The City Finance Department will strive for the following optimum characteristics in its revenue system:

1. **Simplicity** – The City, where possible and without sacrificing accuracy, will strive to keep the revenue system simple in order to reduce compliance costs for the taxpayer or service recipient. A corresponding decrease in the City's cost of collection and a reduction in avoidance to pay should result.
2. **Certainty** – A knowledge and understanding of revenue sources increases the reliability of the revenue system. The City will understand its revenue sources and enact consistent collection policies to provide assurances that the revenue base will materialize according to budgets and plans.

3. Equity – The City shall make every effort to maintain equity in its revenue system structure; i.e., the City should seek to minimize or eliminate all forms of subsidization between entities, funds, services, utilities, and customer classes.

4. Revenue Adequacy – The City should require that there be a balance in the revenue system; i.e., the revenue base will have the characteristics of fairness and neutrality as it applies to cost of service, willingness to pay, and ability to pay.

5. Administration – The benefits of a revenue source should exceed the cost of levying and collecting that revenue. The cost of collection should be reviewed annually for cost effectiveness as a part of the indirect cost of service analysis. Where appropriate, the City will use the administrative processes of State, Federal or Local Governmental collection agencies in order to reduce administrative cost.

6. Diversification and Stability – A diversified revenue system with a stable source of income shall be maintained. This will help avoid instabilities in two particular revenue sources due to factors such as fluctuations in the economy and variations in the weather.

B. Issues – The following considerations and issues will guide the City Finance Department in its revenue policies concerning specific sources of funds:

1. Cost/Benefit of Abatement – The City will use caution in the analysis of tax or fee incentives that are used to encourage development. Ideally, a cost/benefit (fiscal impact) and analysis should be performed as part of such caution.

2. Non-Recurring Revenues – One-time or non-recurring revenues should not be used to finance current ongoing operations. Non-recurring revenues should be used only for non-recurring expenditures and not be used for budget balancing purposes.

3. Property Tax Revenues – All real and business personal property located within the City shall be valued at 100% of the fair market value for any given year based on the current appraisal supplied to the City by the Bell County Tax Appraisal District. Reappraisal and reassessment shall be done every third year.

Conservative budgeted revenue estimates result in a projected ninety-eight percent (98%) budgeted collection rate for current ad valorem taxes. Two percent (2%) of estimated current ad valorem taxes will be projected and used as the budget for delinquent ad valorem tax collections. The combined ad valorem tax collections budgeted each fiscal year will be no less than one hundred percent (100%) of the tax levy and should insure that ad valorem tax collection projections will not be over estimated.

The Finance Department will endeavor with the Tax Assessor Collector to collect ad valorem taxes in excess of ninety-seven percent (97%) of total ad valorem tax levy with a goal of one hundred percent (100%) collection of actual ad valorem taxes levied in each fiscal year.

All delinquent taxes shall be aggressively pursued each year by the Tax Assessor/Collector. Tax accounts delinquent greater than 90 days shall be submitted for collection each year to an attorney selected by the Bell County Tax Appraisal District. A penalty shall be assessed on all delinquent property taxes, which shall include all court costs, as well as an amount for compensation of the attorney as permitted by State law and in accordance with the attorney's contract with the County. Annual performance criteria will be developed for the attorney and reported to the City Council.

4. Interest Income – Interest earned from investment of available monies, whether pooled or not, will be distributed to the funds in accordance with the equity balance of the fund from which monies were provided to be invested.

5. User-Based Fees and Service Charges – For services associated with a user fee or charge, the direct and indirect costs of that service will be offset by a fee where possible. There will be an annual review by all Department Heads of fees and charges to ensure that fees provide adequate coverage of cost of services for their respective departments.

The City Council will determine how much of the cost of a service should be recovered by fees and charges.

6. Enterprise Fund Rates – The Director of Utilities will review rates annually, and the City Council will adopt rates that will generate revenues sufficient to cover operating expenses, meet the legal restrictions of all applicable bond covenants, and provide for an adequate level of working capital.

Additionally, enterprise activity rates and other legal funds of the City will include transfers to and receive credits from other funds as follows:

a. General and Administrative Charges – Administrative costs should be charged to all funds for services of general overhead, such as administration, finance, customer billing, personnel, data processing, engineering, and legal counsel, and other costs as appropriate. The charges will be determined by the Director of Finance through an indirect cost allocation following accepted practices and procedures not to exceed 10.5%.

b. Payment in-lieu-of costs – This transfer will be made in accordance with the following methods, not to exceed 5% of the total estimated operating revenues of the respective fund.

(1) In-lieu-of franchise fee. In-lieu-of franchise fee will be included as a part of the rate computation of gross sales consistent with the franchise rates charged to investor owned utility franchises to operate within the City. Currently,

the City levies a 5% franchise fee.

(2) Payment in-lieu-of ad valorem tax. Rates will be calculated so as to include a fee equal to the ad valorem taxes lost as a result of municipal ownership of the various utility and other enterprise activities owned by the City. Net book value will be used as a basis, barring absence of known market value and applied only to capital assets actually within the incorporated City limits.

7. Intergovernmental Revenues (Federal/State/Local) – All potential grants will be examined for matching requirements and the source of the matching requirements. These revenue sources will be expended only for intended purpose of grant aid. It must be clearly understood that operational requirements set up as a result of a grant or aid could be discontinued once the term and conditions of the project have terminated.

8. Revenue Monitoring – Revenues actually received will be compared to budgeted revenues by the Director of Finance and any variances considered to be material will be investigated. This process will be summarized in the appropriate budget report. The Director of Finance will report results of that investigation to the City Manager and City Council.

IV. EXPENDITURE POLICIES

A. Appropriations – The point of budgetary control is at the department level budget for all funds. When budget adjustments among Departments and/or funds are necessary, they will be made in accordance with the City Charter. Budget appropriation amendments at lower levels of control shall be made in accordance with the applicable administrative procedures.

B. Central Control – No recognized or significant salary or capital budgetary savings in any Department shall be spent by

the Department Head without the prior authorization of the City Manager. This control will realize budget savings each year that will be recognized in the approved budget as “unexpended appropriations” or contingency “sweep” accounts. The City Manager is authorized, without further City Council action, to transfer appropriations within individual department budgets for each fund from line item to line item greater than \$5,000 provided that the total funds appropriated by the City Council for each individual department budget are neither increased nor decreased. The Director of Finance is authorized without further City Council action, to transfer appropriations within individual department budgets for each fund from line item to line item less than \$5,000 provided that the total funds appropriated by the City Council for each individual department budget are neither increased nor decreased.

C. Purchasing – All City purchases of goods or services will be made in accordance with the City’s current Purchasing Manual.

D. Prompt Payment – All invoices approved for payment by the proper City authorities shall be paid by the Finance Department within thirty (30) calendar days of receipt in accordance with the provisions of Article 601f, Section 2 of the State of Texas Civil Statutes.

The Director of Finance shall establish and maintain proper procedures which will enable the City to take advantage of all purchase discounts, when possible, except in the instance where payments can be reasonably and legally delayed in order to maximize the City’s investable cash.

E. Reporting – Quarterly reports will be presented by the Director of Finance in open Council meetings describing the financial and budgetary conditions of the City. Comparisons of actual to budget and actual to prior year, appropriate ratios and graphs to fully disclose and present meaningful information will be used whenever possible.

V. CAPITAL BUDGET AND PROGRAM

A. Preparation – The City’s Capital Budget will include all capital project funds and all capital resources. The budget will be prepared annually and on a project basis. The Capital Budget will be prepared by the City Manager with the involvement of responsible departments.

B. Control – All capital project expenditures must be appropriated in the Capital Budget. The Finance Department must certify the availability of resources before any capital project contract is presented to the City Council for approval.

C. Program Planning – The Capital Budget will be taken from capital improvements plan for future years. The planning time frame for the capital improvements project plan should normally be five years, but a minimum of at least three years. The replacement and maintenance for capital items should also be projected for the next ten (10) years. Future maintenance and operational costs will be considered so that these costs can be included in the operating budget.

D. Financing Programs – Where applicable, assessments, impact fees, pro rata charges, or other fees should be used to fund capital projects which have a primary benefit to specific, identifiable property owners.

Recognizing that long-term debt is usually a more expensive financing method, alternative-financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives that equal or exceed the average life of the debt issue. The exceptions to this requirement are the traditional costs of marketing and issuing the debt, capitalized labor for design and construction of capital projects, and small component parts which are attached to major equipment purchases.

E. Timing – The Financial Analyst will work with Department Heads during the budget preparation to schedule the timing of capital equipment purchases to insure funds availability. The final schedule of capital purchases will be given to Directors or Department Heads to assist them in timing purchase requests to the Purchasing Department.

F. Infrastructure Maintenance – The City recognizes the deferred maintenance increases future capital costs. Therefore, a portion of all individual funds with infrastructure should be budgeted each year to maintain the quality of the City’s infrastructure. Replacement schedules should be developed in order to anticipate the deterioration and obsolescence of infrastructure.

G. Reporting – Periodic financial reports will be prepared by the Director of Finance to enable the Department Heads to manage their capital budgets and to enable the Finance Department to monitor and control the capital budget as authorized by the City Manager.

VI. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

A. Accounting – The City Finance Department is solely responsible for the reporting of the financial affairs, both internally and externally. The Director of Finance is the City’s Chief Fiscal Officer and, through responsibility delegated to the Assistant Director of Finance, is responsible for establishing the Chart of Accounts and for properly recording financial transactions.

B. Auditing –

1. Qualifications of the Auditor – In conformance with the City’s Charter and according to the provisions of Texas Local Government Code, Title 4, Chapter 103, the City will be audited annually by outside independent accountants (“auditor”). The auditor must be a CPA that can demonstrate that it has the breadth and depth of staff to conduct the City’s audit in

accordance with generally accepted auditing standards and contractual requirements. The auditor must hold a license under Article 41a-1, Section 9, of the Civil Statutes of Texas, capable of demonstrating that it has sufficient staff which will enable it to conduct the City’s audit in accordance with generally accepted auditing standards as required by the City Charter and applicable state and federal laws. The auditor’s report on the City’s financial statement will be completed within 120 days of the City’s fiscal year end, and the auditor will jointly review the management letter with the City Council within 30 days of its receipt by the staff.

In conjunction with their review, the Director of Finance shall respond within 100 days in writing to the City Manager and City Council regarding the auditor’s Management Letter, addressing the issues contained therein. The City Council shall schedule its formal acceptance of the auditor’s report upon the resolution of any issues resulting from the joint review.

2. Responsibility of Auditor to City Council – The auditor is retained by and is accountable directly to the City Council and will have access to direct communication with the City Council if the City Staff is unresponsive to auditor recommendations or if the auditor considers such communication necessary to fulfill its legal and professional responsibilities.

C. Financial Reporting –

1. External Reporting – The City Finance Department shall prepare a written Comprehensive Annual Financial Report (CAFR) which shall be presented to the City’s auditor within 60 days of the City’s fiscal year end. Accuracy and timeliness of the CAFR is the responsibility of the City staff. The CAFR will be prepared in accordance with generally accepted accounting principles (GAAP). If City staffing limitations preclude such timely

reporting, the Director of Finance will inform the City Council of the delay and the reasons therefore. Upon the completion and acceptance of the CAFR, the City's auditor shall present the audited CAFR to the City Council within 120 days of the City's fiscal year end.

2. Internal Reporting – The Finance Department will prepare internal financial reports, sufficient to plan, monitor, and control the City's financial affairs. Internal financial reporting objectives are addressed throughout these policies. As the Finance Department strives for excellence in financial reporting, the following Qualitative Characteristics of Accounting Information will be incorporated in all reports and policies that are prepared or implemented.

Definitions of Qualitative Characteristics of Accounting Information:

Bias – Bias in measurement is the tendency of a measure to fall more often on one side than the other of what it represents instead of being equally likely to fall on either side. Bias in accounting measures means a tendency to be consistently too high or too low. Financial reporting will strive to eliminate bias in accounting data.

Comparability – The quality of information that enables users to identify similarities in and differences between two sets of economic phenomena.

Completeness – The inclusion in reported information of everything material that is necessary for faithful representation.

Conservatism – A prudent reaction to uncertainty to try to insure that uncertainty and risks inherent in financial situations are adequately considered.

Consistency – Conformity from period to period with unchanging policies and procedures.

Feedback Value – The quality of information that enables users to confirm or correct prior expectations.

Materiality – The magnitude of an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would have been changed or influenced by the omission or misstatement.

Neutrality – Absence in reported information of bias intended to attain a predetermined result or to induce a particular mode of behavior.

Predictive Value – The quality of information that helps users to increase the likelihood of correctly forecasting the outcome of past or present events.

Relevance – The capacity of information to make a difference in a decision by helping users to form predictions about the outcomes of past, present, and future events or to confirm or correct prior expectations.

Reliability – The quality of information that assures that information is reasonably free from error and bias and faithfully represents what it purports to present.

Representational Faithfulness – Correspondence or agreement between a measure or description and the phenomenon that it purports to represent (sometimes called validity).

Timeliness – Having information available to a decision-maker before it loses its capacity to influence decisions.

Understandability – The quality of information that enables users to perceive its significance.

Verifiability – The ability through consensus among measurers to insure that information represents what it purports to represent or that the chosen method of measurement has been used without error or bias.

VII. ASSET MANAGEMENT

A. Investments – The Director of Finance shall promptly deposit all City funds with the City’s Depository Bank in accordance with the provisions of the current Bank Depository Agreement. The Director of Finance will then promptly invest all funds in any negotiable instrument that the Council has authorized under the provisions of the Public Funds Investment Act, and in accordance with the City Council approved Investment Policies.

B. Cash Management – The City’s cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collections, where feasible, utility bills, building and related permits and licenses, and other collection offices as appropriate.

The Finance Department shall use the facsimile check-signing machine, bearing the signatures of the City Manager and Director of Finance.

The Director of Finance may transfer funds, via electronic transfer, through verbal or electronic instructions to the City’s Depository only for payment of any obligation of the City under the conditions applicable to the use of the facsimile machine. Payment authorization shall be in accordance with the pay authorization criteria as defined in the current Bank Depository Agreement, approved by Council, stipulating the conditions and control procedures on such activity.

VIII. TREASURY

Cash/Treasury Management – Periodic review of each cash flow position will be performed to determine performance of cash management and investment policies. A detailed policy structure will be followed with respect to Cash/Treasury Management. The underlying theme will be that idle cash will be invested with the intent to 1) safeguard assets, 2) maintain liquidity, and 3) maximize return. Where legally permitted, pooling of investments will be done.

The City will adhere to the investments authorized through the Public Funds Investment Act and any amendments to such act and will additionally establish comprehensive Investment Policies and Guidelines. Such policies will clarify acceptable investment securities, brokers, terms, and other pertinent investment information.

IX. DEBT MANAGEMENT

A. Policy Statement – The City of Temple recognizes the primary purpose of capital facilities is to support provision of services to its residents. Using debt financing to meet the capital needs of the community must be evaluated according to two tests – efficiency and equity. The test of efficiency equates to the highest rate of return for a given investment of resources. The test of equity requires a determination of who should pay for the cost of capital improvements. In meeting the demand for additional capital facilities, the City will strive to balance the load between debt financing and “pay as you go” methods. The City realizes failure to meet the demands of growth may inhibit its continued economic viability, but also realizes that too much debt may have detrimental effects. Through the rigorous testing of the need for additional debt financed facilities and the means by which the debt will be repaid, the City Director of Finance will strike an appropriate balance between service demands and the amount of debt.

B. Types of Debt –

1. General Obligation Bonds (GO's) – General obligation bonds will be used only to fund capital assets of the general government, are not to be used to fund operating needs of the City and are backed by the full faith and credit of the City as well as the ad valorem taxing authority of the City as prescribed by law. The term of a bond issue will not exceed the useful life of the asset(s) funded by the bond issue and will generally be limited to no more than twenty years. General obligation bonds must be authorized by a vote of the citizens of the City of Temple.

2. Revenue Bonds (RB's) – Revenue bonds will be issued to provide for the capital needs of any activities where the capital requirements are necessary for continuation or expansion of a service which produces a revenue and for which the asset may reasonably be expected to provide for a revenue stream to fund the debt service requirements. The term of the obligation may not exceed the useful life of the asset(s) to be funded by the bond issue and will generally be limited to no more than twenty years.

3. Certificates of Obligation, Contract Obligations, etc. (CO's) – Certificates of Obligations or Contract Obligations will be used in order to fund capital requirements which are not otherwise covered under either Revenue Bonds or General Obligation Bonds. Debt service for CO's may be either from general revenues or backed by a specific revenue stream or streams or by a combination of both. Generally CO's will be used to fund capital assets where full bond issues are not warranted as a result of cost of the asset(s) to be funded through the instrument. The term of the obligations may not exceed the useful life of the asset(s) to be funded by the proceeds of the debt issue and will generally be limited to no more than twenty years.

4. Method of Sale – The Director of Finance will use a competitive bidding process in the sale of bonds unless the nature of the issue warrants a negotiated bid. In situations where a competitive bidding process is not elected, the Director of Finance will publicly present the reasons why, and the Director of Finance will participate with the financial advisor in the selection of the underwriter or direct purchaser.

C. Analysis of Financing Alternatives – Finance Staff will explore alternatives to the issuance of debt for capital acquisitions and construction projects. These alternatives will include, but are limited to: 1) grants-in-aid, 2) use of reserves/designations, 3) use of current revenues, 4) contributions from developers and others, 5) leases, and 6) impact fees.

D. Conditions for Using Debt – Debt financing of capital improvements and equipment will be done only when the following conditions exist:

- When non-continuous projects (those not requiring continuous annual appropriations) are desired;
- When it can be determined that future users will receive a benefit from the improvement;
- When it is necessary to provide basic services to residents and taxpayers (for example, purchase of water rights);
- When total debt, including that issued by overlapping governmental entities, does not constitute an unreasonable burden to the residents and taxpayers.

E. Federal Requirements – The City Finance Department will maintain procedures to comply with arbitrage rebate and other Federal requirements related to the issuance of bonds.

The City Finance Department will maintain post-issuance compliance written procedures for bonds and financed projects. The City will monitor the use of proceeds and expenditures from the Construction/Project Fund for all bond issues. The City will retain various records with respect to each series of Bonds.

F. Sound Financing of Debt – When the City utilizes debt financing, it will ensure that the debt is soundly financed by:

- Conservatively projecting the revenue sources that will be used to pay the debt;
- Financing the improvement over a period not greater than the useful life of the improvement;
- Determining that the benefits of the improvement exceed the costs, including interest costs;
- Maintaining a debt service coverage ratio which ensures that combined debt service requirements will not exceed revenues pledged for the payment of debt; and
- Evaluating proposed debt against the target debt indicators.

G. Financing Methods – The City maintains the following policies in relation to methods of financing used to issue debt:

- An Ad Valorem tax rate of \$1.20 per \$100 of assessed value is the maximum municipal tax rate (by City Charter) that may be levied for all General Fund tax supported expenditures and debt service;
- Where possible, the City will use revenue or other self-supporting bonds in lieu of General Obligation Bonds;
- When appropriate, the City will issue non-obligation debt, for example, Industrial Development Revenue bonds, to promote community stability and economic growth; and

- Staff will maintain open communications with bond rating agencies about its financial condition and whenever possible, issue rated securities.

H. Elections – The Charter also regulates which securities may be issued only after a vote of the electors of the City and approved by a majority of those voting on the issue.

1. Election Required – Securities payable in whole or in part from Ad Valorem taxes of the City except issues such as tax increment securities, certificates of obligation, and contractual obligations.

2. Election Not Required –

- Short-term notes (12 months or less) issued in anticipation of the collection of taxes and other revenues.
- Securities issued for the acquisition of water rights or capital improvements for water treatment.
- Securities payable solely from revenue other than Ad Valorem taxes of the City.
- Refunding securities issued to refund and pay outstanding securities.
- Securities for any special or local improvement district, such as a Public Improvement District (PID).
- Tax increment securities payable from Ad Valorem tax revenue derived from increased valuation for assessment of taxable property within a plan of development or other similar area as defined by applicable State Statutes.
- Securities issued for the acquisition of equipment or facilities pursuant to a lease-purchase contract.

X. FINANCIAL CONDITIONS, RESERVES, AND STABILITY RATIOS

A. Operational Coverage – (No Operating Deficits) – The City's Proprietary Utility fund will comply with all bond covenants and maintain an operational coverage of at least 125%, such that current operating revenues will exceed current operating expenses.

Deferrals, short-term loans, or one-time sources will be avoided as budget balancing techniques. Reserves will be used for emergencies or non-recurring expenditures, except when balances can be reduced because their levels exceed guideline minimums as stated in Paragraph B, following.

B. Fund Balance Policies – The City's Fund Balance is the accumulated difference between assets and liabilities within governmental funds, and it allows the City to meet its contractual obligations, fund disaster or emergency costs, provide cash flow for timing purposes and fund non-recurring expenses appropriated by Council. This policy establishes limitations on the purposes for which Fund Balances can be used in accordance with Governmental Accounting Standards Board (GASB) Statement Number 54.

The City's Fund Balance will report up to five components:

- 1. Non-spendable Fund Balance** – amounts that are not in a spendable form or are required to be maintained intact. Assets included in this category are prepaid items, inventory, and non-financial assets held for resale.
- 2. Restricted Fund Balance** – represents the portion of fund balance that is subject to legal restrictions, such as grants or hotel/motel tax and bond proceeds.
- 3. Committed Fund Balance** – describes the portion of fund balance that is constrained by limitations that the Council has imposed upon

itself, and remains binding unless the Council removes the limitation.

4. Assigned Fund Balance – is that portion of fund balance that reflects the City's intended use of the resource and is established in a less formal method by the City for that designated purpose.

5. Unassigned Fund Balance – represents funds that cannot be properly classified in one of the other four categories.

C. Operating Reserves/Fund Balances –

- 1.** The General Fund's Unassigned Fund Balance should be at least 33% of the General Fund's annual operating expenditures. This percentage is the equivalent of four months operational expenditures. The General Fund's annual operating expenditures are defined as all personnel and operations expenditures less those related to the operation of the sanitation department, airport and golf course. Any expenditure funded with General Fund Balance is also excluded from this calculation.
- 2.** The General Fund's Assigned for Technology Fund Balance is replenished each year at a level sufficient for the City's technology needs based on a recommendation by Management.
- 3.** The General Fund's Assigned for Capital Projects Fund Balance is adopted by Council with the acceptance of the fiscal year end financial statements. At the end of each fiscal year, any available fund balance that is not restricted or allocated to technology is added to the balance of the General Fund's Assigned for Capital Projects Fund Balance.
- 4.** The Enterprise Fund working capital should be maintained at 33% of total operating expenses or the equivalent of four months.

D. Liabilities and Receivables – Procedures will be followed to maximize discounts and reduce penalties offered by creditors.

Current liabilities will be paid within 30 days of receiving the invoice. Accounts Receivable procedures will target collection for a maximum of 30 days from service. Receivables aging past 120 days will be sent to a collection agency. The Finance Director is authorized to write-off non-collectible accounts that are delinquent for more than 180 days, provided proper delinquency procedures have been followed. The Finance Director will make an annual report to the City Council of the status of delinquent write-offs of non-collectible accounts.

E. Capital and Debt Service Funds –

1. Monies in the Capital Projects Funds should be used within 24 months of receipt or within a reasonable time according to construction schedule. Balances will be used to generate interest income to offset construction cost. Any unused monies can be used to fund similar projects as outlined by bond covenants and remaining excess funds will be transferred to the Debt Service Fund, provided that this complies with the bond covenant.

Revenues in the Debt Service Fund are based on property tax revenues, interest earnings and transfers from other funds. Reserves in the Debt Service Fund are designed to provide funding between the date of issuance of new debt and the time that property tax levies are adjusted to reflect the additional debt. Reserve levels should not exceed one month of average annual debt service.

2. Revenue obligations will maintain debt coverage ratios as specified by the bond covenants.

F. Ratios/Trend Analysis – Ratios and significant balances will be incorporated into monthly, quarterly and financial reports. This information will provide users with meaningful data to identify major trends of the City's finances through analytical procedures.

We have selected the following ratios/balances as key indicators:

Fund Balance/Equity (FB/E):

Assets – liabilities

AL (acceptable level) $\geq 33.0\%$ of operations

Working Capital (CA-CL):

Current assets less current liabilities

AL $\geq 33.0\%$ of operations

Current Ratio (CA/CL):

Current assets divided by current liabilities

AL > 1.00

Quick Ratio (Liquid CA/CL):

“Liquid” current assets divided by current liabilities

AL > 1.00

Debt/Assessed Ad Valorem Taxes (D/AV):

Debt divided by assessed Ad Valorem value

AL < 5

Debt Ratio - % (CL+LTL / TA) :

Current liabilities plus long term liabilities divided by total assets

AL < 1.00

Enterprise Operational Operating Coverage (OR/OE):

Operating revenue divided by operating expense

AL > 1.25

Our goal is to develop minimum/maximum levels for the ratios/balances above through analyzing City of Temple historical trends and anticipated future trends. We will also analyze/compare City of Temple to other municipalities to develop these acceptable levels.

XI. INTERNAL CONTROLS

A. Written Procedures – Wherever possible, written procedures will be established and maintained by the Director of Finance for all functions involving cash handling and/or accounting throughout the City. These procedures will embrace the general concepts of fiscal responsibility set forth in this policy statement.

B. Department Heads Responsibilities – Each Department Head is responsible to ensure that good internal controls are followed throughout their Department, that all Finance Department directives or internal controls are implemented, and that all independent auditor internal control recommendations are addressed.

XII. STAFFING AND TRAINING

A. Adequate Staffing – Staffing levels will be adequate for the fiscal functions of the City to operate effectively. Overtime shall be used only to address temporary or seasonal demands that require excessive hours. Workload allocation alternatives will be explored before adding staff.

B. Training – The City will support the continuing education efforts of all financial staff members including the investment in time and materials for maintaining a current perspective concerning financial issues. Staff will be held accountable for communicating, teaching, and sharing with other staff members all information and training materials acquired from seminars, conferences, and related education efforts.

C. Awards, Credentials, Recognition – The Finance Department will support efforts and involvement which result in meeting standards and receiving exemplary recitations on behalf of any of the City's fiscal policies, practices, processes, products, or personnel. Staff certifications may include Certified Public

Accountant, Management Accountant, Certified Internal Auditor, and Certified Cash Manager.

The Finance Department will strive to maintain a high level of excellence in its accounting policies and practices as it prepares the CAFR. The CAFR will be presented annually to the Governmental Finance Officers Association (GFOA) for evaluation and consideration for the Certificate of Achievement for Excellence in Financial Reporting. The Budget will also be submitted to the GFOA for evaluation and consideration of the Distinguished Budget Presentation Award.

The Public Funds Investment Act, Chapter 2256, Texas Government Code, as amended, (the “PFIA”) prescribes that each City is to adopt rules governing its investment practices and to define the authority of the investment officers. The following Investment Policy addresses the methods, procedures, and practices, which must be exercised to ensure effective and judicious fiscal management of the City’s funds.

The Director of Finance, the Assistant Director of Finance, the Treasury/ Grants Manager, the Financial Analyst and the Senior Accountant are authorized as the Investment Officers of the City of Temple, Texas, and are responsible for all investment decisions and activities.

I. Scope

This policy applies to all investment activities of the City’s funds under its control, except those subject to other investment covenants, or excluded by contract. The Investment Policy will govern the activities of the Investment Officers and designated deputies in their management of all public funds covered by this Investment Policy.

To make effective use of the City’s resources, all funds shall be pooled for investment purposes, except for those funds required to be accounted for in other accounts as stipulated by applicable laws, bond covenants, contracts or City policy. The pooled funds will include, but are not limited to, the funds of the General Fund, Water & Wastewater, GO Interest & Sinking, Hotel/Motel, Capital Projects, Federal/State Grant, Drainage, and Tax Increment Funds. Bond Proceeds may be invested in separate portfolios. The Firemen’s Pension Fund, Deferred Compensation Plans, and any investments donated to the City for a particular purpose, or under terms of use specified by the donor, are outside the scope of this Investment Policy.

This policy also requires the formal adoption of an Investment Strategy that specifically addresses each of the City’s fund groups. (See Attachment A)

II. Objectives

The primary objectives of the City investment activities, in order of priority, shall be:

A. Safety – Investments shall be undertaken in a manner that seeks to ensure the preservation of principal.

B. Liquidity – The City’s investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements, which might be reasonably anticipated.

C. Yield – The City’s investment strategy is conservative. Given this strategy, the benchmark used by the Director of Finance to determine whether market yields are being achieved shall be the average rolling 90-day T-bill rate. Weighted average yield to maturity shall be the portfolio performance standard. Return on investment is of least importance compared to the safety and liquidity objectives.

Each investment transaction shall seek to first ensure that principal losses are avoided, whether they are from issuer defaults or erosion of market value.

III. Delegation Of Authority

The Director of Finance may designate deputies to assist with the management of the investment portfolio, but only the City Council may designate Investment Officers.

The Investment Officers shall be responsible for all transactions, compliance with internal controls, and insuring that all safekeeping, custodial, and collateral duties are in compliance with this Investment Policy and other applicable laws and regulations.

IV. Standard Of Care

Investments shall be made with judgment and care, under prevailing circumstances, that a person of prudence, discretion, and intelligence would exercise in the management of the person's own affairs, not for speculation, but for investment, considering the probable safety of capital and the probable income to be derived. This investment principle shall be applied in the context of managing the overall investment portfolio.

The Investment Officers, acting in accordance with written procedures and exercising due diligence, shall not be held personally responsible for an individual issuer's credit risk or market price changes, provided that deviations from expectations are reported in a timely manner to the City Manager, and appropriate action is taken to control adverse developments.

V. Ethics And Conflicts Of Interest

The Investment Officers and designated deputies shall refrain from any personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. An Investment Officer who has a personal business relationship with a business organization offering to engage in an investment transaction with the City shall file a statement with the Texas Ethics Commission and the City Council disclosing that personal business interest. A disclosure statement will also be filed if an Investment Officer is related within the second degree by affinity of consanguinity, as determined under Chapter 573, to an individual seeking to sell an investment to the City.

For the purpose of this section, an individual has a personal business relationship with a business organization if:

A. The individual owns 10 percent or more of the voting stock or shares of the business organization, or owns \$5,000 or more of the fair market value of the business organization;

B. Funds received by the individual from the business organization exceed 10 percent of the individual's gross income for the previous year; or

C. The individual has acquired from the business organization during the previous year investments with a book value of \$2,500 or more for the personal account of the individual.

VI. Accounting/Reporting

The Investment Officers shall, not less than quarterly, prepare and submit to the City Council a written report of investment transactions for all funds covered by this Investment Policy for the preceding reporting period. The report should:

A. Describe the investment position of the entity on the date of the report;

B. Be prepared and signed by the Investment Officers;

C. Contain a summary statement that states the beginning market values, ending market value and fully accrued interest for the reporting period;

D. State the book value and market value of each separately invested asset at the beginning and end of the reporting period by type of asset and fund type invested;

E. State the maturity date of each separately invested asset that has a maturity date;

F. State the compliance of the investment portfolio as it relates to the City's Investment Policy, the City's Investment Strategy and the Public Funds Investment Act; and

G. The reports should be formally reviewed at least annually by an independent auditor and the results of that audit reported to the City Council.

The method used to monitor the market price of acquired investments is to obtain market rates for the total portfolio 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. The City shall take all prudent measures that are consistent with this Policy to liquidate an investment that does not have the minimum rating.

VII. Diversification

The City will diversify use of investment types and issuers to avoid incurring unreasonable risks inherent in over-investment in specific instruments, individual issuers or maturities (when appropriate).

The investment portfolio shall not exceed the following guidelines without prior approval of the City Manager:

A. With the exception of U.S. Treasury securities and authorized pools, no more than 80% of the total investment portfolio will be invested in a single investment type.

B. Commercial paper shall not exceed more than 5% of the total investment portfolio.

C. With the exception of U.S. Treasury securities and authorized pools, no more than 40% of the total investment portfolio shall be invested with a single issuer.

D. The maximum maturity for each investment and the total portfolio will be timed to maturity to meet cash flow needs established by the cash flow analysis. The maximum maturity of any individual investment shall not exceed three (3) years.

E. The maximum dollar-weighted average maturity of the total investment portfolio is 270 days.

Maturity schedules shall be timed according to anticipated liquidity needs. Investments, from time to time, may be liquidated before maturity for cash-flow or portfolio restructuring purposes. To meet these disbursement schedules, market gains or losses may be required. Any losses for early maturity liquidation should be minimized, and they should be reported as such to the City Manager in a timely manner. Actual risk of default shall be minimized by adequate collateralization, where applicable. Market risk shall be minimized by diversification of investment type and maturity.

The Investment Officers shall routinely monitor the contents of the investment portfolio, the available markets and the relative values of competing instruments, and shall adjust the investment portfolio accordingly, keeping in mind the overall objectives of the investments.

VIII. Cash Flow Analysis

The Director of Finance monitors cash flows for all of the City's fund types. The purposes will be to determine liquidity needs and the available funds for investing.

IX. Authorized Investments

The following is a list of authorized investments:

A. Obligations issued, guaranteed, insured by, or backed by the full faith and credit of the United States or its agencies and instrumentalities (i.e. U.S. Treasury and Agency Issues), including

obligations of the Federal Home Loan Bank, the Federal Deposit Insurance Corporation and U.S. Agency Letters of Credit.

B. Obligations issued, guaranteed, insured by, or backed by the State of Texas. Obligations issued by counties, cities, and other political subdivisions of the State of Texas that are rated as to investment quality by a nationally recognized investment rating firm not less than A or its equivalent.

C. Deposits in Financial Institutions, which are guaranteed or insured by the Federal Deposit Insurance Corporation or its successor or the National Credit Union Share Insurance Fund or its successor and are secured in compliance with Section XII Collateralization Requirements and placed in compliance with the PFIA.

D. Fully collateralized repurchase agreements that have a defined termination date and are secured by cash or obligations of the United States or its agencies and instrumentalities. The securities purchased by the City must be pledged to the City, held in the City's account and deposited at the time the investment is made with the City's custodial bank. Repurchase agreements can only be placed through primary government securities dealers or financial institutions doing business in Texas.

E. Commercial paper with a stated maturity of 270 days or less from the date of issuance. Commercial paper must be rated not less than A-1 or P-1, or an equivalent, by at least two nationally recognized credit rating agencies or rated by one credit rating agency plus fully secured by an irrevocable letter of credit issued by a domestic bank.

F. Investment pools that are authorized by Council, invest only in investments approved by the Public Funds Investment Act, have an advisory board and are continuously rated no lower than AAA or AAA-m or at an equivalent rating by at least one nationally

recognized rating agency. Investment pools must comply with all requirements of the Public Funds Investment Act and provide an offering circular, investment transaction confirmations, and monthly reports.

G. S.E.C. registered no-load money market mutual funds that comply with federal Securities and Exchange Commission Rule 2a-7 and the Public Funds Investment Act, and are continuously rated no lower than AAA or at an equivalent rating by at least one nationally recognized rating agency.

An investment that requires a minimum rating under this Policy does not qualify as an authorized investment during the period the investment does not have the minimum rating. The Investment Officers will take all prudent measures that are consistent with this Policy to liquidate an investment that does not have the minimum rating. The Investment Officers will not be required to liquidate investments that were authorized investments at the time of purchase.

The Investment Officers are specifically prohibited from investing in:

- a.** Structured notes, investments with inverse-floaters, collateralized mortgage obligations, or any other form of derivatives;
- b.** Any investment not authorized by this policy or the Public Funds Investment Act;
- c.** Any investment pool in which the City would own more than 20% of the market value of the pool;
- d.** Highly sophisticated investments not freely conducted in the marketplace (e.g., derivatives); and
- e.** Any one mutual fund in which the City would own more than 10% of the total assets of the mutual fund.

The Investment Officers are also specifically prohibited from borrowing funds for the purpose of reinvesting the funds to leverage return.

X. Eligible Institutions

The following financial institutions are eligible for consideration for investment transactions by the Investment Officers:

- A.** State or national banks with a main or branch office in the State of Texas;
- B.** Savings banks with a main or branch office in the State of Texas;
- C.** State or federal credit unions with a main or branch office in the State of Texas;
- D.** Brokers approved and designated as primary dealers by the Federal Reserve Bank of New York;
- E.** Secondary or regional brokers who meet the following requirements:
 - 1.** Registered and in good standing with the Financial Industry Regulatory Authority (FINRA);
 - 2.** Maintain Texas State Registration;
 - 3.** Have net capital of \$1 million or more for Delivery Versus Payment investment transactions or net capital of \$50 million or more for Repurchase Agreement transactions; and
 - 4.** Have at least five (5) years of operation.
- F.** Local government investment pools, (i.e. Texpool, TexSTAR, etc.); and
- G.** S.E.C. registered money market mutual funds.

A written copy of the City's Investment Policy shall be presented

to any local government investment pool offering to engage in an investment transaction with the City. The qualified representative of the business organization (e.g. local government investment pool or discretionary investment management firm) shall execute an Investment Policy Certification substantially to the effect that the business organization or has:

- A.** Received and reviewed the City's Investment Policy; and
- B.** Agrees to comply with the requirements of the Public Funds Investment Act.

A list of individual qualified broker/dealers authorized to engage in investment transactions with the City shall, at least annually, be reviewed, revised, and adopted by the City Council. (See Attachment B)

All broker/dealers will have on file Trading Authorization Agreements, with the City.

XI. Investment Purchases/ Trades

The City will purchase investments on an "as needed" basis only. The City will determine investment requirements based on cash flow analysis and current cash positions. The City will create a competitive environment to evaluate available options best suited for the City's requirements.

Investment selections and term will be determined in accordance with, (1) safety of principal, (2) cash flow needs, (3) investment type as a percentage of total investment portfolio and (4) yield.

Brokers/dealers are not encouraged to contact the City on currently available securities that the broker/dealers believe are items of interest to the City.

The Treasury/Grants Manager will obtain investment alternatives and get approval from an Investment Officer prior to making any

investment decision. After the decision is made, execution will be on a competitive basis. All security purchases and trades conducted through the City will be settled with the City's third party custodial bank using Delivery versus Payment (DVP).

The Director of Finance, Assistant Director of Finance, Treasury/Grants Manager, Senior Accountant, City Manager, and City Secretary are the only individuals authorized to wire funds for the City. Dual authorization shall be used for all non-repetitive wire transfers.

The City's Investment Officer must approve any substitution of securities on repurchase agreements. The City will only enter repurchase agreements under the terms of the Public Securities Agreement (PSA) – Master Repurchase Agreement or similar format.

XII. Collateralization Requirements

Consistent with the requirements of the Public Funds Collateral Act, Chapter 2257, Texas Government Code, as amended, the City will require full collateralization of all non-insured deposits with depository institutions. To anticipate market changes and provide a level of security, the collateralization level for marketable securities pledges will be at least 102% of market value of principal and accrued interest on the ledger deposits less the amount insured by the Federal Deposit Insurance Corporation. Securities pledged as collateral shall be held in the City's account by an independent third party with whom the City has a current custodial agreement. A clearly marked evidence of pledge must be supplied to the City for retention. The City must approve any release and/or substitution of collateral before such action is taken. Collateral shall be reviewed at least monthly to assure that the market value of the securities pledged equals or exceeds the required amount. When Federal Home Loan Bank Letters of Credit are pledged as collateral, the value of the Letter of Credit shall be at least 100% of principal and accrued interest of the deposit less the amount insured by the Federal

Deposit Insurance Corporation. Federal Home Loan Bank Letters of Credit should extend at least three (3) business days beyond the maturity date of the deposit.

Obligations authorized by the Public Funds Collateral Act are acceptable for collateralization purposes. The City reserves the right, in its sole discretion, to accept or reject any form of insurance or collateralization pledged towards deposits.

All financial institutions pledging securities as collateral shall be required to sign a collateralization agreement with the City. The agreement shall define the City's rights to the collateral in case of default, bankruptcy, or closing and shall establish a perfected security interest in compliance with Federal and State regulations, including:

- The agreement must be in writing;
- The agreement must be executed by the financial institution and the City contemporaneously with the deposit;
- The agreement must be approved by the Board of Directors or designated committee of the financial institution and a copy of the meeting minutes must be delivered to the City; and
- The agreement must be part of the financial institution's "official record" continuously since its execution.

Private insurance coverage is not an acceptable collateralization form.

XIII. Investment Training

The Investment Officers shall attend:

- A.** At least one training session containing at least ten (10) hours of instruction relating to the Investment Officer's responsibilities within 12 months after taking office or assuming duties.
- B.** Investment training sessions not less than once in a two-year

period that begins on the first day of the City's fiscal year and consists of the two consecutive fiscal years after that date and receive not less than eight (8) hours of instruction relating to investment responsibilities.

Training must include education in investment controls, security risks, strategy risks, market risks, diversification of the investment portfolio, and compliance with the Public Funds Investment Act.

All training shall be from an independent source on the list of approved training seminar sponsors. (See Attachment C)

XIV. Conclusion

The Investment Officers will adhere to the Investment Policy in all investment decisions of the City.

All current investment activity, which does not comply with the above stated policy, will be allowed to mature, and all future investment activity will be performed under the terms of this Policy.

In conjunction with the annual financial audit, a compliance audit will be performed on management controls and adherence to this Policy.

An annual review of the Investment Policy and Strategy will be conducted by the Director of Finance. The Investment Policy and Strategy, with any changes, will then be presented for the City Council to review and adopt. Formal adoption of the Investment Policy and Strategy will be documented in the minutes of the City Council meeting and the adopting ordinance.

INVESTMENT STRATEGY – Attachment A

The Investment Strategy of the City of Temple, Texas, is adopted to provide investment guidelines that will minimize the risk of loss of principal. To make effective use of the City's resources, all monies shall be pooled into one fund, except for those monies required to be accounted for in other accounts as stipulated by applicable laws, bond covenants, contracts or City policy. Investment priorities (in order of importance) are as follows:

- A. Suitability** – Any investment allowed by the Investment Policy is suitable. Maturity schedules shall be timed according to anticipated needs.
- B. Safety of Principal** – All investments should be of high quality with no perceived default risk.
- C. Liquidity** – Bank Deposits, local government investment pools and money market mutual funds shall provide daily liquidity. Fixed maturity investments shall provide liquidity as required by anticipated needs.
- D. Marketability** – Investments should have an active and efficient secondary market to enable the City to liquidate investments prior to the maturity for unanticipated cash requirements.
- E. Diversification** – The City will diversify use of security types, issuers and maturities as per the Investment Policy.
- F. Yield** – The City's investment strategy is conservative. The benchmark shall be the average rolling 90-day T-bill rate.

LIST OF AUTHORIZED BROKERS/DEALERS – Attachment B

A list of Broker/Dealers that are authorized to engage in investment transactions with the City shall, at least annually, be reviewed, revised, and adopted. The following Broker/Dealers are authorized for use by the Investment Officer:

BBVA Securities, Inc.
 Duncan Williams
 FTN Financial
 Hilltop Securities
 Great Pacific Securities
 MultiBank Securities, Inc.
 Raymond James
 Rice Financial Products
 Vining-Sparks IBG
 Wells Fargo Securities

APPROVED TRAINING SEMINAR SPONSORS – Attachment C

All investment training shall be from an independent source approved by the City Council. The following sponsors are hereby approved:

- A.** Government Finance Officers' Association (GFOA and GFOAT);
- B.** Texas Society of Certified Public Accountants (TSCPA);
- C.** Texas Municipal League (TML);
- D.** Government Treasurers' Organization of Texas (GTOT);
- E.** Sponsors approved by the TSCPA and GFOA, GFOAT, GTOT, to provide CPE credits; or
- F.** University of North Texas

AL – Acceptable level

AR – Accounts receivable

AP – Accounts payable

AVG – Average

BISD – Belton Independent School District

BRA – Brazos River Authority

CA – Current assets

CAFR – Comprehensive Annual Financial Report

CCN – Certificate of Convenience and Necessity

CDBG – Community Development Block Grant

CEG – Community Enhancement Grants

CIP – Capital Improvement Program

CL – Current liability

CO – Certificate of Obligation

CPA – Certified Public Accountant

CSI – Customer Service Inspector

DARE – Drug Abuse Resistance Education

DFWWTP – Doshier Farm Wastewater Treatment Plant

EMS – Emergency Medical Services

EST – Elevated storage tank

ETJ – Extra Territorial Jurisdiction

FOG – Fats, Oils & Grease

FIRM – Flood Insurance Rate Maps

FTE – Full-time equivalent

FY – Fiscal year

GAAP – Generally Accepted Accounting Principles

GFOA – Government Finance Officers Association

GIS – Geographic Information Systems

GO – General Obligation

GTOT – Government Treasurers' Organization of Texas

HR – Human Resources

HVAC – Heating, ventilation & air conditioning

I&S FUND – Interest and Sinking Fund

ISO – Insurers Services Office

ITS – Information Technology Services

KTMPO – Killeen-Temple Metropolitan Planning Organization

LTN – Limited Tax Notes

M&O – Maintenance and operations

MCIP – Mobility Capital Improvement Program

MG – Million gallons

MGD – Million gallons per day

MRF – Material recovery facility

NFIP – National Flood Insurance Program

O&M – Operations and maintenance

OCU – Organized Crime Unit

OE – Operating expense

OPEB – Other post-retirement benefits

OR – Operating revenue

PARD – Parks and Recreation Department

PSA – Public service agency

RZ – Reinvestment Zone No. 1

SRTS – Safe Routes to School

TA – Transportation Alternatives

TBD – To be determined

TBWWTP – Temple-Belton Wastewater Treatment Plant

TCEQ – Texas Commission on Environmental Quality

TEDC – Temple Economic Development Corporation

TIRZ – Tax Increment Reinvestment Zone

TISD – Temple Independent School District

TMED – Temple Medical and Education District

TML – Texas Municipal League

TPDES – Texas Pollution Discharge Elimination System

TSCPA – Texas Society of Certified Public Accountant

TxDOT – Texas Department of Transportation

UBO – Utility Business Office

UR – Utility Revenue

W&WW – Water and wastewater

WWTP – Wastewater Treatment Plant

A**ACCOUNT**

A code made up of numbers used to classify how specific dollar amounts come into the City or how they are being spent.

ACCRUAL ACCOUNTING

A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred.

AD VALOREM TAX

A tax levied on the assessed value of real property (also known as “property taxes”).

AMORTIZATION

The process of paying money that is owed for something by making regular payments over a long period of time.

APPROPRIATION

A specific amount of money authorized by City Council to make expenditures and incur obligations for specific purposes, frequently used interchangeably with “expenditures”.

ASSESSED VALUATION

A value that is established for real and personal property for use as a basis for levying property taxes. Property values are established by the Bell County Appraisal District.

ASSESSMENT RATIO

The ratio at which the tax rate is applied to the tax base. The assessment ratio is currently set at 100% by State law.

AUDIT

A comprehensive examination as to the manner in which the government’s resources were actually utilized, concluding in a written report. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body’s appropriations. A performance audit consists of a review of how well the government met its stated goals.

B**BALANCE SHEET**

A financial statement that discloses the assets, liabilities, reserves and balances of a specific governmental fund as of a specific date.

BALANCED BUDGET

A budget in which estimated revenues equal estimated expenditures. The City defines “balanced budget” as the operating budget balancing with current revenues, which may include beginning fund balances less required reserves as established by City Council, greater than or equal to current expenditures/expenses.

BOND

A written promise to pay a specific sum of money, called the face value or principal amount, at a specific date or dates in the future, called the maturity date, together with periodic interest at a specified rate.

BONDED DEBT

The portion of indebtedness represented by outstanding bonds.

BUDGET

A plan of financial operation specifying expenditures to be incurred for a given period to accomplish specific goals, and the proposed means of financing them.

BUDGET CALENDAR

The schedule of key dates or milestones that the City departments follow in preparation, adoption, and administration of the budget.

BUDGET DOCUMENT

The official plan showing how the City finances all of its services.

BUDGET MESSAGE

The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the previous fiscal year, and recommendations of the City manager. This section is also referred to as the City Manager’s transmittal letter.

BUDGET YEAR

From October 1st through September 30th, which is the same as the fiscal year.

BUDGETARY CONTROL

The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

C**CAPITAL ASSETS**

Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

CAPITAL EQUIPMENT

Equipment with a value in excess of \$5,000 and an expected life of more than two years.

CAPITAL EQUIPMENT BUDGET

The portion of the annual budget that appropriates money for the purchase of capital equipment. This is different from expenditures for salaries, utilities and office supplies. Examples include vehicles, furniture, machinery, building improvements, microcomputers, and special tools. The definition of capital varies according to the policy established by each jurisdiction. For the City of Temple, capital is defined as items with a value of at least \$5,000 and a useful life of more than two years.

CAPITAL IMPROVEMENT PROGRAM

A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years. This is the way major streets, bridges, municipal buildings, fire stations and central service facilities are repaired and built. In addition, debt financing distributes the burden of the cost of items with long life spans over more generations of users.

CAPITAL IMPROVEMENT PROGRAM BUDGET

The Capital Improvement Plan Budget is a separate budget from the operating budget. Items in the CIP are usually capital assets and construction projects designed to improve the value of the government assets.

CAPITAL LEASE

When a capital asset is leased and is balanced by a long-term liability. The amount of the asset and liability is equal to the present value of the future lease payments.

CAPITAL OUTLAY

Expenditures which result in the acquisition of or addition to capital assets.

CAPITAL PROJECTS FUND

A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities or equipment.

CASH ACCOUNTING

A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

CASH MANAGEMENT

The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Federal HUD entitlement funds to meet a variety of needs of low-income citizens including housing, infrastructure, equipment, facilities and public services.

CERTIFICATE OF OBLIGATION (CO)

Legal debt instruments used to finance capital improvement projects. Certificates of obligation are backed by the full faith and credit of the government entity and are fully payable from a property tax levy. Certificates of obligation differ from general obligation debt in that they are approved by the City Council and are not voter approved.

CERTIFIED TAX ROLL

A list of all-taxable properties, values and exemptions in the City. This roll is established by the Bell County Appraisal District.

CHARACTER

The method of classifying expenditures. The three major characters used by the City are: personnel services – 1100 & 1200, operations – 2100 thru 2600 & 8000, and capital outlays – 6000.

CONTINGENCY

The appropriation of reserve funds for future allocation in the event specific budget allotments have expired and additional funds are needed.

CURRENT TAXES

Taxes that are levied and due within the ensuing fiscal year.

COMMITTEE ON UNIFORM SECURITIES IDENTIFICATION PROCEDURES (CUSIP)

A number used to identify investments or securities.

D**DEBT SERVICE**

The payment of principal and interest on borrowed funds.

DEBT SERVICE FUNDS

Used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DELINQUENT TAXES

Taxes remaining unpaid after January 31st.

DEPARTMENT

An administrative division of the City having management responsibility for an operation or a group of related operations within a functional area.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

Federal agency that provides block grant funds to meet the needs of low-income citizens

DEPARTMENT OF HUMAN SERVICES (DHS)

Provides a variety of human service needs to low income clients.

DEPRECIATION

The decrease in value of physical assets due to use and the passage of time.

E**ENCUMBRANCE**

A commitment of funds against an appropriation. It may be in the form of a purchase order or a contract.

ENTERPRISE FUND

A fund used to account for operations financed and operated in a manner similar to private business enterprises in that they are self-supported by user fees. These funds use full accrual accounting.

ESTIMATED REVENUE

The amount of revenue expected to be collected during the year.

EXPENDABLE TRUST FUND

These funds are used to account for assets held by the City in a trustee capacity or as an agent for individual, private organizations, other governments, and/or other funds. They are accounted for in essentially the same manner as governmental funds.

EXPENDITURE

The incurring of liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset or service or settling a loss.

EXPENSE

A charge incurred in an accounting period, whether actually paid in that accounting period or not.

F**FISCAL YEAR**

October 1st through September 30th of each year.

FRANCHISE FEE

A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas, taxicabs, ambulances and cable television.

FULL FAITH AND CREDIT

A pledge of the general taxing power of the City to repay debt obligations. This term is typically used to reference general obligation bonds.

FULL-TIME EQUIVALENT (FTE)

A quantifiable unit of measure utilized to convert hours worked by part-time, seasonal or temporary employees into hours worked by full-time employees. Full-time employees work 2080 hours annually. A part-time employee working 1040 hours annually represents a .5 FTE.

FUND

A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein. Funds are usually established to account for activities of a certain type.

FUND BALANCE

The excess of assets over liabilities for governmental funds.

G**GENERAL FUND**

The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL LEDGER

A file that contains a listing of the various accounts necessary to show the financial position and results of City operations.

GENERAL OBLIGATION BONDS

Bonds that finance a variety of public projects such as streets, buildings, and capital improvements. The repayment of these bonds is usually made from the General Fund. They are backed by the full faith and credit of the City. Voter approved

GENERAL OBLIGATION DEBT (GO)

The supported bonded debt, which is backed by the full faith and credit of the City.

GOAL

A long-term, attainable target for an organization—its vision of the future.

GOVERNMENTAL FUND

It refers to the General Fund, all Special Revenue Funds and the Debt Service Fund.

GRANT

Contributions or gifts of cash or other assets from another government to be used for a specific purpose, activity or facility.

H**HELP CENTER**

(Health, Education, Leadership, Progress) – Provides emergency help for utility bills, rent deposits, and food. It also screens clients through a computer network.

HOME-HUD HOUSING PROGRAM

A federal program to meet the housing needs of low-income households through rehabilitation for homeowners and rental units, new housing construction, and through rental assistance.

I**INTEREST AND SINKING FUND (I&S FUND)**

Also referred to as Debt Service Fund.

INCOME

Funds available for expenditures during a fiscal year.

INFRASTRUCTURE

Substructure or underlying foundation of the City (e.g. streets, utility lines, water and wastewater facilities, etc.)

INTERFUND TRANSFERS

Amount transferred from one fund to another.

INTERGOVERNMENTAL REVENUE

Revenues received from another governmental entity, such as county, state or federal governments.

INTERNAL SERVICE FUND

Fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governments, on a cost reimbursement basis.

INVENTORY

A detailed listing of property currently held by the City.

L**LEACHATE**

A liquid that builds in the landfill. A leachate collection system removes the liquid from the landfill and disposes through the sewer system.

LEVY

To impose taxes, special assessments, or service charges for the support of City activities.

LIMITED TAX NOTE FUNDING (LTN)

LTNs are typically a direct obligation issued on a pledge of the general taxing power for the payment of the debt and has a seven-year maximum maturity. LTNs do not require a voter election as a prerequisite to issuance.

LINE-ITEM BUDGET

A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately along with the dollar amount budgeted for each specified category.

LONG-TERM DEBT

Any unmatured debt that is not a fund liability with a maturity of more than one year.

M**MODIFIED ACCRUAL ACCOUNTING**

A basis of accounting in which revenues are recorded when collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period, and, expenditures are recognized when the related liability is incurred.

N**NON-OPERATING EXPENDITURES**

The costs of government services which are not directly attributable to a specific City program or operation. An example includes debt service obligations.

NON-OPERATING REVENUES

The incomes received by the government that are not directly attributable to providing a service. An example would be interest on investments.

O**OBJECTIVES**

A specific, measurable and observable result of an organization's activity that advances the organization toward a goal.

OPERATING BUDGET

A financial plan that presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

OPERATING TRANSFERS

Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

P**PERFORMANCE BUDGET**

A budget that focuses upon activities rather than line items. Workload and unit cost data are involved to gauge the efficiency of services. Typical data that is analyzed includes miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per employee hour, and cost per employee hour of garbage collection.

POLICY

A plan, course of action or guiding principle, designed to set parameters for decisions and actions.

PROGRAM BUDGET

A budget that focuses upon the goals and objectives of the City rather than how it is organized and how it spends its money.

PROPERTY TAX

Taxes that are levied on both real and personal property according to the Property's valuation and tax rate.

PROPRIETARY FUND

Used for business-like activities, usually operates on an accrual basis.

R**RECONCILIATION**

A detailed analysis of changes in actual revenue or expenditure balances within a fund.

REQUISITION

A written request from a department to the purchasing office for specific goods or services. This action precedes the authorization of a purchase order.

RESERVE

An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

RETAINED EARNINGS

The accumulated earnings of an Enterprise or Internal Service Fund which have been retained in the fund and which are not reserved for any specific purpose.

REVENUE

All money received by a government other than expense refunds, capital contributions, and residual equity transfers.

REVENUE BOND

Bonds whose principal and interest are payable exclusively from user fees.

RISK MANAGEMENT – An organized effort to protect the City's assets against loss, utilizing the most economical methods.

S**SOURCE OF REVENUE**

Revenues are classified according to their source or where they originate.

SPECIAL REVENUE FUNDS

Funds used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specific purposes.

T**TAX BASE**

The total value of all real and personal property in the City as of January 1st of each year, as certified by the Appraisal Review Board.

TAX LEVY

The total amount of taxes imposed by the City on taxable property, as determined by the Bell County Tax Appraisal District.

TAX RATE

The tax rate is set by Council and is made up of two components; debt service and operations rates.

TEXAS COMMISSION ON ENVIRONMENTAL QUALITY (TCEQ)
(replaced Texas Natural Resource Conservation Commission - TNRCC)
– State regulatory agency for environmental quality control.

U**UNENCUMBERED FUND BALANCE**

For budget purposes, the unencumbered fund balance is the amount of undesignated fund balance of a fund, which is available for allocation.

UTILITY REVENUE BONDS (UR BONDS)

Utility bonds constitute special obligations of the City solely secured by a lien on a pledge of the net revenues of the water and sewer system.

V**VOUCHER**

A document showing that a transaction has occurred.

W**WORKING CAPITAL**

The amount of an entity's current assets minus the amount of its current liabilities.

ANNUAL WORK PLANS



Brynn Myers

City Manager



High-Performing Organization

- 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.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.
- Develop clear processes for routing and evaluating public-private partnership requests.
- Implement an agenda management software.
- Implement a board and commission management software.
- Implement an electronic document signing system.
- Implement a visitor management software.
- Engage in regional policy conversations through active participation in Killeen-Temple Metropolitan Planning Organization, Texas Water Development Board, and other regional planning organizations.
- Proactively engage in policy and legislative development at all levels of government regulation.
- Establish regular meetings with other governmental officials, key stakeholders, educational partners, and community organizations.

- Establish a specific City staff liaison for each community partner organization.
- Update the City's governance policy.
- Update the City's boards and commission policy.
- Establish a City Council orientation program and a board member orientation program.
- Establish a continuing education and professional development program for City Council.
- Establish clear goals and work plans for each City board, commission, and committee.
- Improve the process for recruiting, vetting, and appointing City board, commission, and committee members.
- Continue to support the Leadership Temple program to help educate current and future leaders about key issues and service opportunities.

Infrastructure & Utilities

- Evaluate the most effective options for delivery of transit services.
- Focus efforts on enhancing the I-14 corridor through collaboration with regional and state partners.



Erin Smith

Assistant City Manager



David Olson

Assistant City Manager

“The future promises extraordinary things for Temple. The 2020 Business Plan is our guiding document as we face the challenges and capture the opportunities that lie ahead for the City of Temple.”



Traci L. Barnard

Director of Finance

High-Performing Organization

- 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.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.
- Implement an interactive, web-based financial dashboard to promote understanding and confidence in the expenditure of public funds.
- Implement an online bidding system.
- Implement a new municipal court management system.
- Implement an agenda management software.
- Continue to fund and implement a Facility Capital Improvement Program.
- Invest in the continued maintenance of and improvement to the City's facilities.
- Continue to fund and implement a fleet and equipment acquisition program.
- Align the City's budgeting process with the strategic plan to ensure resource allocations are focused on City's strategic goals and commitments.
- Align capital improvement programs with adopted master plans.

- Maximize resources by strategically pursuing grants.
- Continue to invest in the resources necessary to ensure financial excellence.
- Maintain and strengthen the City's bond rating.
- Develop recommendations to reduce overtime expenditures.
- Implement a structured approach for making cost comparisons between in-house and contract service delivery.

Infrastructure & Utilities

- Continue to fund and implement a Utility Capital Improvement Program.
- Continue to fund and implement a Mobility Capital Improvement Program.
- Continue to fund and implement a Drainage Capital Improvement Program.

“Finance is committed to maintaining fiscal soundness within the City through modernization and integration of financial systems that allow us to align spending to strategic outcomes and provide accountability and transparency in our financial reporting.”

Kayla Landeros

City Attorney



High-Performing Organization

- 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.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.
- Develop a comprehensive, accurate, and easy to understand personnel policy manual.
- Implement an open records software.
- Implement an agenda management software.
- Implement an electronic document signing system.
- Update and modernize the Code of Ordinances.
- Update the unified development code to ensure community design standards and land use regulations align with the Comprehensive Plan.

Places and Spaces

- Develop a downtown zoning ordinance to ensure design standards and land use regulations align with the Downtown Master Plan.
- Develop neighborhood-specific zoning ordinances to ensure design standards and land use regulations align with neighborhood master plans.


“We’re excited to implement the 2020 Business Plan. The goal of our office is to assist Council and Staff to further the City’s mission and values through sound legal advice and comprehensive regulation.”

Lacy Borgeson

City Secretary

High-Performing Organization

- 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.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.
- Explore the possibility of creating neighborhood-based voting locations to improve the voter experience and make it easier for citizens to vote.
- Implement a board and commission management software.
- Implement an electronic document signing system.
- Convert paper-based records to digital format.
- Implement an open records software.
- Implement an agenda management software.



“We are honored and dedicated to providing excellent customer service.”

High-Performing Organization

- 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.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.

Infrastructure & Utilities

- Plan for, design, construct, and maintain high quality mobility infrastructure, systems, and services.



Alan DeLoera

Director of Information Technology

- 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.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.
- Develop a Technology Master Plan.
- Continue to invest in the resources necessary to ensure the strategic and effective use of technology in support of performance excellence.
- Enhance the use of Microsoft 365 to promote stronger collaboration among City departments.
- Enhance the use of our asset management system to better manage, track, and analyze our infrastructure assets.

- Implement the following technology initiatives:
 - » a hydraulic and hydrologic modeling system.
 - » a solid waste management and route optimization system.
 - » a performance management system to track and report strategic plan progress and key performance measures.
 - » an interactive, web-based financial dashboard to promote understanding and confidence in the expenditure of public funds.
 - » an online community engagement platform.
 - » an online bidding system.
 - » a shift scheduling software for Fire Department personnel.
- » a new municipal court management system.
- » a new human resources information system.
- » a new employee performance review software.
- » an open records software.
- » an agenda management software.
- » a board and commission management software.
- » a cemetery management software.
- » an electronic document signing system.
- » a visitor management software.
- Replace the video and audio system in the Council Chambers.

“The I.T. department will ensure that employees and citizens gain the relevant data and insight from technology to make the City of Temple a premier city to live and work.”



Brian Chandler

Director of Planning & Development

High-Performing Organization

- 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.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.
- Convert paper-based records to digital format.
- Engage in regional policy conversations through active participation in Killeen-Temple Metropolitan Planning Organization, Texas Water Development Board, and other regional planning organizations.
- Update the Strategic Investment Zone program and establish a formal return-on-investment assessment as part of the grant application evaluation process.
- Develop a Comprehensive Plan.
- Update the unified development code to ensure community design standards and land use regulations align with the Comprehensive Plan.
- Streamline and enhance development review services.
- Establish an enhanced certificate of occupancy process to ensure that development and construction activity are consistent with adopted building codes and land use regulations.

- Promote higher-density, mixed-use development in targeted areas of the city, blending residential, commercial, and retail uses.
- Develop a prospectus and marketing materials to promote economic development in Temple's Strategic Investment and Opportunity Zones.

Places and Spaces

- Encourage distinctive, attractive, and functional building and streetscape design while preserving valuable historic resources.
- Develop a downtown zoning ordinance to ensure design standards and land use regulations align with the Downtown Master Plan.
- Implement a Downtown Parking Action Plan.
- Evaluate the potential to redevelop the Historic MKT Depot.

- Plan for, design, construct, and maintain high quality public infrastructure and services in Downtown Temple.
- Create a neighborhood planning program that identifies capital improvements, programs, and/or initiatives to meet resident's needs and maintain the City's high quality of life.
- Develop neighborhood-specific zoning ordinances to ensure design standards and land use regulations align with neighborhood master plans.
- Continue a growth management approach that encourages infill and redevelopment and maximizes the efficient use of public infrastructure.
- Evaluate the structure and strategic plan for the Temple Main Street program to align with other downtown initiatives and maximize program effectiveness.

Infrastructure & Utilities

- Develop standard street section designs that facilitate well-connected vehicular, pedestrian, bicycle, and transit systems.

“It is an exciting time to be involved in planning for Temple. We enjoy playing an integral role in helping to shape the community through implementation of the City’s Comprehensive Plan.”



Heather Bates

Director of Marketing & Communications

High-Performing Organization

- 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.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.
- Develop a comprehensive organization-wide communication, social media, and community engagement policy.
- Develop a community partner sponsorship and advertising policy.
- Implement an online community engagement platform.
- Develop a coordinated communication, social media, and community engagement plan.
- Foster strong relationships with media outlets.
- Create a new city website.
- Develop a crisis communication plan.
- Ensure that local real estate professionals have the information they need to accurately represent Temple's amenities.
- Ask citizens for regular feedback by conducting citizen surveys.

- Continue to promote use of Track Temple app.
- Implement a community marketing strategy.
- Build a library of high-resolution imagery for use in digital collateral and other marketing efforts.
- Replace the video and audio system in the Council Chambers.
- Update the City of Temple brand and establish brand guidelines.
- Pursue award and recognition programs.
- Develop a prospectus and marketing materials to promote economic development in Temple's Strategic Investment and Opportunity Zones.

Places and Spaces

- Develop a Destination Strategic Plan and update our destination brand and website.
- Update the Downtown Temple brand and establish brand guidelines.
- Create a new downtown website.

“Temple is truly an amazing City! We are excited to tell our story and build a meaningful connection with our community.”

Tara Raymore

Director of Human Resources



**“Human Resources
attracts and retains
the best talent to
serve the community!”**

High-Performing Organization

- 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.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.
- Develop a comprehensive, accurate, and easy to understand personnel policy manual.
- Implement a more efficient pre-employment screening process.
- Convert paper-based records to digital format.
- Implement a new human resources information system.
- Implement a new employee performance review software.
- Conduct annual compensation studies to ensure competitive compensation.



Stacey Hawkins

Director of Performance Excellence

High-Performing Organization

- Implement the Baldrige Performance Excellence program framework.
- Develop department-specific Performance Excellence plans.
- Utilize data to make decisions and drive innovation.
- Pursue accreditation for Police, Fire, Public Works, and Parks and Recreation Departments.
- Align staff work plans to strategic plan commitments.
- 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.
- Implement an organization-wide core values initiative.
- Implement a performance management system to track and report strategic plan progress and key performance measures.
- Implement a new employee performance review software.
- Implement a performance review process that develops, engages, and rewards excellent employee performance.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.
- Develop a comprehensive safety program.
- Develop an Accident Prevention Plan.



Kevin Beavers

Director of Parks & Recreation

High-Performing Organization

- Pursue accreditation.
- 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.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.
- Implement a cemetery management software.
- Acquire a new Parks and Recreation Department administrative facility.

Places and Spaces

- Develop a Parks and Trails Master Plan.
- Continue to fund and implement a Parks and Trails Capital Improvement Program.
- Plan for, design, construct, and invest in the continued maintenance of and improvement to the City's park, recreation, greenspace, and trail system.
- Develop a strategic plan for the Parks and Recreation Department.
- Develop a strategic plan for the Summit Recreation Center.
- Expand the wildflower initiative within City parks, trails, greenspace.

- Evaluate the potential of managing Temple Lake Park.
- Develop a master plan for Hillcrest Cemetery.
- Develop a master plan for Bend O' the River.
- Expand community and special events and attractions to bring neighbors together and encourage additional tourism.
- Invest in the resources necessary to continue to provide a wide variety of high quality recreation services and opportunities.
- Evaluate the potential for establishing an arts coalition to leverage partnerships with other community organizations in providing culture and art programming.
- Invest in public art and community gateway enhancements.

- Develop a Destination Strategic Plan and update our destination brand and website.
- Develop a strategic plan for the Mayborn Civic and Convention Center.
- Develop a strategic plan for the Railroad and Heritage Museum.

- Leverage Crossroads Park to attract sports tourism opportunities.
- Evaluate the structure and strategic plan for the Temple Main Street program to align with other downtown initiatives and maximize program effectiveness.

“As the community continues to grow and change, our department is excited to see how we can continue to enhance services to our residents and visitors alike.”

Don Bond

Director of Public Works



“Public Works will strive to improve all of our services while expanding to meet increasing demands of our growing city.”

High-Performing Organization

- Pursue accreditation.
- 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.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.
- Implement a hydraulic and hydrologic modeling system.
- Enhance the use of our asset management system to better manage, track, and analyze our infrastructure assets.
- Implement a solid waste management and route optimization system.
- Establish a fleet and equipment sharing program.
- Improve employee accountability for fleet condition and operation.
- Invest in the continued maintenance of the City's fleet and equipment.
- Analyze condition, efficiency, and utilization of fleet and equipment.
- Continue to fund and implement a fleet and equipment acquisition program.

Places and Spaces

- Construct a parking garage system in Downtown Temple.
- Implement a Downtown Parking Action Plan.
- Create a neighborhood planning program that identifies capital improvements, programs, and/or initiatives to meet resident's needs and maintain the City's high quality of life.

Infrastructure & Utilities

- Develop a Mobility Master Plan.
- Continue to fund and implement a Mobility Capital Improvement Program.
- Develop a Pavement Condition Assessment report.
- Plan for, design, construct, and maintain high quality mobility infrastructure, systems, and services.
- Develop standard street section designs that facilitate well-connected vehicular, pedestrian, bicycle, and transit systems.

- Develop a Water and Wastewater Master Plan.
- Continue to fund and implement a Utility Capital Improvement Program.
- Implement a water, wastewater, and drainage modeling program to understand utility system performance, assess impact of development on our utility systems, improve water pressure and fire protection, and reduce flooding and waterway erosion.
- Expand the capacity of the water treatment membrane plant.
- Implement a program to improve response time to non-emergency water line breaks.
- Implement a program to reduce sewer overflows.
- Evaluate service delivery methods and procedures for our environmental programs to ensure our enforcement process is predictable and efficient and is aligned with adopted regulations.

- Develop a comprehensive drainage modeling and assessment plan.
- Continue to fund and implement a Drainage Capital Improvement Program.
- Invest in the continued maintenance, replacement, and improvement of the City's water, wastewater, and drainage infrastructure.
- Ensure a high-quality and sufficient water supply to sustain existing development and support future growth.
- Develop a Solid Waste Management Plan.
- Strategically add routes and resources to prepare for and respond to growth.

Mitch Randles

Fire Chief



“We continue to equip and train our staff providing our citizens with timely emergency response.”

High-Performing Organization

- Pursue accreditation.
- 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.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.
- Implement a shift scheduling software for Fire Department personnel.
- Make strategic improvement to fire stations.

Public Safety

- Provide additional response capabilities to maintain emergency services in response to growth and increasing service demands.
- Develop a Fire Master Plan.
- Update and expand the outdoor warning siren system.
- Request that the Insurance Services Office perform an updated assessment of Temple’s public protection classification.
- Engage citizens in ways that promote trust and community connectivity.
- Provide educational programs and information to enhance public health and safety awareness.

Floyd Mitchell

Chief of Police



“We look forward to providing quality service and innovative approaches to crime prevention and investigations.”

High-Performing Organization

- Pursue accreditation.
- 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.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.

Places and Spaces

- Develop a Downtown Security and Lighting Master Plan.
- Implement a Downtown Parking Action Plan.

Public Safety

- Provide additional response capabilities to maintain emergency services in response to growth and increasing service demands.
- Promote public safety and animal health and welfare through an effective animal services program.
- Engage citizens in ways that promote trust and community connectivity.
- Provide educational programs and information to enhance public health and safety awareness.



Buford Craig

Director of Transform Temple

High-Performing Organization

- 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.
- Continue to invest in training, licensing, and certification opportunities to support performance excellence.
- Maximize resources by strategically pursuing grants.

Places and Spaces

- Plan for, design, construct, and maintain high quality public infrastructure and services in Downtown Temple.
- Expand the Downtown Transform Temple initiative.
- Develop a comprehensive neighborhood engagement and leadership program.
- Develop a neighborhood association database.
- Create a neighborhood leadership academy.
- Develop a housing reinvestment strategy.
- Coordinate with other agencies and organizations to improve access to affordable housing and leverage existing programs and resources.

- Continue a growth management approach that encourages infill and redevelopment and maximizes the efficient use of public infrastructure.
- Streamline and improve the substandard housing abatement process.
- Facilitate the development of a county-wide strategic action plan on homelessness.

Public Safety

- Implement innovative programs and techniques to achieve compliance with City codes and regulations.
- Invest in additional resources to provide proactive code compliance initiatives.

“Transform Temple’s goal is to identify and solve code and housing issues in a long term and sustainable fashion.”

Leigh Gardner

Director of Library



High-Performing Organization

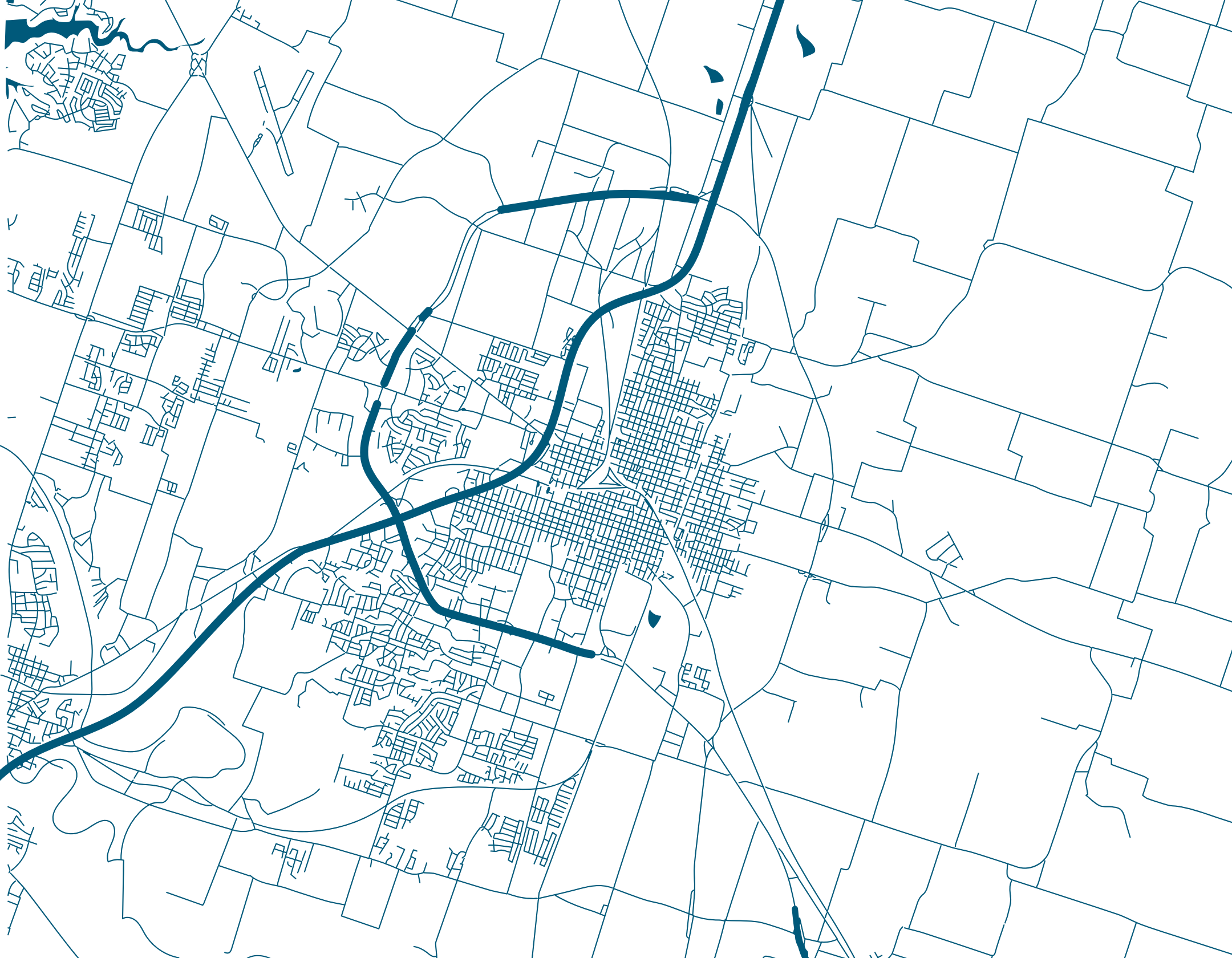
- Align staff work plans to strategic plan commitment.s
- Develop or update standard operating procedures for each department.
- Provide transparent, predictable, and efficient processes to make it easier for citizens and businesses to interact and do business with the City.

- Continue to invest in training, licensing, and certification opportunities to support performance excellence.

Places and Spaces

- Design programs, services, and collections based on the needs and interest of the community.
- Maintain welcoming, safe, and technology-enhanced spaces for learning and exploration.

“The Library staff is focused on providing excellent customer service as well as bringing awareness of our many resources.”





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TEMPLE BY DESIGN
BLUEPRINT FOR THE FUTURE