

# ADOPTED ANNUAL BUDGET

TRANSPORTATION

INFRASTRUCTURE

AQUATICS

HOUSING



VALOR PARK  
MARGUERITE MEADOWS  
BOLD FOX DEVELOPMENT  
AMALFI RANCH (MADDOX)

FISCAL YEAR 2022-2023

CITY OF BAY CITY, TEXAS  
CITYOFBAYCITY.ORG

# CITY OF BAY CITY, TEXAS

## ANNUAL OPERATING BUDGET

### FOR FISCAL YEAR 2023

This budget will raise more revenue from property taxes than last year's budget by an amount of \$388,365, which is a 6.45% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$19,670.

City Council voted on September 13, 2022

The members of the governing body voted on the adoption of the budget as follows:

Record of Vote	Adopted Budget	Ratification of Property Tax Increase	Setting of Property Tax Rate
Mayor Robert K. Nelson	X	X	X
Mayor Pro-Tem Jim Folse	X	X	X
Floyce Brown	X	X	X
Blayne Finlay	X	X	X
Becca Sitz	X	X	X
Brad Westmoreland	Absent	Absent	Absent

\*Note: Mayor Robert K. Nelson is entitled to a vote.

Tax Rate Information	Adopted FY 2022	Adopted FY 2023
Property Tax Rate	<b>.63500</b>	<b>.63500</b>
No-New Revenue Tax Rate	.61062	.59683
No-New Revenue M&O Tax Rate	.44702	.44118
Debt Rate	.16363	.15425
Voter-Approval Tax Rate	.65445	.65556
De Minimis Rate	.66321	.64497

Debt service requirements for the City of Bay City are currently \$.15425 of the current **adopted** property tax rate of **\$.63500**. The City has ten outstanding debt issues. At the end of Fiscal Year 2023, outstanding general obligation bond and certificates of obligation bonds will be \$42,510,000 however only \$8,690,050 is currently supported by property taxes.

**FY 2023 Debt Service Requirement** to be paid by property taxes \$1,556,763. See Debt rate (.15425) requirement above.

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Bay City, Texas**, for its Annual Budget for the fiscal year beginning **October 1, 2021**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communications device.

This 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Bay City  
Texas**

For the Fiscal Year Beginning

**October 01, 2021**

*Christopher P. Morill*

Executive Director

## How to use this Book

We understand how difficult it can be to find what you're looking for in such a complex document. We've made every effort to provide an easy way to navigate through this document to areas of interest.

The City of Bay City's Annual Budget is comprised of a table of contents and twelve sections. The book, in its entirety, can be grouped into three broad categories.

### Introduction and Information:

#### ***Budget Message***

This section contains the City Manager's Budget Transmittal Letter and a summary narrative of the budget plan.

#### ***City Profile***

This section provides our organizational chart, the City's history, and information about our City today.

#### ***Budget Summaries***

This section depicts the "big picture" of city-wide revenue and expenditures, reflects the changes in fund balance or working capital for each budgeted fund and provides comparison to prior year.

#### ***Revenue Assumptions and Trends***

This section provides revenue descriptions, trends, and assumptions for major revenue line items. Detailed revenue information can be found within each respective fund.

### Financial:

#### ***General Fund***

The General Fund is the general operating fund of the City. This section provides a three (3) year comparative summary and detailed information for revenue and expenditures. You will also find each operating department's mission, upcoming goals, budget history, performance measures and major additions related to the General Fund.

#### ***Enterprise Funds***

This section provides a three (3) year comparative summary and detailed information for revenue and expenditures. You will also find each department's mission, upcoming goals, budget history, performance measures and major additions related to the Public Utility and Airport Fund.

#### ***Special Revenue Funds***

This section includes special revenues such as the Hotel/Motel, TIRZ, Forfeiture, Building Security and Court Technology Funds. These funds are legally restricted for certain purposes.

### ***Internal Service Funds***

This section includes two funds (Information Technology and Maintenance) that are used by the City to charge the costs of certain activities.

### ***Capital***

This section provides current year capital expenditures and projects for all major funds and the City's Five-Year Capital Improvement Plan.

### ***City Wide Debt***

This section provides summary and detailed information on all debt issued and each annual debt service obligation by fund.

### **Supporting Information:**

#### ***Statistical Information***

This section provides statistical and historical information.

#### ***Appendix***

This section provides the City's budgetary and financial policies, personnel staffing and compensation plan, glossary of terms, acronyms, and index.



**Riverside Park**

*(Hard copy only)*

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## BUDGET MESSAGE



Dear Citizens of Bay City and City Councilmembers:

Once again, let me thank you for the opportunity to serve as City Manager for the City of Bay City. It is truly an honor to work with such an experienced City Council that has embraced a new vision for the City of Bay City, which states the following:

### **Our Vision**

*Through a united and collaborative effort, we seek to grow the City of Bay City with a diverse culture that is proud to call Bay City home. We envision a thriving family-centered community where citizens are involved in the future development of our city. We desire our citizens to work, play, worship, and shop in the community in which we live. Visitors are welcomed and encouraged to enjoy the friendly environment and amenities the citizens and business owners have created together.*

### **Mission Statement**

*The City of Bay City is committed to fostering future economic growth by collaborating with our citizens, employers, current and future businesses, as well as the Community and Economic Development Centers. We strive to deliver superior municipal services and to invest in quality-of-life initiatives such as housing, businesses, jobs, and activities for all citizens. We make a concerted effort to respond to resident's concerns in a timely and professional manner, in order to achieve customer satisfaction.*

To this end, the first half of FY 2021-2022 was focused on jump starting a "Housing Initiative" which was identified through strategic planning as the number one goal for Matagorda County Economic Development Corporation, the Bay City Community Development Corporation and the City of Bay City. Through the use of the City's Economic Development toolbox, the City reactivated several existing Tax Increment Reinvestment Zones (TIRZs 1, 2 and 3). The City also created a new Public Improvement District and created a new TIRZ 4 to support the Maddox Housing Development known as Amalfi Ranch. The City also expanded two existing TIRZ's to further incentivize housing initiatives:

- TIRZ 1a– Created for Valor Park Housing Development (off of 12<sup>th</sup> St. / Old Jr. High)
- TIRZ 2a– Bold Fox Housing Development with annexation (near Van Vleck)

Through these Economic Development efforts, the City of Bay City will be able to add approximately 650 new homes to its housing inventory phased over the next five years. We anticipate new homes to be available on the market by the fourth quarter of 2023.

Regrettably, the City of Bay City encountered the nationwide economic downturn at the end of the 4<sup>th</sup> quarter of 2021, at the rate of 7% inflation. Since this time, the City has seen significant inflation in the cost of goods and services, fuel, asphalt, oil, metal and wood. Similarly, the City has also seen significant increases in health insurance (14%), windstorm insurance (20%) and Workers Compensation which will affect FY 2022-2023 Budget.

## BUDGET MESSAGE

Fortunately, the economic downturn did not negatively impact the City of Bay City projects accomplished during FY 2021-2022. The City garnered funds through Texas Water Development Board (TWDB), Texas General Land Office (GLO), America Rescue Plan (ARP) and Community Development Block Grant Program (CDBG). With these funds, the City of Bay City was able to complete some of the notable projects below:

- Hamman Rd. Drainage Project– Phases 1 and 1A
- United Rental Drainage Project
- Del Norte Drainage Project
- Elliot Subdivision (Waterline and Street Reconstruction)
- Implementation of Water Meter Change Out Project
- Engineering for the Dunn Water Well and Tenaris Water Well
- Engineering for the Rehabilitation of the Wastewater Plant

City staff received acknowledgements for excellence by the Texas Department of Transportation Airport of the Year, Texas Parks and Wildlife Award for the Amistad Park Splashpad and the Achievement of Excellence in Libraries by the Texas Municipal Library Directors Association.

As we begin FY 2022-2023, the City Council has developed its Goals and Objectives within 5 key Vision 2040 Plan Elements: Governance, Public Safety, Livability & Quality of Life, Community & Economic Development, and Infrastructure & City Facilities. These key elements have been used to develop the Proposed Budget and 5 Year Capital Plan. Highlights include:

- Third year of the Texas Water Development Board’s Clean Water State Revolving Fund Loan and the Drinking Water State Revolving Fund Loan for the Rehabilitation of the Wastewater Treatment Plan and the drilling of two new water wells
- Continuance of the Housing Initiative
- Implementation of Merit Compensation for City employees
- Interlocal Agreements with numerous entities, including Matagorda County, Bay City Gas Company, Bay City Community Development Corporation, Wellness Matagorda, and Bay City Independent School District
- Preliminary Engineering for Nile Valley Road Project – Phase II and supporting Grant submittals
- Future TIRZ for Economic Development
- Additional Façade Grants through Mainstreet program
- Addition of a new Planning Manager for the Development Process

The City of Bay City must always manage the budget in the most judicious manner possible, which means spending your tax dollars wisely and effectively. You can rest assured that the City will act in the most conservative manner possible. Presented hereafter is the Proposed Budget & 5 Year Capital Plan for FY 2022-2023.

Please notice that City staff recommends holding flat on the tax rate at .63500. With this proposed tax rate, the City will continue to provide the same or better level of customer service to the citizens of Bay City. Please accept the FY 2022-2023 Budget as an integral component of our movement towards a family-centered, citizen engaged, and culturally diverse community.

*“Coming together is the beginning, staying together is progress, working together is success.” Henry Ford*

### Executive Summary

The City Council and Staff reviewed the progress of last year’s Council goals and from those sessions provided staff with FY 2023 Strategic Goals or focus. This process set the tone and direction for each year’s budget process. Through these discussions, a new set of objectives were placed in each department’s business plan to meet Mayor’s / Council’s “Strategic Plan”.

These “Strategic Plan” set forth by Council Goals provides staff a more defined direction for the upcoming year. The 2023 strategic focus areas are Governance, Public Safety, Infrastructure & City Facilities, Livability & Quality of Life, and Community and Economic Development. More information on the City’s Strategic Plan (Council’s Goals) can be found in the **City Profile** section of this book.



## Reviewing our Priorities for the FY 2023 Budget

*What did we do last year? Is our budget focus changing?*

The prior year's budget was focused on maintaining healthy reserves, improving infrastructure and other amenities while still under a volatile economy recovering from the aftermaths of Winter Storm URI and the ongoing pandemic. Below lists the public improvement projects and other improvements accomplished that enhanced the quality of life in our community:

- Replaced restroom at Hardeman Park
- Completed remodel of Hardeman Park Teen Center
- Installed ball field lighting at Hardeman Park
- Completed renovation of Bayridge Subdivision Playground
- Installed shade canopies at splashpad
- Erected two shade canopies at Hilliard Pool
- Finished diagonal compact parking striping on Avenue F and Seventh Street
- Completed concrete repairs on Sixth Street
- Completed sinkhole repair, in house, on Twelfth Street and Avenue H
- Recoated Nile Valley Bridge
- Engineered and/or completed various drainage projects
- Completed painting and updating of warehouse breakroom at Municipal Services Building
- Completed repairs to Avenue C Lift Station
- Completed most of the mass meter change out
- Installed numerous water and sewer taps for both residential and commercial properties
- Repaired numerous water and sewer lines throughout the City
- Repaired and/or installed several manholes throughout the City
- Completed construction at Airport to relocate taxiway and drainage

With the most recent set of strategic goals, the City's capital budget remains focused on replacing aging infrastructure, providing additional enhancements to City's Parks, improving drainage, repairing streets, and upgrading various city facilities. Additionally, departments will work to improve internal and external communication, review procedures to improve organizational and operational effectiveness, and support community and economic development initiatives.

## Budget Overview

The Adopted Budget for FY 2023 recommends no increase to the property tax rate. However, there will be increase in water, sewer, and garbage rates. The **proposed** budget will raise more revenue from property taxes than last year's budget by \$388,365 which is a 6.45% increase from last year's budget. However, the proposed rate offsets the dollars (\$144,000) transferred to the City's Tax Increment Funds (TIF) that may not be used in the General Fund. The net change subtracting TIF dollars is \$244,365. Maintaining the same tax rate is necessary to prepare the City for growth (improved streets and amenities), unanticipated price surges, and maintaining a healthy reserve.

The City-Wide Budget totals \$31,442,000 (1% increase from prior year). Of this amount, \$16,680,000 is estimated for the operations and maintenance of the General Fund (2% decrease from prior year), \$2,060,000 for the Debt Service Fund (0% change from prior year), \$11,112,000 for the Public Utility Fund (9% increase from prior year), and \$873,000 for the Airport Fund (30% increase from prior year). Within these budgets are capital costs of approximately \$8.3 million to fund equipment and major public improvement projects funded by grants, reserves, & operating revenue. Bond proceeds of 17.3 million will fund water and sewer improvements. When comparing each fund over prior year—most variances are a result of changes in debt, timing of capital projects, or addressing the effects of current fuel prices. The decrease of 2% in the General Fund is attributed to funding fewer capital expenditures with excess fund balance and freezing positions. The increase in the Public Utility Fund is attributable to using reserve to fund the capital project related to Mockingbird Water Plant and other infrastructure projects and the increase in debt transfers to support critical water and sewer projects. The increase in Airport Fund is related to higher aviation and jet fuel prices as well as capital infrastructure project match. More information on the City's Capital Program can be found in the Capital section of this document.

The City also appropriates for one of seven Special Revenue Funds. The Hotel/Motel Tax Fund totals \$717,000 (29% decrease from prior year). The decrease is attributable to a decrease in capital spending. Spending plans are not provided for the City's other Special Revenue Funds because activity is recorded on a project length basis or as it occurs. Even though the City is not required to adopt budgets for these funds, they are subject to an annual audit. More information on these funds can be found behind the Special Revenue Fund section of this document.

## Budget Challenges

### Issues below:

1. The City's largest revenue sources for the General Fund are tied to property tax and sales tax. While sales tax appears to have steady growth, the economy continues to be volatile year after year (COVID, Storms, Inflation). The City's population has remained relatively flat for the last nine years.
2. The City struggles to maintain a competitive salary with surrounding cities. A merit system was established to help maintain quality employees \$350,000
3. The City meets the fund balance policy. The challenge will be to maintain the fund balance between 90 days & 120 Days operating expenditures while balancing the needs of the community considering the new limitations on a governments ability to raise revenue (Senate Bill 2). It is imperative to be in strong financial shape with planned future debt issuances as shown in the City's five-year capital plan along with being prepared for economic downturns or natural disasters.
4. The City's rising costs of health insurance, workers compensation, and windstorm continues each year \$281,000.
5. Fuel prices are impacting so many municipal services and materials. Many vendors of the City are increasing prices. Projecting for fuel and the associated impacts are difficult so a healthy reserve is merited in case amendments are needed.
6. The City's sanitation contract expires next fiscal year and with surging fuel prices—it is anticipated to impact the General Fund.
7. Many City Parks have aged amenities while aging infrastructure is a continual budgetary challenge. It is difficult to address future growth while current infrastructure (streets, water, and sewer lines) replacement is needed.
8. The City acquired in recent years a library and a swimming pool. Though very significant to the community, both impact the City's General Fund by approximately \$380,000 in operational cost per year. In addition, the pools need major repairs. This is taking into consideration the County's contribution to the Library's budget and the School District's share in cost for 16<sup>th</sup> Street Pool.
9. The Bay City Gas Company and the Bay City Community Development Corporation reduced their level of support due to financial impacts related to COVID-19 and/or Winter Storm Uri that in prior years budgets helped offset capital projects. This reduction amounts to approximately \$300,000.

## How City Addressed Challenges

The FY 2023 Adopted Budget utilizes business plans that were developed in support of the City Councils Goals recently adopted. These goals link the City Council to the workforce—working together to improve Governance, Organizational and Operational Effectiveness, and Community and Economic Development. Capital projects and expenditures were prioritized early in the budget process based on these goals.

### Response to maintain service levels and to fund strategic initiatives are as follows:

- Increased property tax values and the City’s sales tax revenue stream although somewhat volatile helped the City maintain existing service levels.
- Freezing 4.5 positions assisted in funding the pay plan pool of \$350,000 (4.0%) and offset the costs associated with rising costs of insurance.
- With the City meeting the Fund Balance policy—the City was able to begin funding again a Fixed Asset Replacement Fund that will fund future replacement vehicles and equipment in the General Fund.
- The City reduced expenses related to travel and training by encouraging webinars during times of high fuel costs.
- Delayed capital spending unless it was funded by grants or previous loan commitments
- The City offered a new HMO health plan where city costs are lower. True savings will be known once employee health plan elections are made.
- Payroll reimbursements (federal grant dollars) related to Winter Storm assisted in funding \$75,000 to the fixed asset replacement fund
- City properties will be inventoried and determine properties to declare surplus.
- The City will continue to review all franchise agreements and make recommended changes.
- The City will continue to find cost reductions by reviewing all service/financial related contracts with outside parties then recommend changes for the most efficient and effective ways to operate. (i.e. legal, mowing, landscaping, consulting services)
- The City will continue to find cost reductions by reviewing various city services to determine the cost benefit analysis of outsourcing services verses doing it in-house.
- The City will slowly begin to budget to cover depreciation in each enterprise fund. This practice builds the reserve to replace infrastructure assets rather than issue debt.
- The City annually reviews the budgetary/financial policy document to analyze the adequacy of reserve levels and revenue management practices. This is performed regardless of the economy climate.

With the decisions above coupled with increased property tax revenue, the City can maintain a solid service plan while maintaining the fund balance in General Fund preparing for infrastructure needs with the onset of five new housing developments.



## Budgetary Expenditure Highlights

The adopted expenditures of the City's major funds total \$31,442,000, up \$451,500 from prior year. This is primarily attributable to the Public Utility Fund due increased debt payments related to improvements to the water and wastewater system. Staff made several expenditure recommendations that are included within each department's summary found in this budget document. Some of the significant highlights are as follows:

- Salary Increases- This budget holds a compensation increase of 4% or \$350,000
- Fund Balance- This budget does use Fund Balance to fund two capital projects totaling \$275,000. The City is anticipated in this budget to maintain reserves between 90 and 120 days operating expenditures.
- Staffing Levels- The City decreased staffing levels by 1 temporary part time employee in the City Secretary's department
- Capital Additions- Machinery and Equipment in General Fund (\$158,500), Utility Fund (\$155,000), and Airport Fund (\$200,000)
- Capital Additions- Machinery and Equipment in General Fund (\$545,000) funded by American Rescue Plan
- Capital Additions- Hotel Motel Fund (\$35,000)
- Capital Projects- General Fund: appropriated \$150,000 for City Hall Roof rehab, \$30,000 for Architectural Services for future public safety building, \$7,500 for a portable building at the Animal Impound, \$850,000 for LeTulle Park Street rehab, \$415,636 for Highland subdivision design for street rehab, \$50,000 for preliminary design work related to the Nile Valley Road Project (SH60 to Nichols), and \$963,700 for Hamman Road Drainage Improvements, \$287,006 for Diversion Channel Improvements, \$200,000 for Cottonwood Creek Improvements (Bank Stabilization), \$575,000 for Downtown Sidewalk Project (Hwy 35- Avenue I to Avenue H), \$200,000 to replace USO windows, \$300,000 Trailway at the Cottonwood Area, \$40,000 Armory Roof replacement, and \$300,000 for Ball Field lighting at Hardeman Park
- Capital Projects- Utility Fund: \$2,000,000 for rehabilitation to Mockingbird Plant; \$200,000 to rehab 8" sewer line-Laurel Street; and \$100,000 to extend sewer line in Palm Village neighborhood
- Capital Projects- Utility Fund: appropriated \$17,305,000 for improvements to the City's Water and Wastewater System (See Capital Section)- to be funded by the Texas Water Development Board Revolving Loan Program

\*Please note that many capital projects are funded in part by Grant contributions and/or bond proceeds.

## Outlook for the Future

Sales tax is budgeted to remain relatively flat over FY 2022. Previously, the effects of COVID-19 increased consumer spending thus increased the City’s sales tax, however recent months have shown some declines as much as 12.5% over prior years. Despite all the economic activity of the area—a more conservative approach was taken in case this trend of spending continues.

In addition, the City was awarded funding through the Texas Water Development Revolving Loan Program of approximately \$56 million to address the City’s aging water and sewer infrastructure. The projects will span over the next four years with loan funding aligned by project timelines. This will aid in evaluating timing of utility rate increases. The City is anticipated to increase utility rates in October 2022 to support future debt payments associated with these bond issues.

The City has created four Tax Increment Reinvestment Zones (TIRZ#1, TIRZ#2, TIRZ#3, TIRZ#4) pursuant to Chapter 311 of the Texas Tax Code. The first reinvestment zone is generally located in the downtown area, including a large portion of the north downtown area. In 2022, the City expanded this zone (Zone #1) by approximately 54 acres to support a 233 lot sub-division. The second reinvestment zone is generally located at the far eastern city limit and is currently unimproved land apart from a new cinema/family entertainment center approximately 48,860 square feet. In 2022, this zone was expanded to add 147 acres to support an estimated 300 lot sub-division, multi-family living, and anticipated restaurants. TIRZ #3 was approved for an estimated 68 lot sub-division estimated to be completed by 2024 and is currently making progress. Lastly, in 2022, TIRZ #4 was created in the eastern portion of the City encompassing 49.71 acres to support an estimated 189 lot sub-division to be completed by 2024. Values have increased thus far in these zones by approximately 23 million combined.

Other developments are taking place in Bay City, our extra-territorial jurisdiction (ETJ), and County. Our County has strong recent industrial expansions with companies such as HIF USA (E-Fuels), Roehm America (Chemical Plant) Phillips 66, OQ (formally Oxea Chemicals), and Chevron Phillips. The City will focus on improvements that capitalize on this growth. We will examine infrastructure needs, housing, and amenity upgrades.

## Conclusion

Keeping the City’s new Vision Statement in mind—this budget looks ahead to build a budget to make things better for its residents and visitors. It is a budget preparing for growth while improving the appearance for our welcomed visitors. This year’s budget and corresponding Five Year Capital Plan address our service and infrastructure needs. We want to thank a very supportive and progressive City Council and the great employees of the City of Bay City without whom none of this would have been possible.

Shawna Burkhart, City Manager

Scotty Jones, Finance Director



## CITY OF BAY CITY

### FORM OF GOVERNMENT & ELECTED OFFICIALS

The City provided by this Charter is the Council/Mayor-City Manager Form of Government. The elected body is made up of a Mayor and five council members who are elected on an “at-large” basis by the community. The Mayor is elected for a three-year term while Council Members are all elected for staggered three-year terms. Your City Council meets every second and fourth Tuesday at 6:00 p.m. Special Called meetings, Workshops and/or Public Hearings are scheduled, as necessary, with the approval of the Mayor.

The Mayor presides at council meetings while the City Manager is in charge of administering the City’s daily activities, advising and assisting City Council, and representing the City’s interests with other levels and agencies of government, business interests and the community at large. The City Council is responsible for appointing the City Secretary, City Treasurer, Municipal Judge(s) and Chief of Police.



Mayor Nelson



Councilwoman Brown  
Position 1



Councilman Folse  
Position 2  
Mayor Pro-Tem



Councilman Westmoreland  
Position 3



Councilwoman Sitz  
Position 4



Councilman Childers  
Position 5

## CITY PROFILE

Official	Title	Years of Service	Term Expires
Robert Nelson	Mayor	3	2025
Floyce Brown	Councilwoman Position 1	2	2023
James Folse *Mayor Pro-Tem*	Councilman Position 2	2	2023
Brad Westmoreland	Councilwoman Position 3	1	2025
Becca Sitz	Councilwoman Position 4	5	2025
Blayne Finlay	Councilman Position 5	0	2025

### **VISION**

*Through a united and collaborative effort, we seek to grow the City of Bay City with a diverse culture that is proud to call Bay City home. We envision a thriving family-centered community where citizens are involved in the future development of our city. We desire our citizens to work, play, worship, and shop in the community in which we live. Visitors are welcomed and encouraged to enjoy the friendly environment and amenities the citizens and business owners have created together.*

### **MISSION**

*The City of Bay City is committed to fostering future economic growth by collaborating with our citizens, employers, current and future business owners, as well as the Community and Economic Development Centers. We strive to deliver superior municipal services and to invest in quality of life initiatives such as housing, businesses, jobs and activities for all citizens. We make a concerted effort to respond to residents' concerns in a timely and professional manner in order to achieve customer satisfaction.*

## CITY COUNCIL GOALS

### Vision

Bay City adopted a Comprehensive plan in 2014 consisting of four areas of emphasis as shown in the graph below. This plan reflects the priorities of the City and serves as a guide of city-wide action. The City is committed to fostering future economic growth by building economic partnerships, continually improving our infrastructure, expanding our tax base and creating a culture, which retains as well as attracts new business and investments.

The City will work to deliver quality services in a healthy and safe environment by consolidating our assets and resources and empowering our employees while encouraging volunteer citizen involvement.

We will enhance our tourism opportunities by promoting our or City.

We will commit our resources, talents, and energy to achieve economic well-being and improve the quality of life for our citizens. **Below are the Comprehensive Plan Elements.**



## City Council Area of Emphasis with Associated Goal Statement Fiscal Year 2023 Strategic Focus



### Governance

- Improving the Image of Bay City
- Organizational & Operational Effectiveness
  - Ordinance Codification/Revisions
- Enhance Communication & Customer Service
  - Promote City's Efforts- Celebrate Successes

*Bay City residents are well informed and involved with the affairs of local city government.*



### Public Safety

- Public Safety Building
  - Engineering- Preliminary Design
  - Combined Dispatch
- Safe Community
  - Lower Crime Statistics for Bay City
- Code Enforcement-Cleaner Community
- Enhance communication & customer service
  - Town Hall meetings
  - National Night Out

*Bay City residents enjoy a safe and secure living, working, and raising their families in Bay City.*



### Livability & Quality of Life

- Parks and Recreation- walking trails, pools & other amenities
  - Determine Community Aquatic Needs
    - Water Park/Regional Attraction
  - Playground Improvements in Neighborhoods
  - LeTulle Park- improved road structures
  - Combined Sports Venue
- Theater & Arts
  - Develop a Plan of Action (Community Input on Ideas of Use)
- City-wide Clean-Up Campaign

*Bay City residents enjoy a safe and clean community with great amenities and affordable living.*

## City Council Area of Emphasis with Associated Goal Statement Fiscal Year 2023 Strategic Focus (Continued)



### Community & Economic Development

- Commercial and Residential
  - Streamline Department & Permitting Process
- Downtown Revitalization/Historic Preservation
  - North Downtown Plan
  - Business Recruitment in unoccupied spaces
- Tourism - *Becoming a Destination Location*
  - Rebuild Department and Board
- City Properties
  - For use in Economic Development
  - Move to Tax Rolls

*Bay City is known for encouraging economic development opportunities, creating a business development program that is responsive to existing business needs, and actively promoting tourism.*



### Infrastructure

- Transportation
  - Nile Valley Phase II
    - Explore Funding Options
  - Streets Repair- Improve Street Surfaces
  - Downtown Parking
- Airport
  - New Public Water Well
  - Wildlife Mitigation Fence
  - Apron Strengthening
  - New Terminal
  - Master Plan
- Repair water and wastewater system
  - Texas Water Development Board project
  - Water Meter Replacement
  - Sewer Plant Rehabilitation
  - Water Wells
- Improve Drainage System
  - Implement Findings of Drainage Study
    - Cottonwood Creek

*Bay City residents enjoy new community infrastructure and enhancements to the transportation network and systems.*



## Linking Long-Term Goals to Departmental Objectives

For the FY 2023 Budget, each department has outlined a description of services and aligned themselves with the City's Vision 2040 Plan along with Council's Goals derived from FY 2022 Council/Staff work sessions.

When compared to prior year accomplishments, these objectives help us mark our progress toward the achievement of the City Council's goals. The section below shows the linkage of our short-term departmental objectives to long-term council goals.

### Governance

- **Improving the Image of Bay City**
- **Organizational & Operational Effectiveness**
  - Ordinance Codification/Revisions
- **Enhance Communication & Customer Service**
  - Promote City's Efforts- Celebrate Successes

*Bay City residents are well informed and involved with the affairs of local city government.*

### Fiscal Year 2023 Departmental Business Plans (Objectives)

#### Administration

- Re-establish contact/relationships with all governmental agencies that affect city government
- Establish and implement a process that ensures and enhances collaboration between departments
- Clearly identify and publish processes and forms throughout the organization to promote predictable and consistent operations
- Review policy and procedures and make recommendations that ensure alignment with the City's vision for growth
- Provide reports and metrics of performance to the Council then the public on successes
- Visit regularly with businesses
- Implement a City-wide Customer Service training program that will be annual and systemic throughout the organization
- Create an environment for growth
- Identify City inventory and Trust properties to move to tax roll

#### City Secretary Department

- Finalize Re-codification of City Ordinances
- Promote City Council meeting agenda process for Council members and directors placing items on the agenda
- Perform City-wide records audit and update retention schedule, Update Records Management Policy, and Procedures
- Evaluate cost of an electronic records management program for storage, retrieval, and workflow of documents
- Continue organization and update of the City Code of Ordinances both hard copy and online

## CITY PROFILE

- Continue to pursue opportunities which will enhance the Department's ability to provide accurate and timely information to the City Council, Mayor, City Departments, and the general public
- Maintain records and appointment processes of Board membership and terms of all City Board participation
- Continue to update and enhance the City Secretary's website information

### Human Resources Department

- Phase in additional certification pay
- Implement merit and Cost of Living Adjustment policy
- Create implementation plan for city-wide longevity
- Increase/broaden recruitment strategies
- Implement a city-wide intranet

### Municipal Court Department

- Hold successful Warrant Forgiveness and Amnesty campaigns
- Continue paper-lite case resolution with Tyler Case Management
- Optimize records management by scanning files from 2016-2022 into Tyler Case Management
- Create City of Bay City Municipal Court Facebook page to help inform citizens of upcoming events, important court dates, Municipal Court news, city-wide information and more
- Publish forms and important dates to city website for easier access by the public
- Increase outreach/public education campaign through outside partnerships with other entities to increase traffic safety education and compliance
- Attend education conferences to stay well-informed of latest court trends, regulations, and procedures

### Finance Department

- Apply for additional transparency stars: Contracts & Procurement and Economic Development
- Implement changes to internal budget process with City staff
- Implement new timekeeping system to improve payroll process
- Work with City Records Retention Officer to create retention process for Finance
- Assist in the disposition of City Property deemed surplus (particularly buildings and land)
- Implement a Cash Handling Policy
- Continue to assist in improvement of TIRZ process for developers
- Assist with housing and business development funding mechanisms

### Public Works Departments (Streets and Utility Departments)

- Continue to promote an equal application of division policies, city ordinances and model codes for all developers and citizens
- Increase code compliance efforts and improve effectiveness by partnering with Code Enforcement and the Building Department to review and revise the grease ordinance and ensure proper enforcement
- Continue development and enforcement of the Cross-Connection Control Program
- Update Operating and Maintenance Manual for the WWTP
- Develop Standard Operating Procedures for Public Works departments
- Engage and inform customers on social media about recycling and how it improves the community
- Outreach to new businesses to set more recycling dumpsters to collect cardboard
- Create a City Planning Division to improve building permitting processes, establish City planning coordination with outside agencies, and revamp the pre-development process for residential, commercial, and industrial developments

## CITY PROFILE

- Develop and implement a backflow prevention program and utilize Cityworks to track inspections. Review City Ordinance related to backflow prevention, make necessary changes, and partner with Code Enforcement to ensure proper enforcement
- Increase efficiency by developing and implementing an inventory control program by using Cityworks

### Utility Billing

- Assist in completing the city-wide mass meter change out
- Scan all active resident and business applications into Incode and Laserfiche software
- Create welcome bags for new customers
- Revamp website to improve communication and streamline operations
- Review internal utility billing procedures to enable consistent practices (i.e. sewer credit policy)
- Improve the night-drop box by adding a locked vault inside
- Review lockbox options for payment processing

### Airport

- Host a fly-in movie night
- Create airport brochures for visitors with Airport and City information
- Complete Airport Master Plan and Airport Layout Plan

### Information Technology

- Create management friendly workorder reports
- Continue to provide fast and reliable access to all information systems
- Create a Facebook page for Municipal Court
- Facilitate the collection, storage, and security of electronic data
- Re-evaluate technology-based contracts for cost savings
- Reduce redundant data in cloud storage
- Update radio inventory for all entities so that we will have a correct inventory for proper cost allocation
- Implement recommended improvements of Network deficiencies per Cybersecurity GAP Analysis
- Upgrade security cameras and access systems throughout the City for improved security for both citizens and the City employees
- Revamp Library's network to improve security and accessibility
- Consolidate Fiber throughout the City for greater performance and lower pricing through AT&T
- Partner with Matagorda County to rehab the City's tower infrastructure in accordance with our annual tower inspection

### Public Safety

- **Public Safety Building**
  - Engineering- Preliminary Design
  - Combined Dispatch
- **Safe Community**
  - Lower Crime Statistics for Bay City
- **Code Enforcement-Cleaner Community**
- **Enhance communication & customer service**
  - Town Hall meetings
  - National Night Out

*Bay City residents enjoy a safe and secure living, working, and raising their families in Bay City.*

## CITY PROFILE

### Fiscal Year 2023 Departmental Business Plans (Objectives)

#### Public Safety Departments (Police, Fire, Animal Control & Code Enforcement)

##### Police Department

- Move forward with plans for new public safety building
- Lower citizen complaints by enhancing communication and customer service
- Continue increased narcotic investigations to help lower criminal activity within the City and County
- Increase staff in Criminal Investigations Division to allow for better investigations into criminal cases

##### Fire Department

- Respond quickly to extinguish fires as to minimize the loss of life, damage to property, and economic impact upon the community

##### Fire Marshal/Code Enforcement

- Collectively advance the number of annual, preventative, and compliance inspections performed
- Further the remediation and abatement of substandard structures within the City
- Refine abatements of offensive conditions implementing House Bill 2359; Sec.2, 125.046(a)(b)
- Focalize on the recovery of delinquent liens while moderating recurrent liens filed
- Promote the development and revitalization of our City, underlining façade along Highway 35 & 60
- Actualize Ordinance specific to Above ground Storage Tanks/ Underground storage tanks/ Leaking Petroleum Storage Tanks
- Striving to become the standard in customer service, support services, and service within the community

### Livability & Quality of Life

- **Parks and Recreation- walking trails, pools & other amenities**
  - Determine Community Aquatic Needs
    - Water Park/Regional Attraction
  - Playground Improvements in Neighborhoods
  - LeTulle Park- improved road structures
  - Combined Sports Venue
- **Theater & Arts**
  - Develop a Plan of Action (Community Input on Ideas of Use)
- **City-wide Clean-Up Campaign**

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### Fiscal Year 2023 Departmental Business Plans (Objectives)

#### Parks Department

- Extend Southern Pacific Trailway
- Replace and create additional shade structures at existing parks
- Replace windows on USO building

## CITY PROFILE

- Install 3 new neighborhood playgrounds
- Add additional events such as fishing tournaments and kayak races
- Continue to improve amenities such as shade canopies and play features
- Add 5 camping cabins to expand amenities and level of service
- Create Golfing program
- Develop Celebrity Sports promotions for youth athletic groups
- Research new methods to market programs, events, and facilities
- Create more partnership opportunities with other agencies and individuals to host leisure classes and events
- Increase attendance at swim lessons at both pools
- Recruit more lifeguards
- Prepare for closure of Valiant Pool
- Plan for possible new pool within the 5-year CIP

### Library

- Increase outreach to nursing home and homebased patrons
- Develop online guides to organize information for the public
- Replace all public computer stations
- Improve facility to meet all required codes
- Re-enter the Texshare Card Program
- Begin strategic planning process for Fiscal Year 2025 through Fiscal Year 2029
- Continue Student Library Card Program

## Community & Economic Development

- **Commercial and Residential**
  - Streamline Department & Permitting Process
- **Downtown Revitalization/Historic Preservation**
  - North Downtown Plan
  - Business Recruitment in unoccupied spaces
- **Tourism - *Becoming a Destination Location***
  - Rebuild Department and Board
- **City Properties**
  - For use in Economic Development
  - Move to Tax Rolls

*Bay City is known for encouraging economic development opportunities, creating a business development program that is responsive to existing business needs, and actively promoting tourism.*

## Fiscal Year 2023 Departmental Business Plans (Objectives)

### Finance Department

- Continue to assist in improvement of TIRZ process for developers
- Assist with Housing and Business Development funding mechanisms

## CITY PROFILE

### Main Street

- Relocate current trees around the square and replace with more suitable trees
- Begin new speaker project for downtown square
- Increase CamoFest funds through sponsorship and higher attendance to event
- Work with Code Enforcement on Vacant Building Ordinance and assist with enforcement
- Create a Special Event Ordinance for all downtown events

### Tourism

- Establish Tourism Board
- Establish and set forth goals and objectives for Tourism Manager
- Install Wayfinding/directional signage throughout the City

### Bay City Community Development Corporation

- Build coalitions of small business owners to provide resources for development and Business Retention & Expansion programs
- Continue to work with local officials in supporting community development projects
- Refine the City incentive package from BCCDC/City/Other Entities for housing developers
- Develop programs that unite the business community with the school system
- Successfully recruit and assist a housing developer to create a residential subdivision
- Expand Wharton County Junior College campus classes in Bay City
- Continue both the Business Retention and Expansion façade grant and the Business Resiliency Programs
- Partner with other entities in the City of Bay City to educate potential workforce
- Begin work on regional detention
- Continue to partner with City of Bay City for Nile Valley Road construction, the Matagorda County Economic Development Corporation for industrial recruitment, and any other entity that behooves moving our goals forward

## Infrastructure

- **Transportation**
  - Nile Valley Phase II
    - Explore Funding Options
  - Streets Repair- Improve Street Surfaces
  - Downtown Parking
- **Airport**
  - New Public Water Well
  - Wildlife Mitigation Fence
  - Apron Strengthening
  - New Terminal
  - Master Plan
- **Repair water and wastewater system**
  - Texas Water Development Board project
  - Water Meter Replacement
  - Sewer Plant Rehabilitation
  - Water Wells
- **Improve Drainage System**

## CITY PROFILE

- Implement Findings of Drainage Study
  - Cottonwood Creek

*Bay City residents enjoy new community infrastructure and enhancements to the transportation network and systems.*

### **Fiscal Year 2023 Departmental Business Plans (Objectives)**

#### **Public Works Departments (Streets and Utility Departments)**

- Explore an in-house seal coat program
- Continue street reconstruction and concrete paver projects
- Continue water and sewer line improvement projects
- Curb and gutter repair and replacement program
- Establish striping program for parking spaces in the downtown area and City owned buildings
- Address drainage issues from Moore Ditch north of MLK to 5<sup>th</sup> Street; Holly Lane and Chateaux Drive area; McDonald Meadows subdivision; and South end west of Highway 60
- Continue to improve infrastructure by implementing Capital Improvements Projects identified in the Sanitary Sewer Analysis and Master Plan as well as the WWTP evaluation
- Maintain facilities by continuing the consistent Preventative Maintenance plan on water well equipment, lift station equipment and Wastewater Treatment Plant equipment; continue documenting the activities using Cityworks
- Maintain infrastructure by continuing line replacement/extension program of aging water and sewer lines and associated components
- Continue to develop streamline maintenance plan with water meter supplier for the life of the Advanced Meter Infrastructure (AMI) system to address failing Metering Interface Units (MIU's)
- Develop an in-house sign shop in efforts to continue with aggressive sign installation and maintenance program to improve safety and appearance city-wide

#### **Airport**

- Install wildlife fencing along runway property line
- Replace Jet-A self-serve fueling station
- Select aviation fuel supplier
- Continue efforts to recruit aviation-compatible businesses

## CITY OFFICIALS

FY 2023

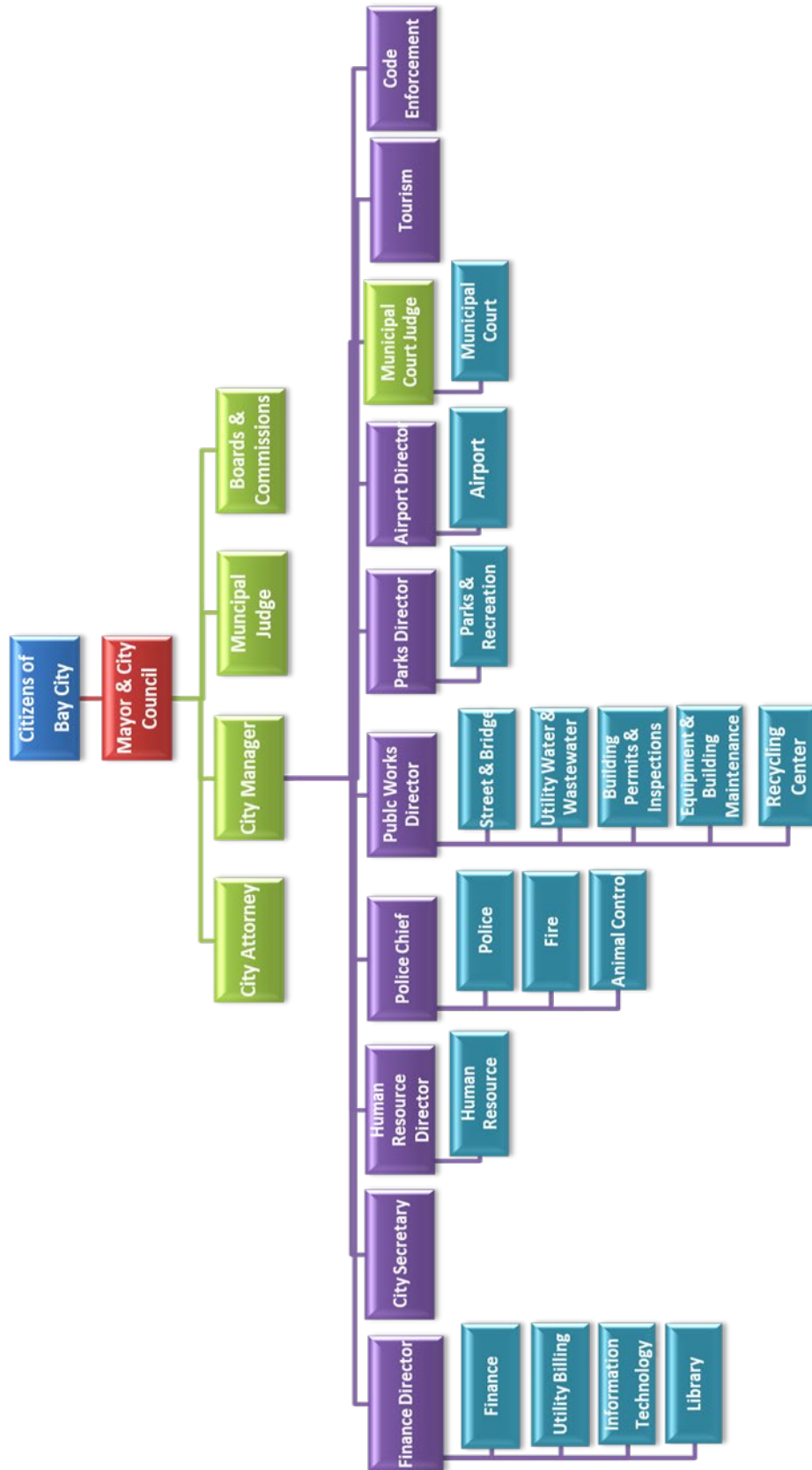
Shawna Burkhart	City Manager
Scotty Jones	Director of Finance
Jeanna Thompson	City Secretary
Rhonda Clegg	Human Resources Director
Barry Calhoun	Director of Public Works
Christella Rodriguez	Chief of Police
Suzan Thompson	Municipal Court Judge- Appointed
Shawn Blackburn	Director of Parks & Recreation
James Mason	Airport Manager



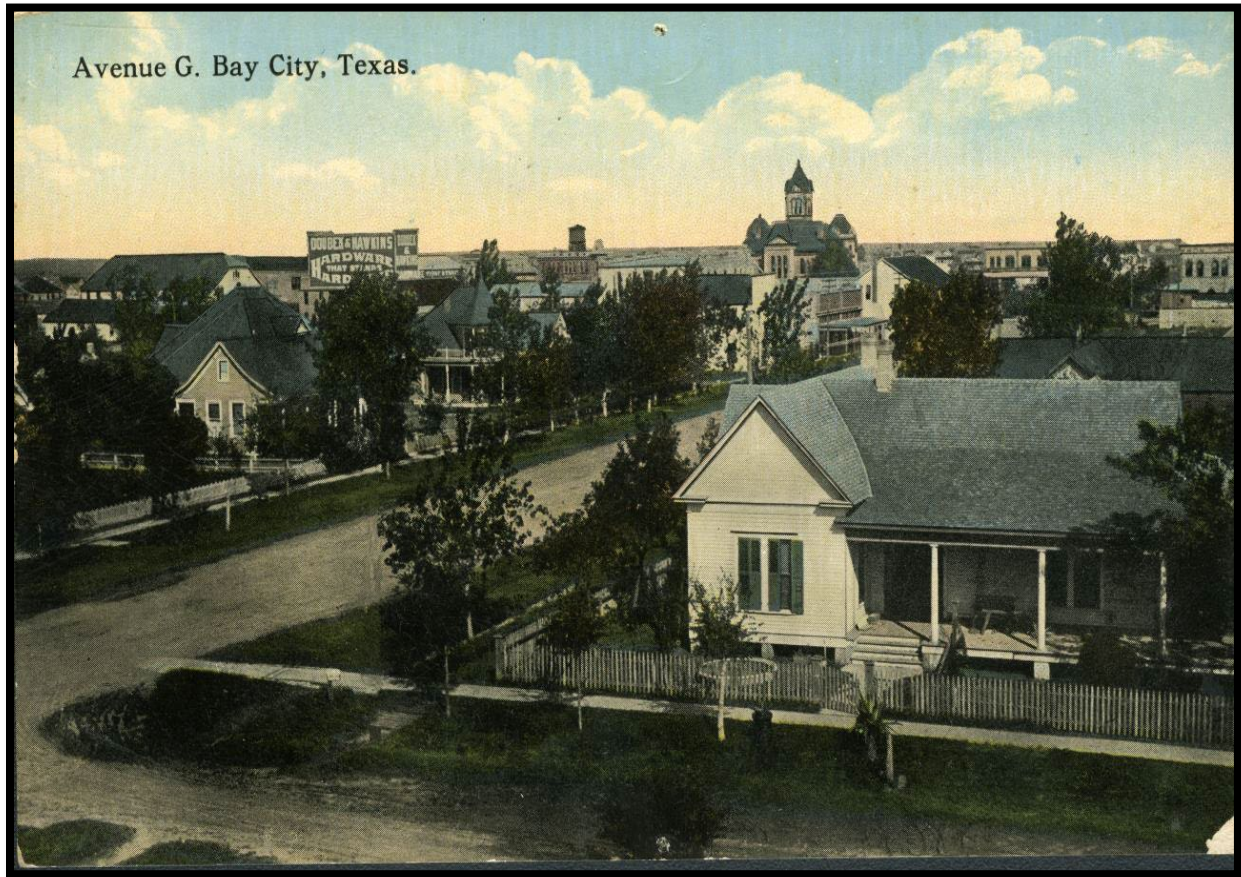
*"Alone we can do so little; together we can do so much"-Helen Keller*



CITY PROFILE



## History of Bay City, Texas



Bay City, the county seat of Matagorda County, is an incorporated city at the junction of State Highways 35 and 60, in the north central portion of the county ninety miles southwest of Houston. The community is named for its location on Bay Prairie, between the richly productive bottomlands of the Colorado River and Caney Creek. It was established in 1894 when David Swickheimer, a Colorado mining millionaire and participant in a promotional organization called the Enterprise Land and Colonizing Company, formed the Bay City Town Company in partnership with G. M. Magill, N. M. Vogelsang, and Nicholas King. Planning that Bay City would one day supplant Matagorda as county seat, the men selected two cow pastures on Bay Prairie as the site for a new community. The company bought 320 acres from D. P. Moore and another 320 acres from the Mensing brothers of Galveston. One square mile was given to the townsite, on which the promoters laid out wide, regular streets. Elliott's Ferry (see Elliott, Texas), two miles away, provided transportation across the Colorado River.

In August 1894, before a single building had been erected, Magill and Vogelsang released the first issue of the Bay City Breeze and began to promote the new community. Distributed countywide, the newspaper, coupled with the promoters' promise to build a new courthouse if the county government were moved, succeeded in convincing county residents to support the new town.

## CITY PROFILE

At the time, the population of the county totaled roughly 3,000 people, of which 75 percent were black. On September 18, 1894, Matagorda County voters elected to make Bay City the new county seat. A week later, when editor Vogelsang announced the victory in the Breeze, he also revealed that the town did not yet actually exist: "As soon as it can be surveyed, lots will be put on the market, buildings will go up and Bay City will be a reality." Bay City was a tent city before construction began on its first buildings.

The Town Company office, which housed the printing presses of the Bay City Breeze, was among the first completed. A small frame house, formerly used as the grand jury room at Matagorda, was moved overland to Bay City to serve as a makeshift courthouse, as was D. P. Moore's dry-goods store, which housed the post office. Education for black and white children began immediately. The town's first telephone was installed in 1900, and the Wharton-Bay City Telephone Company was awarded a franchise in 1903. Bay City Rice Mills completed construction on its rice warehouse in 1901, and the next year it opened the town's first mill. Other businesses at that time included four groceries, three implement stores, three saloons, and two each of butcher shops, barbershops, confectioneries, and drugstores, as well as several dry-goods stores and a bakery, a laundry, a blacksmith shop, a brickmaking plant, a broom factory, a cotton gin, and a lumberyard.



In 1901 the Cane Belt Railroad reached Bay City, the first of several lines to serve the town. By that time the Breeze had ceased publication and been replaced by the Matagorda County Tribune, edited by J. L. Ladd, and the Weekly Visitor, edited by W. E. Green. Methodist, Baptist, Christian, Episcopalian, and Presbyterian congregations held services in the community. An eight-room, two-story frame school building had opened, and residents had the services of one dentist, four physicians, six lawyers, and three teachers. In 1902 the city, with about 2,000 inhabitants, incorporated, but it failed to replace its plank roads with streets until sometime later. Also in 1902 the New York, Texas and Mexican Railway came into Bay City. Oil was discovered in the county in 1904, and that year the St. Louis, Brownsville and Mexico Railway arrived. By 1914 Bay City, with 3,156 residents, was a thriving community at the center of the largest rice-producing area in the nation and was served by three railroads: the St. Louis, Brownsville and Mexico, the Galveston, Harrisburg and San Antonio, and the Gulf, Colorado and Santa Fe. In 1914 the town had four cotton gins, three banks, two rice mills, a brick and tile factory, a nursery, a creamery, an ice factory, a municipal waterworks, and a large cooling station for fruits and vegetables. By 1915 residents had built a library, and Bay City Business College offered the community's first higher education.

## CITY PROFILE

In 1916, as revolution developed in Mexico, a company of men from the community served on the border. The town grew slowly during World War I and reached a population of 3,454 by 1920. Bay City was regularly flooded by the Colorado River until levees and dams were built along the river in 1924. The population rose by roughly 600 between 1920 and 1930, and during that period the town reported a maximum of 165 businesses. In the 1930s Bay City had a canning plant, a bottling works, a hollow-tile factory, two rice mills, two gins, three hatcheries, and six dairies. LeTulle Park, named for local rice grower Victor L. LeTulle, was developed in 1934, despite the Great Depression. In the 1937-38 school year, the local school district employed thirty-eight teachers to instruct 1,146 white students through the eleventh grade, and ten teachers to instruct 377 black students through the tenth grade. Bay City continued to grow steadily, and its population reached 9,427 by 1940. A United Service Organizations building was constructed in 1941, and World War II increased the city's building program. A new football stadium and high school were finished by 1949. The 1950s saw the completion of a new public library and a United States Army Reserve building. Between 1960 and 1970 an airport was built, and a barge canal was constructed to link Bay City to the Gulf Intracoastal Waterway. The manmade port of Bay City was completed, and an inflatable rubber dam, designed to impound water for rice irrigation, improved use of the river. In 1960 the population of Bay City was about 77 percent white, 10 percent Hispanic, and 23 percent black.

Over the ensuing decade the population rose by less than 100, and businesses increased from 285 to 330. The town attracted new industry beginning in 1960, when the Celanese Chemical Company built a petrochemical plant that would become the city's largest employer. The population of Bay City grew in the 1970s and early 1980s as Celanese, the South Texas Nuclear Project (later known as the South Texas Project), Occidental Chemical Company, and other employers entered the county. Between 1980 and 1990 the city's population rose from 14,291 to 19,684, and the number of businesses increased from 335 to 391. During this time the city limits were expanded to include more than six square miles. In the early 1990s the town was served by the Union Pacific and the Atchison, Topeka and Santa Fe railways and was a shipping center for the county oil industry.

**BIBLIOGRAPHY:** Bay City Chamber of Commerce, *Bay City Story* (1957). Matagorda County Historical Commission, *Historic Matagorda County* (3 vols. 1986-88). Junann J. Stieghorst, *Bay City and Matagorda County* (Austin: Pemberton, 1965).



## Snapshot of Bay City Today

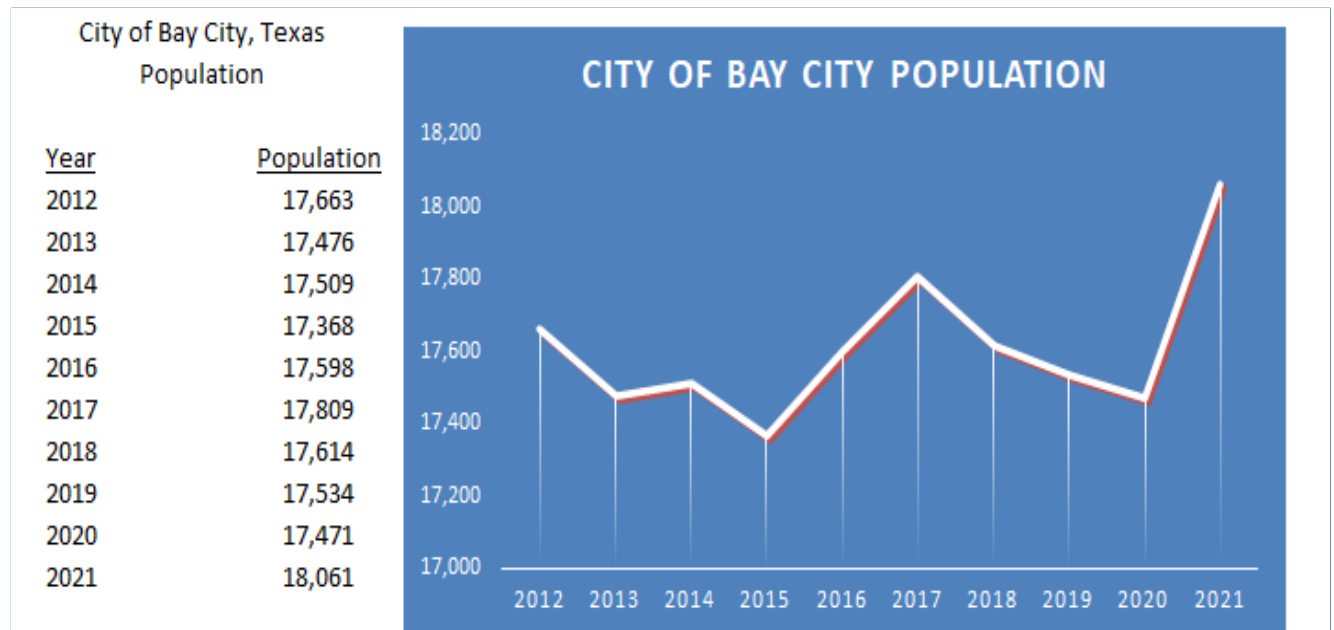
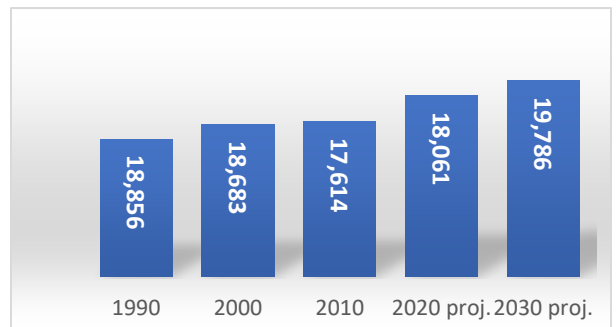


### Location

The City of Bay City is in southeast Texas, near the Texas Gulf Coast. The City is about 8.87 square miles, of which 0.12 square miles of water area, with an elevation of 52 feet. Bay City is the county seat of Matagorda County, which also includes the cities of Palacios, Matagorda, Van Vleck, Markham, Blessing and Sargent. Bay City is accessible via State Highways 35 and 60 along with FM 457. These roads provide access to Houston and the market areas of Brazoria, Jackson and Wharton Counties.

### Population

According to the 2020 census, Bay City is currently home to about 18,061 residents. The graph to the right represents the City's population beginning in 1990 to the projected 2030, based on the records of the U.S. Census Bureau. The City, according to the Texas Water Development Board is projected to reach 19,786 by 2030. The City has seen slow, but steady growth.

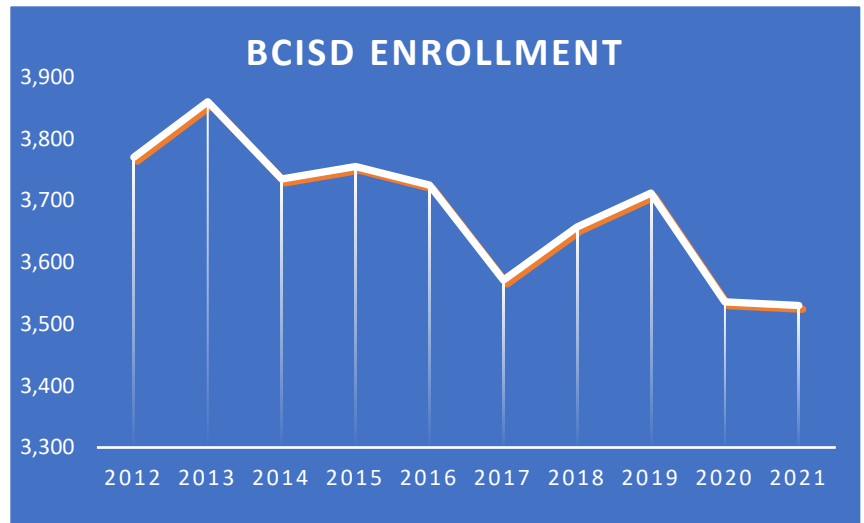


## CITY PROFILE

### Schools

Bay City is served by the Bay City Independent School District. The City presently has three Pre-Kindergarten through Fifth grade elementary schools: Cherry Elementary for Pre-K and Kindergarten, Linnie Roberts Elementary for First and Second grade and Tenie Holmes for Third through Fifth grades; Bay City Jr. High serves the Sixth through Eighth grades; Bay City High School serves the Ninth through Twelfth grades. Bay City also has a college campus, Wharton County Junior College, which focuses on technical training and nuclear plant operations.

BCISD Enrollment	
<u>Year</u>	<u>Enrollment</u>
2012	3,770
2013	3,860
2014	3,735
2015	3,755
2016	3,725
2017	3,571
2018	3,657
2019	3,712
2020	3,536
2021	3,530



\*Source for School Enrollment: Bay City Independent School District



## City Services

The City’s primary objective is Public Safety. A full-time equivalent staff of 61 employees are dedicated to serving the community in the most efficient and cost-effective way possible. The City has one police station with 39 sworn police officers dedicated to serving and protecting our citizens. The Bay City Volunteer Fire Department, consisting of 27 volunteers, provides the City with fire suppression and rescue protection. Our Animal Control Department, consisting of 2 animal control officers, responds to all animal calls in conjunction with our Animal Impound.

## Utilities

The City of Bay City owns and operates its own water, wastewater and gas which is operated by the Bay City Gas Company. Sanitation services have been contracted out to GFL. Currently, the City has approx. 6,700 water and sewer customers, whether it be residential or commercial. Average daily water consumption (millions) is 1.553 and average daily sewage consumption (millions) is 1.931. The City maintains 110 miles of streets, 113 water main miles and 108 sewer miles.

## Culture and Recreation

“The Gateway to the Great Outdoors”, there are a variety of things to do within Bay City and the surrounding cities of Matagorda County.

Citizens can enjoy any one of the City’s 23 parks, 2 pools and a sports complex. Hilliard Pool is open from Memorial Day through Labor Day while the 16<sup>th</sup> Street Pool is open year-round.

Local attractions include: Matagorda County Birding and Nature Center, Rio Colorado Golf Course, Shulman Movie Bowl Grill, Bay City Public Library, Matagorda County Museum, local downtown square and the Texas Theatre which is currently under construction.



Festivals and events are constantly being held throughout our community in which citizens can attend. Some of our notable events/festivals are:

Rotary Concert	Annual
Rice Festival	Annual
Christmas in the Park	Annual
CamoFest	Annual (January)
Sparks in the Park	Annual (4 <sup>th</sup> of July)

## Principal Employers

(Unaudited)

2021

<u>Employer</u>	<u>Employees</u>
South Texas Project (STP)	986
Tenaris	653
Bay City ISD	598
Wal-Mart	265
Matagorda County Regional Medical Center	256
H.E.B.	250
Matagorda County	202
OXEA	193
Lyondell	175
City of Bay City	159
	<u><b>3,900</b></u>

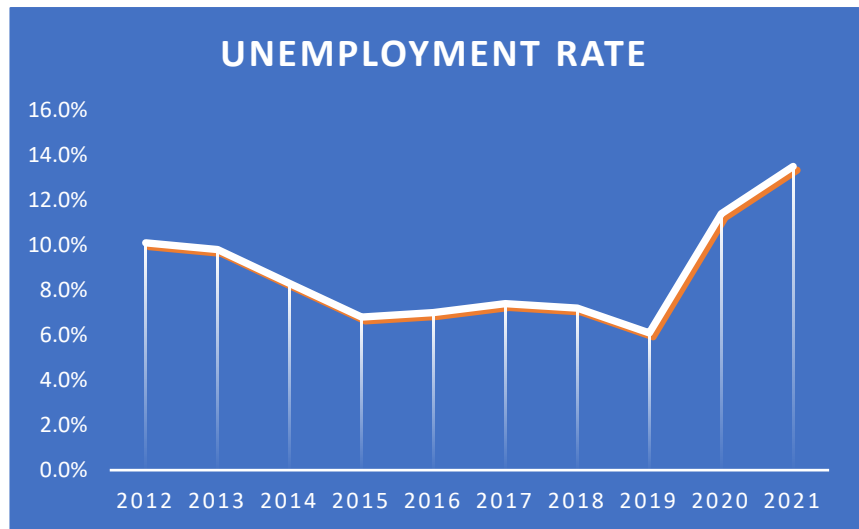
2012

<u>Employer</u>	<u>Employees</u>
South Texas Project (STP)	1,200
Bay City ISD	820
Wal-Mart	305
Matagorda County General Hospital	300
H.E.B.	250
Lyondell	220
Valerus	188
City of Bay City	175
OXEA	140
Henerson	26
	<u><b>3,624</b></u>



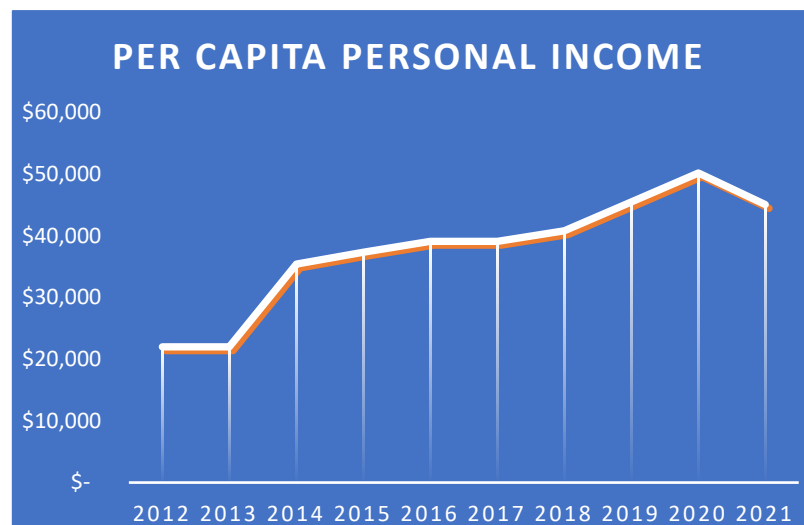
## Demographic and Economic Statistics

Unemployment Rate	
<u>Year</u>	<u>Rate</u>
2012	10.1%
2013	9.8%
2014	8.3%
2015	6.8%
2016	7.0%
2017	7.4%
2018	7.2%
2019	6.1%
2020	11.4%
2021	13.50%



\*Source for Unemployment Rate: Texas Workforce Commission

Per Capita Personal Income	
<u>Year</u>	<u>Income</u>
2012	\$ 22,000
2013	\$ 22,000
2014	\$ 35,426
2015	\$ 37,324
2016	\$ 39,111
2017	\$ 39,090
2018	\$ 40,827
2019	\$ 45,482
2020	\$ 50,182
2021	\$ 45,089

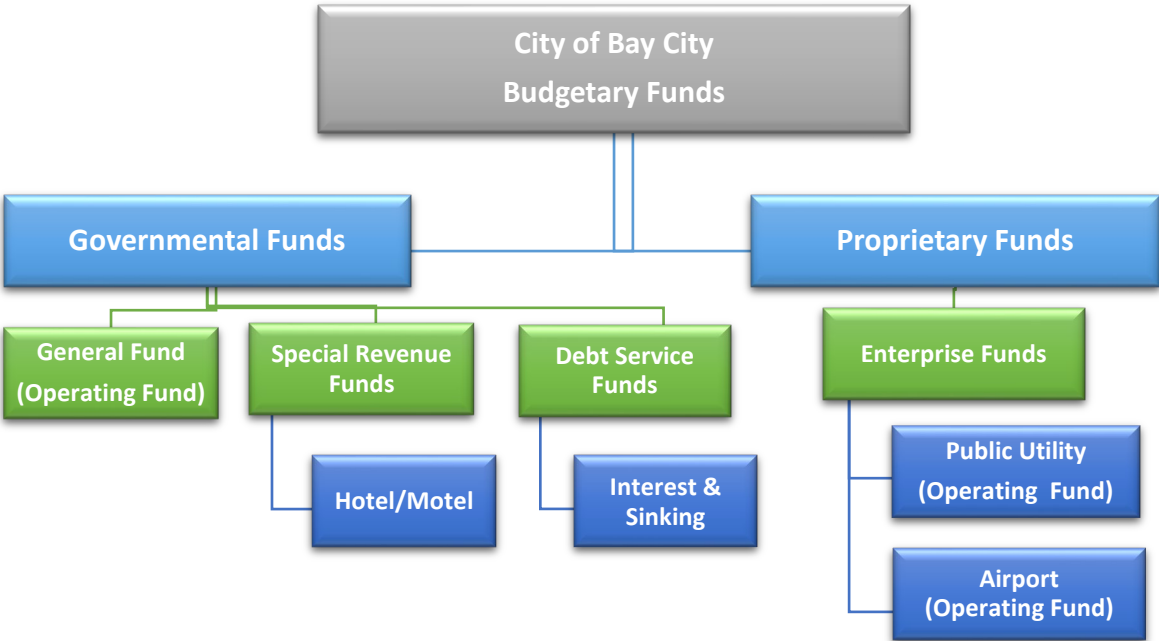


\*Source for Per Capita Personal Income: US Department of Labor, Bureau of Labor Statistics



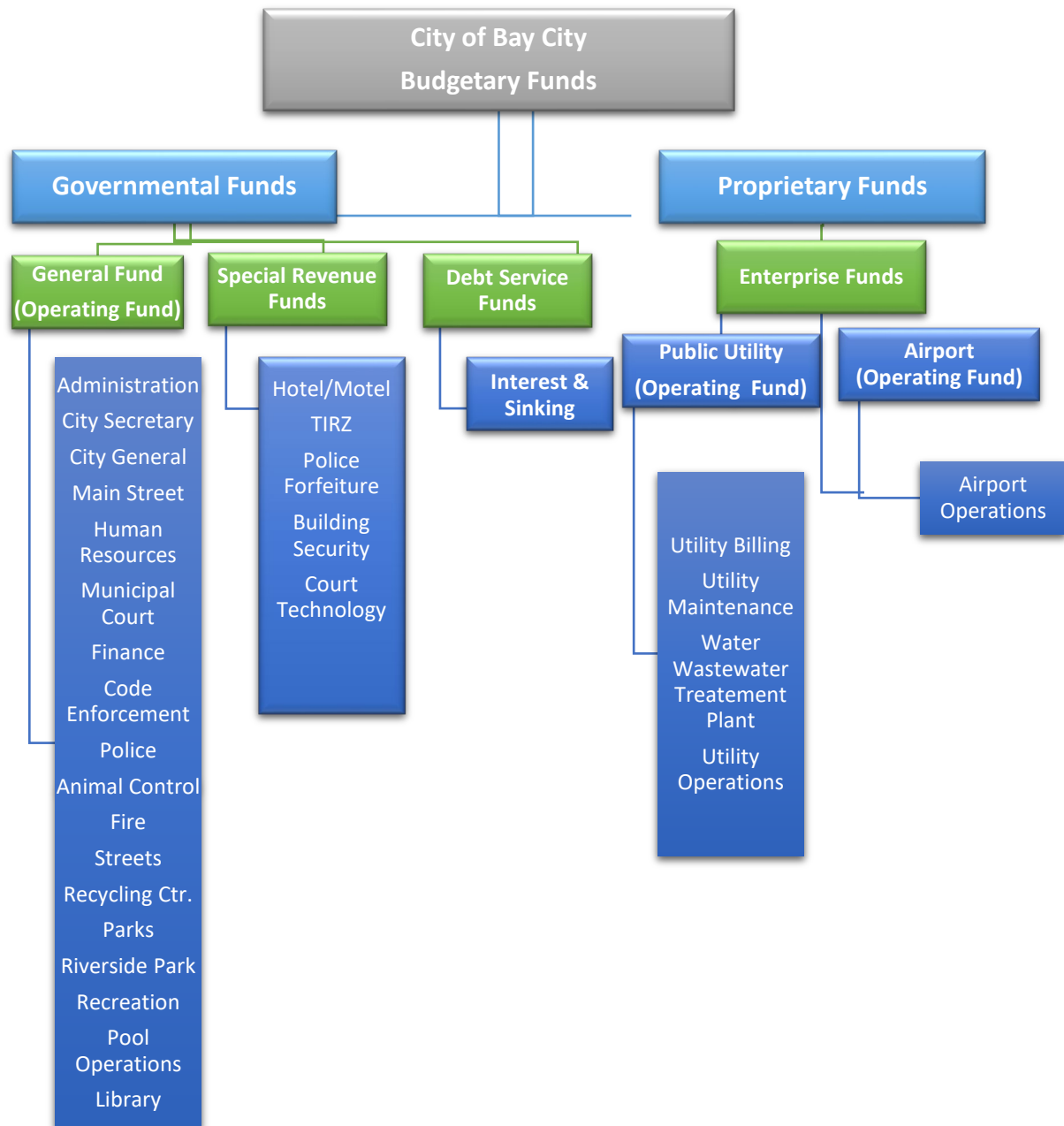
### Budgetary Fund Structure

The illustration below is intended to serve as a “big picture” overview for the City of Bay City’s FY 2023 budgeted fund structure. The adopted budget presents three operating funds (General, Public Utility and Airport), one special revenue fund (Hotel/Motel) and one debt service fund (Interest & Sinking). Not all funds of the City are appropriated (i.e., budgeted). Capital projects and most of the City’s special revenue funds are recorded on a project length basis as opposed to annual appropriation. Each fund is used to maintain control over resources that have been segregated for specific activities or objectives. The City uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The budgeted funds of the City can be divided into two categories: governmental funds and proprietary funds. Governmental Funds are supported primarily with taxes while proprietary funds are supported by user charges. Operating funds provide for the day-to-day operations of the City. They account for all routine expenditures and capital outlay items. Debt service funds, also known as interest and sinking funds, are governmental type funds used for the accumulation of resources to pay off long-term debt. Special Revenue funds, such as the Hotel/Motel, are used to account for the proceeds of specific revenue that are legally restricted to expenditures for specified purposes. A more in-depth explanation of the budget is depicted with graphs, charts and a narrative of revenue and expenditures within the detail of each respective fund.



## Detailed Budgetary Fund Structure

The following graph shows the fund/department relationship for the City of Bay City’s FY 2023 budgeted fund structure. The General Fund and the Debt Service Funds are the only funds the City must legally adopt budgets for.



## Combined Budget Overview

The FY 2023 budget for all appropriated funds totals \$31,442,000 in revenues and expenditures, including transfers between funds. The goal of the budget process is to provide a balanced budget, in which expenditures do not exceed revenues.

*The table below shows an overview of FY 2023 Budget by Funds as it compares to the prior year.*

	Amended Budget FY 2022	Adopted Budget FY 2023	Variance	Variance By %
General Fund	17,099,500	16,680,000	-419,500	-2%
Interest & Sinking Fund	2,053,000	2,060,000	7,000	0%
Public Utility Fund	10,148,000	11,112,000	964,000	9%
Airport Fund	673,000	873,000	200,000	30%
Hotel/Motel Fund	1,017,000	717,000	-300,000	-29%
<b>Total Budget</b>	<b>30,990,500</b>	<b>31,442,000</b>	<b>451,500</b>	<b>1%</b>



**\*Nile Valley Road Grand Re-Opening August 17,2021\***

**Preliminary Design for SH60 to FM2668 Nichols Ave planned in FY 2023**

## Changes in Fund Balance/Working Capital- Budgeted Funds

The following summary shows the projected beginning and ending fund balance or working capital balance for each appropriated fund. The fund balances below include reserved and designated dollars and should not be considered as available for operations.

BUDGETARY FUNDS	Projected Fund Balance Working Capital 10-1-22	Budgeted Revenue FY 2023	Budgeted Expenditures FY 2023	Ending Fund Balance/ Working Capital 9-30-23
General Fund	4,139,652	16,680,000	(16,680,000)	4,139,652
Interest & Sinking Fund	211,819	2,060,000	(2,060,000)	211,819
Utility Fund	4,189,790	11,112,000	(11,112,000)	4,189,790
Airport Fund	85,109	873,000	(873,000)	85,109
Hotel Occupancy Tax Fund	693,257	717,000	(717,000)	693,257
<b>Total Fund Balance/Working Capital</b>	<b>9,319,627</b>	<b>31,442,000</b>	<b>(31,442,000)</b>	<b>9,319,627</b>

The following summary shows the available fund balance after reserve policies are applied. Reserve Policies can be found in the Financial Policy document located in the Appendix section of this budget document.

## Changes in Fund Balance/Working Capital- Budgeted Funds

Fund Balance/Working Capital After Reserves and Designations	General Fund	I & S Funds	Public Utility Fund	Airport Fund	Hotel Occupancy Tax Fund
Projected Fund Balance/ Working Capital 10-1-22	4,139,652	211,819	4,189,790	85,109	693,257
Reserve Policy (90 days)	(3,793,677)	0	(1,982,997)	0	0
Reserves Used-Capital Projects	(185,000)	0	(1,225,000)	0	0
Reserves Used- Balance Budget*	0	0	0	(75,000)	0
Budgeted Depreciation** Build Reserve	0	0	0	0	0
<b>Target Reserve Over/Under</b>	<b>160,975</b>	<b>211,819</b>	<b>981,793</b>	<b>10,109</b>	<b>693,257</b>

**Assumptions on the tables above are as follows:**

1. Budgeted revenues equal budgeted expenses.
2. Reserve designations are based on City policy to maintain three months operating reserve in the General Fund and three months reserve in the Utility Fund. This information may be found in the City’s financial policies located behind the Appendix tab of this budget document.
3. \*At times, the City will balance the budget with reserves. This is only used to fund one-time projects where additional reserves are available over the City’s minimum required reserve levels.
4. \*\*The City currently does not budget to cover all depreciation in the Public Utility Fund. This budget practice will be phased in to enable the City to fund infrastructure projects rather than borrow funds.

## Changes in Fund Balance/Working Capital – All Funds

FUNDS	Projected Beginning Balance 10-1-22	Revenues & Transfers In	Expenditures & Transfer Out	Revenue Over/(Under)	Projected Ending Balance
<b>*General Fund</b>	4,139,652	16,495,000	(16,680,000)	(185,000)	3,954,652
<b>Internal Service Funds:</b>					
Information Technology Fund	0	800,000	(800,000)	0	0
Maintenance Fund	0	654,000	(654,000)	0	0
<b>Special Revenue Funds:</b>					
<b>*Hotel Occupancy Tax Fund</b>	693,257	717,000	(717,000)	0	693,257
Police Forfeiture Fund	61,618	5,000	(10,000)	(5,000)	56,618
MC Court Technology Fund	11,969	10,000	(15,500)	(5,500)	6,469
TIRZ District # 1	95,931	155,000	(155,000)	0	95,931
TIRZ District # 2	2,000	156,000	(156,000)	0	2,000
TIRZ District # 3	0	0	0	0	0
MC Building Security Fund	17,225	7,000	(15,500)	(8,500)	8,725
<b>Enterprise Funds:</b>					
<b>*Utility Fund</b>	4,189,790	9,887,000	(11,112,000)	(1,225,000)	2,964,790
<b>*Airport Fund</b>	85,109	798,000	(873,000)	(75,000)	10,109
<b>*Debt Service Fund</b>	211,819	2,060,000	(2,060,000)	0	211,819
<b>Total Fund Balance/Working Capital</b>	<b>9,508,370</b>	<b>31,744,000</b>	<b>(33,248,000)</b>	<b>(1,504,000)</b>	<b>8,004,370</b>



**Riverside Park Entrance Road**

## Combined Revenue and Expenditures Summary

	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023	% Change Budget FY 2022 to Adopted FY 2023
<b>Funding Sources</b>						
Property Tax	5,728,874	5,965,544	6,212,202	6,121,770	6,631,192	6.74%
Sales and Use Tax	4,999,150	4,980,165	5,082,000	5,078,250	5,063,000	-0.37%
Franchise Tax	1,258,458	1,263,438	1,298,000	1,273,000	1,361,000	4.85%
Hotel/Motel Tax	666,649	640,386	600,000	615,000	620,000	3.33%
Licenses and Permits	205,985	193,014	193,500	194,895	198,500	2.58%
Charges for Services	10,084,944	10,939,588	11,007,000	11,205,112	12,414,500	12.79%
Fines & Penalties	283,393	331,851	312,300	327,504	335,800	7.52%
Other Revenues/ Sources	1,081,024	1,348,616	195,500	225,000	412,500	111.00%
Miscellaneous	1,951,026	2,535,633	1,561,998	1,752,373	1,818,508	16.42%
Intergovernmental	1,595,999	2,914,125	1,882,000	1,637,000	1,102,000	-41.45%
Prior Fund Balance	-	-	2,646,000	-	1,485,000	-43.88%
<b>Total Revenues &amp; Transfers</b>	<b>27,855,502</b>	<b>31,112,361</b>	<b>30,990,500</b>	<b>28,429,904</b>	<b>31,442,000</b>	<b>1.46%</b>
<b>Expenditures</b>						
General Government	3,959,232	3,959,356	4,478,530	4,430,150	4,781,654	6.77%
Streets	3,430,354	3,838,132	4,451,662	4,449,400	4,020,859	-9.68%
Public Safety	4,981,814	5,499,838	5,646,810	5,642,289	5,628,051	-0.33%
Parks & Recreation	2,345,165	2,229,613	2,522,498	2,283,145	2,249,436	-10.83%
Water & Sewer	10,024,756	9,050,489	10,148,000	8,653,369	11,112,000	9.50%
Airport	793,689	897,916	673,000	672,675	873,000	29.72%
Hotel Motel	623,421	649,757	1,017,000	711,230	717,000	-29.50%
Interest & Sinking	1,377,673	4,184,105	2,053,000	2,052,933	2,060,000	0.34%
<b>Total Expenditures &amp; Transfers</b>	<b>27,536,105</b>	<b>30,309,206</b>	<b>30,990,500</b>	<b>28,895,191</b>	<b>31,442,000</b>	<b>1.46%</b>
<b>Net Revenue (Expenditures)</b>	<b>319,397</b>	<b>803,155</b>	<b>-</b>	<b>-465,287</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>9,000,230</b>	<b>9,319,627</b>	<b>10,122,782</b>	<b>10,122,782</b>	<b>9,657,495</b>	
<b>Ending Fund Balance</b>	<b>9,319,627</b>	<b>10,122,782</b>	<b>10,122,782</b>	<b>9,657,495</b>	<b>9,657,495</b>	

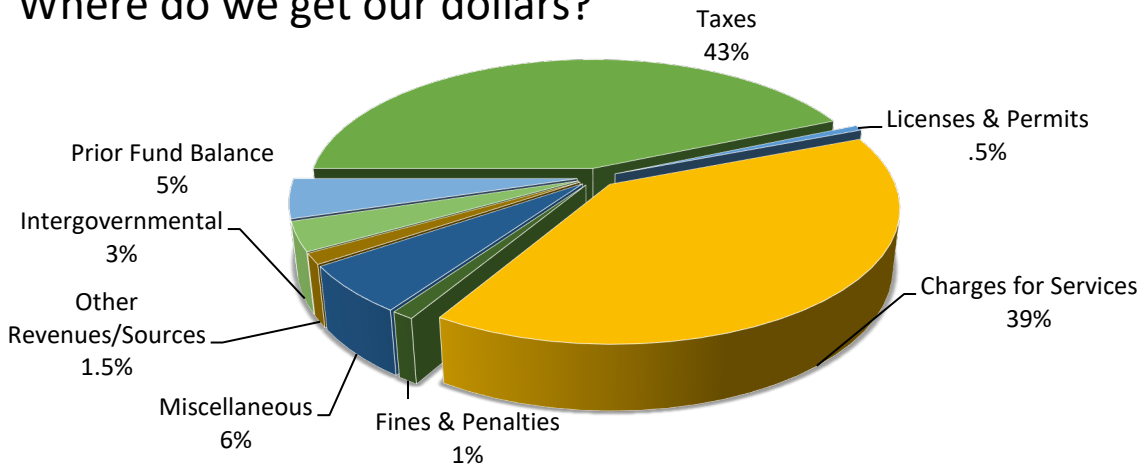


## City Wide Revenue

The FY 2023 budgeted revenues total \$31,442,000, which is up \$451,500 from prior year FY 2022 budget. The funding of prior year capital projects with grant funding and other outside sources attributes for this decrease. The largest revenue source fund is taxes which represents 44% of the total revenue. Detail of each revenue source fund can be found in the revenue section of this book.

Revenue by Receipt Type	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Taxes (Property, Sales, Franchise, Hotel/Motel)	12,653,132	12,849,533	13,192,202	13,088,020	13,675,192
Licenses & Permits	205,985	193,014	193,500	194,895	198,500
Charges for Services	10,084,944	10,939,588	11,007,000	11,205,112	12,414,500
Fines & Penalties	283,393	331,851	312,300	327,504	335,800
Miscellaneous	1,951,026	2,535,633	1,561,998	1,752,373	1,818,508
Other Revenues/ Sources	1,081,024	1,348,616	195,500	225,000	412,500
Intergovernmental	1,595,999	2,914,125	1,882,000	1,637,000	1,102,000
Prior Fund Balance	-	-	2,646,000	-	1,485,000
<b>Total Revenue</b>	<b>27,885,502</b>	<b>31,112,361</b>	<b>30,990,500</b>	<b>28,429,904</b>	<b>31,442,000</b>

### Where do we get our dollars?

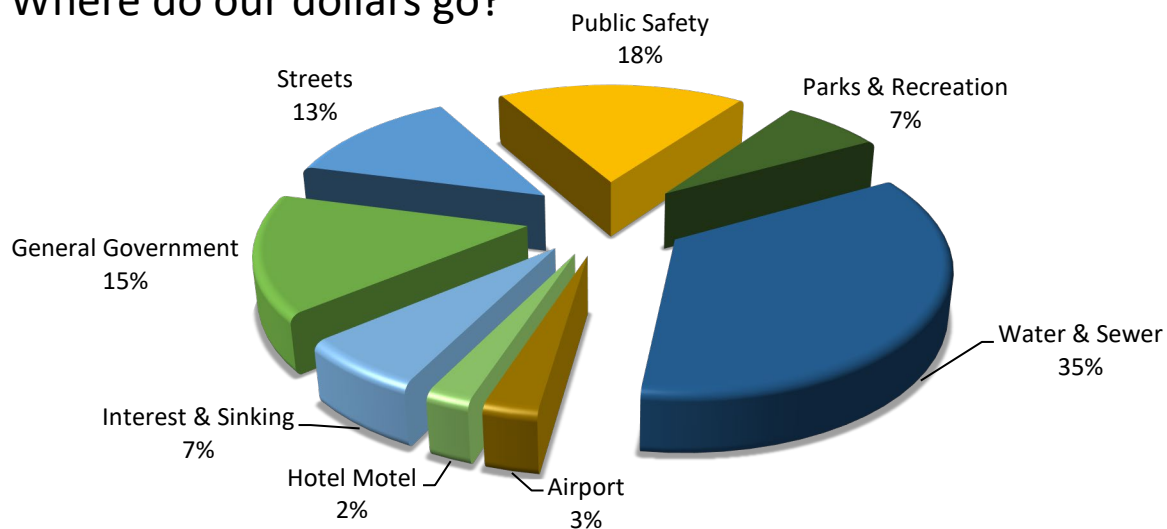


### City Wide Expenditures

The FY 2023 budgeted expenditures total \$31,442,000, which is up \$451,500 over FY 2022 budget. This is primarily attributable to the timing of one-time capital projects in the General Fund, Water and Sewer Fund as it relates to capital projects in prior year.

By Object (Operational Funds)	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
General Government	3,959,232	3,959,356	4,478,530	4,430,150	4,781,654
Streets	3,430,354	3,838,132	4,451,662	4,449,400	4,020,859
Public Safety	4,981,814	5,499,838	5,646,810	5,642,289	5,628,051
Parks & Recreation	2,345,165	2,229,613	2,522,498	2,283,145	2,249,436
Water & Sewer	10,024,756	9,050,489	10,148,000	8,653,369	11,112,000
Airport	793,689	897,916	673,000	672,675	873,000
Hotel Motel	623,421	649,757	1,017,000	711,230	717,000
Interest & Sinking	1,377,673	4,184,105	2,053,000	2,052,933	2,060,000
<b>Total Expenditures</b>	<b>27,536,105</b>	<b>30,309,206</b>	<b>30,990,500</b>	<b>28,895,191</b>	<b>31,442,000</b>

### Where do our dollars go?



## General Fund Revenue

### The Property Tax Rate and Property Tax Revenue

Property taxes are levied each year on October 1<sup>st</sup> on the assessed values as of the prior January 1<sup>st</sup> for all real and personal property located in the City. Assessed values are established by the Matagorda County Appraisal District (MCAD). Certified taxable values are provided to the City by the MCAD in July. Property tax is the largest source of income for the General Fund and makes up **30%** of the budgeted revenue for the 2023 fiscal year. This tax supports operations such as police services, fire protection, streets, park maintenance and code enforcement. The City approved a \$10,000 exemption for all Bay City citizens over the age of 65. The citizens of Bay City elected for .5% of the City’s 2% local option to be used for property tax relief. Increase sales tax helps the City decrease reliance on property tax revenue.

*The total value of all taxable property as certified by the Matagorda County Appraisal District is summarized in the following table:*

	Current Year FY 2023	Prior Year FY 2022	Variance	Variance
<b>*Certified Taxable Value (2022 Tax Roll)</b>	1,031,919,145	963,556,243	68,352,902	7.09%
<b>**TIRZ New Value (Increment over Base)</b>	22,706,382	18,514,622	4,191,760	22.64%

\* The City has 3 Tax Increment Reinvestment Zones (TIRZ’s). TIRZ value is included in the Certified Value Total.

\*\*TIRZ New Value equals the 2022 Taxable Value less the value of the TIRZ when it was created.

Certified taxable property valuations provided to the City by the MCAD on July 14, 2022 totaled \$1,031,909,145 - an increase of 7% over prior year. For the Fiscal Year 2023 budget, the **proposed budget** will raise more property taxes than last year’s budget by \$388,365 (6.45%). The City Council adopted a tax rate of .63500/\$100 value which will afford the City to maintain service levels, fund street reserve, maintain the minimum fund balance, and help offset the rising costs of fuel, property insurance, health insurance, and other employee related costs.

*The table below shows the City’s tax rate distribution & associated tax levy as approved in the budget.*

	Tax Rate	Tax Rate Percent	Total Gross Levy <sup>1</sup>	FY 2023 Budget <sup>2</sup>
<b>Debt Service Funds:</b>				
Various Debt Service	.15425	24.29%	1,556,695	1,556,695
<b>Total Debt Service (Required)</b>	<b><u>.15425</u></b>	<b><u>24.29%</u></b>	<b><u>1,556,695</u></b>	<b><u>1,556,695</u></b>
<b>General Fund:</b>				
Operation and Maintenance	<b><u>.48075</u></b>	<b><u>75.71%</u></b>	<b><u>4,995,928</u></b>	<b><u>4,896,000</u></b>
<b>Total</b>	<b><u>.63500</u></b>	<b><u>100.00%</u></b>	<b><u>6,552,623</u></b>	<b><u>6452,705</u></b>

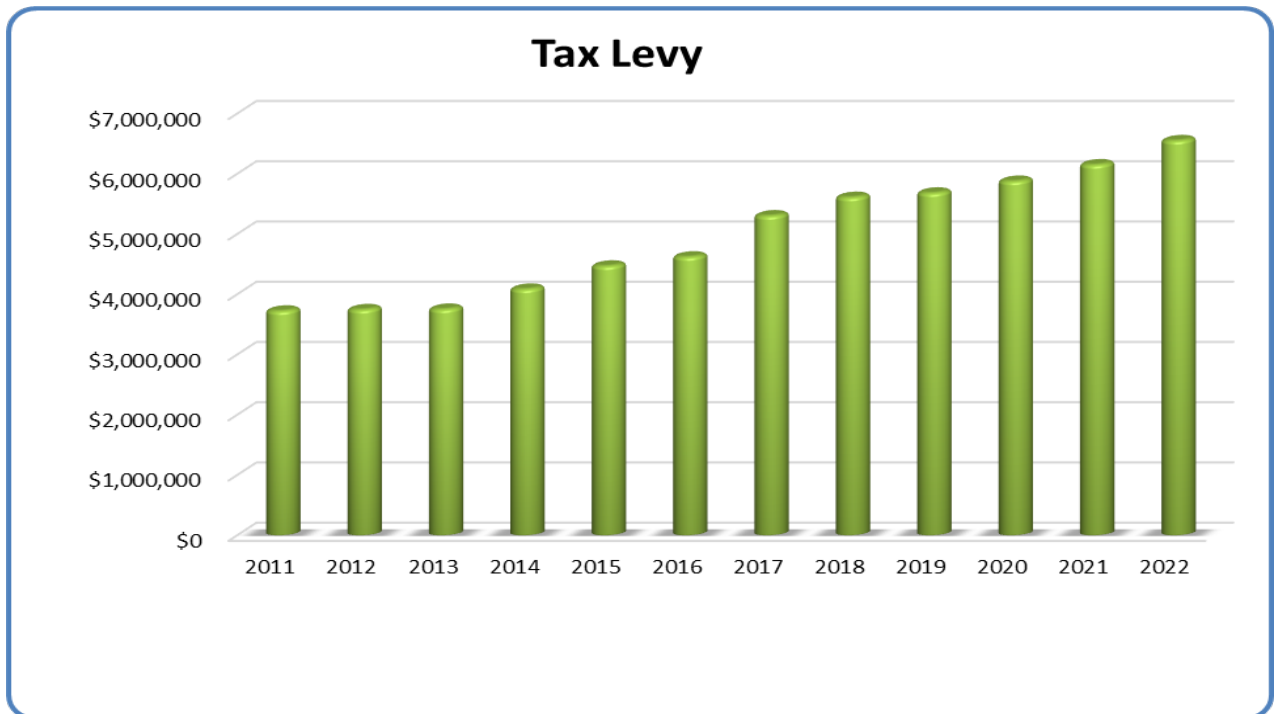
<sup>1</sup> **Gross levy** - anticipates 100% collection rate; <sup>2</sup> **Budget** anticipates 100% collection rate in debt service and 98% collection rate in General Fund Operations and Maintenance Budget.

## REVENUE ASSUMPTIONS AND TRENDS

Property Tax Value has remained steady with an average of 5% growth over the last 5 years and 4.6% growth over the last 10 years. The chart below shows the history of taxable value.

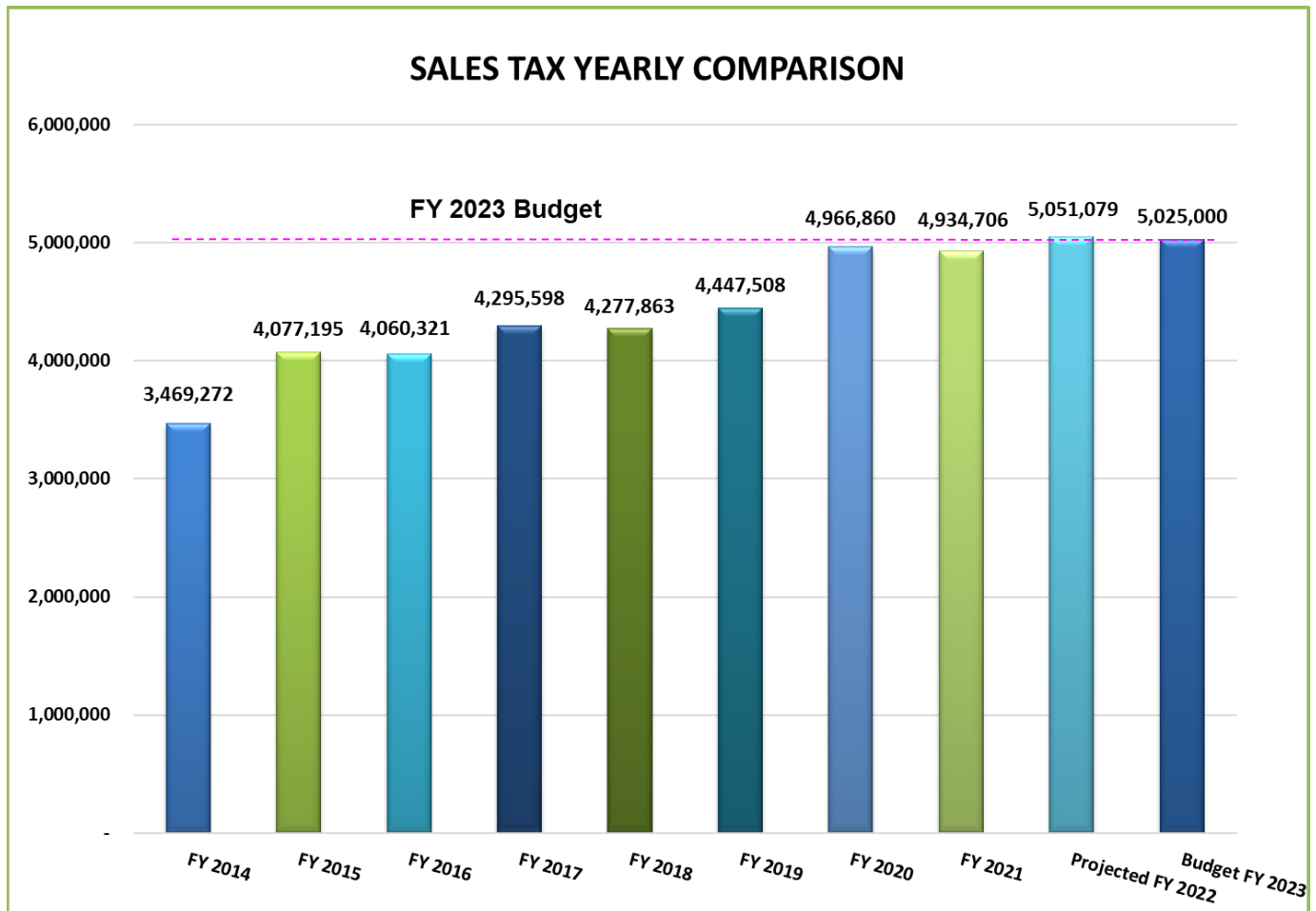


Each year the City Council determines what tax rate will be applied to the taxable value in order to maintain city services and pay debt associated with the City. Please see the tax rate distribution on the previous page. The graph below shows the history of the City's original tax levy.



### Sales Tax

Sales tax is the second largest revenue source in the General Fund making up **30%** of the City’s General Fund budget. The City receives 1.5% of the 8.25% tax charged inside the city limits. The Bay City Community Development Corporation receives 0.5% and the remaining 6.25% goes to the State. The City budgeted sales tax based on estimated year end of FY 2022 while taking under consideration the prior year. COVID-19 has not affected sales tax in our community thus far. The City was up 3% (128,598) over prior year during the 3<sup>rd</sup> quarter 2022. The FY 2023 budget for sales tax is near flat over prior year and is anticipated to be a conservative approach.



### Franchise Fees

Franchise Fees represent **8%** of the City's General Fund revenue. Franchise fees are collected from major public utility providers operating within the City limits. This charge is for the use of the City's right of ways and streets. The fee is usually computed by a percentage of gross receipts. The City is budgeted to collect a total of **\$1,361,000** a slight increase as compared to prior year's budget. Included in that amount is a Franchise Fee charged to the Public Utility Fund based on 6% of gross revenue. This franchise fee amounts to \$593,000. Historical collections of the most recent years are the primary basis for assumptions of Franchise fees as it relates to franchises such as cable, electric, and telecommunications.

### Licenses & Permits

Revenues from these categories relate to various contractors' permits, alcohol permits and animal licenses. Historical averages are the basis of this budget assumption due to the timing of construction jobs.

### Grants & Contributions

The City provides services to the County for library and animal impound services. This revenue is budgeted based on interlocal agreements between the City and County. The City also has agreements with each component unit of the City. The Bay City Community Development Corporation Board approves 4B Sales Tax dollars to fund various economic or community development projects while the Bay City Gas Company provides funds to rebuild city streets. This year's annual contracts & local grants equate to **\$548,500**.

- Interlocal agreement with Matagorda County for library services- \$200,000
- Interlocal agreement with Matagorda County for animal impound- \$92,000
- Interlocal Agreement with Bay City ISD for use of City pool- \$75,000
- Houston-Galveston Area Council Grant for recycling bailer- \$83,000
- Local law enforcement grant - \$4,000
- Bay City Gas Company for Volunteer Fire Department Support- \$16,000
- Bay City Community Development for match to sidewalk grant and economic development consulting- \$82,500
- Other Contributions from the Bay City Gas Company and the Bay City Community Development Corporation are found in the Debt Section of this book (Certificate of Obligation 2020)

### Intergovernmental Revenue

This revenue represents transfers from various funds to reimburse the General Fund for services such as office space, financial services, administrative services, equipment purchases, and capital projects. This year’s annual transfers in equate to **\$848,000**.

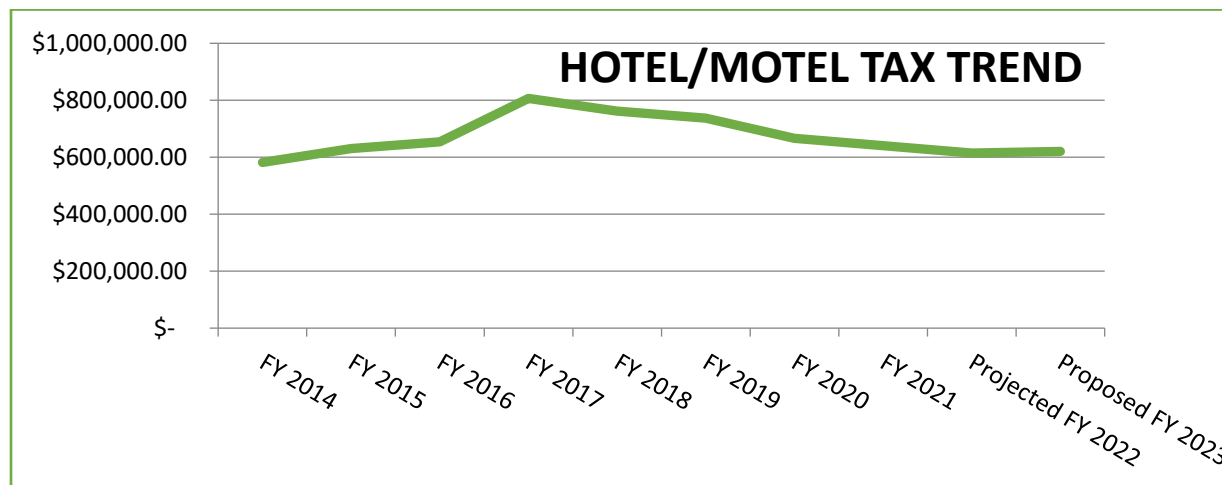
- Transfer in from Public Utility Fund to recover administrative fees- \$668,000
- Transfer in from Hotel Motel Fund to cover costs related to Main Street \$ 68,000
- Transfer in from Fixed Asset Replacement Fund to cover purchase of machinery and/or vehicles- \$ 25,000
- Transfer in Winter Storm payroll reimbursements to fund one-time expenditures- \$87,000

## Special Revenue Fund

### Hotel Occupancy Tax (HOT) Fund

#### Hotel Tax

All occupants staying overnight in hotels or motels in the City of Bay City for less than 30 consecutive days, are charged a hotel tax of 13% of the room cost. The City receives 7% of the revenue while the State collects 6%. This money is used to promote the City of Bay City following strict guidelines on the use of this tax set up by the State Comptroller’s Office. Historical trends are used to estimate this revenue. The City budgeted \$620,000.



## Enterprise Funds

### Public Utility Fund

#### Water & Sewer Revenue

The water and wastewater operations are funded primarily through user fees. The City must set rates to cover the cost to pump and treat water along with the cost to maintain and repair the City's infrastructure. The City budget holds an increase in water and sewer rates by 14%. The City's last rate increase was **March 1, 2021**. The City usually estimates revenue based on historical trends that considers weather and consumption history. However, this year is different. The City performed a water rate study to take into consideration large capital projects to be funded through the Texas Water Development Board revolving loan fund over the next three years.

#### Garbage Fees

Residential and commercial garbage pickup is provided by a private contractor. The City sets rates to cover the charges of the 3<sup>rd</sup> party contractor in addition to collecting a 5% Franchise Fee. The City increased garbage rates by 3.5% to offset the price increase imposed by the contractor of 5% or (\$97,000). The estimated revenue is derived by the average number of customers multiplied by the rate, then annualized.

### Airport Fund

The City charges tie down and full-service fees and jet and aviation fuel purchases. Hanger rentals (\$98,000) and fuel/oil sales (\$412,500) are the largest user fees in this fund and are estimated to be **\$510,500**, or **59%** of total budget. The General Fund is set to subsidize this fund by approximately \$225,000 in Fiscal Year 2023. Revenue assumptions are based on department input and historical trends.

## All Major Funds

### User & Service Charges

This type of charge can be found in the General Fund, Public Utility Fund and Airport Fund. These fees account for **39%** of citywide revenue.

Less than **17%** of the General Fund revenue comes from service fees (sanitation fees). However, this is **87%** of the Public Utility Fund's revenue source.



## REVENUE ASSUMPTIONS AND TRENDS

### **Fines & Forfeitures**

Fines and forfeitures account for approximately **1%** of the city-wide revenue and can be found in the General Fund and Public Utility Fund. In the General Fund, this revenue is represented by payments of citations, warrants, court costs and Library Fines. The revenue is represented as late payment penalties in the Public Utility Fund.

### **Other Revenue**

This is the smallest resource of citywide revenue and can be found in most funds. This includes items such as interest income, auction proceeds and other financing sources.

### **Total City Revenue**

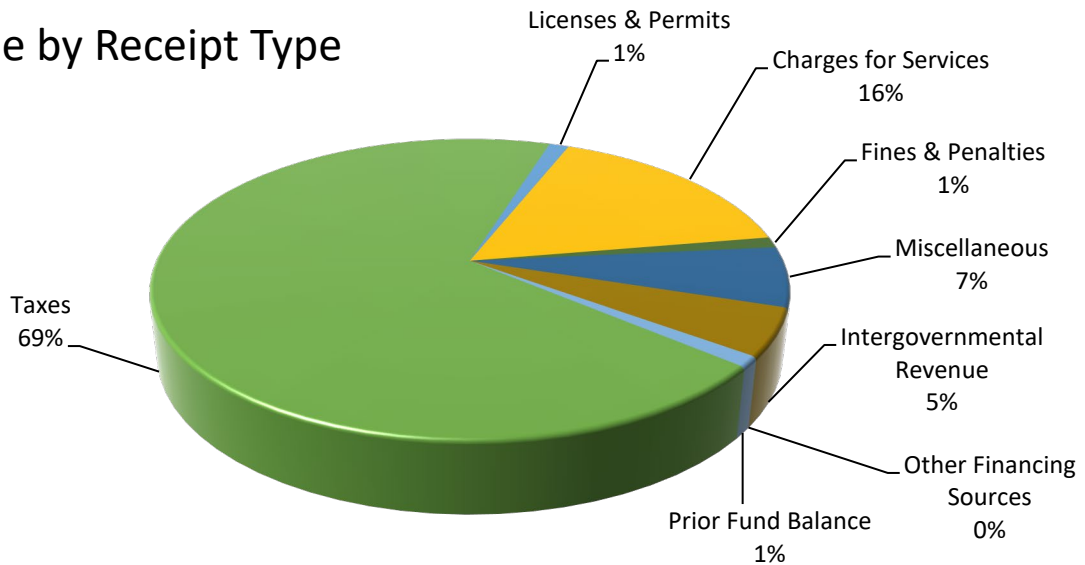
The Fiscal Year 2023 budgeted revenues for the City totaled \$31,442,000. This is up \$451,500 or **1.46%** more than prior year's budget. This is attributable to the increase in the Utility Fund needed to support critical infrastructure improvements.



## General Fund Revenue

Receipt Type	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023	Variance
Taxes	10,652,037	10,649,896	11,014,000	10,894,370	11,470,200	456,200
Licenses & Permits	205,985	193,014	193,500	194,895	198,500	5,000
Charges for Services	2,517,442	2,596,307	2,630,000	2,630,000	2,714,000	84,000
Fines & Penalties	215,930	193,433	192,300	183,250	190,800	-1,500
Miscellaneous	1,543,841	1,364,248	748,200	875,169	1,073,500	325,300
Intergovernmental Rev.	696,413	671,500	1,637,000	1,392,000	848,000	-789,000
Other Financing Sources	157,532	-	-	-	-	-
Prior Fund Balance	-	-	684,500	-	185,000	-499,500
<b>Total Revenue</b>	<b>15,989,180</b>	<b>15,668,397</b>	<b>17,099,500</b>	<b>16,169,684</b>	<b>16,680,000</b>	<b>-419,500</b>

Revenue by Receipt Type



Largest Revenue Sources	Amended Budget FY 2022	% Of Total FY 22 General Fund Budget	Adopted FY 2023	% Of Total FY 23 General Fund Budget	Variance
Property Taxes	4,634,000	27%	5,046,200	30%	412,200
Sales Tax	4,950,000	30%	5,025,000	30%	-27,000
Franchise Fees	1,298,000	8%	1,361,000	8%	63,000
Mixed Beverage Tax	30,000	0%	38,000	0%	8,000
<b>Total</b>	<b>10,912,000</b>	<b>65%</b>	<b>11,470,200</b>	<b>68%</b>	<b>448,200</b>

## General Fund Revenue Detail

General Fund Revenues	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
<b>Taxes</b>					
Property Taxes Collections	4,258,656	4,243,164	4,503,000	4,405,000	4,896,000
Delinquent Taxes	67,983	80,844	65,000	65,000	75,000
Tax Overpayments	942	4,109	1,000	8,120	2,200
Property Taxes- P&I Fees	66,849	78,175	65,000	65,000	73,000
State Sales Tax	3,318,496	3,290,957	3,368,000	3,359,500	3,350,000
State Mixed Drink Tax	32,290	45,459	30,000	39,000	38,000
Franchise Tax	652,839	625,758	650,000	625,000	625,000
Enterprise Franchise Fee	473,000	501,000	510,000	510,000	593,000
Waste Collection Franchise	132,619	136,680	138,000	138,000	143,000
State Sales Tax- Tax Relief	1,648,363	1,643,749	1,684,000	1,679,750	1,675,000
<b>Total Taxes</b>	<b>10,652,037</b>	<b>10,649,896</b>	<b>11,014,000</b>	<b>10,894,370</b>	<b>11,470,200</b>
<b>Licenses &amp; Permits</b>					
Alcohol Beverage Permit	3,695	5,815	5,000	5,000	5,000
Other License/Permits	1,300	2,200	-	1,895	-
Building Permits	197,321	181,327	185,000	185,000	190,000
Misc. Inspection Fee- Code Enf.	1,700	1,475	1,000	1,000	1,000
Plat Filing Fees	1,969	2,197	2,500	2,000	2,500
<b>Total Licenses &amp; Permits</b>	<b>205,985</b>	<b>193,014</b>	<b>193,500</b>	<b>194,895</b>	<b>198,500</b>
<b>Charges for Services</b>					
Sanitation Fees	2,517,074	2,595,995	2,630,000	2,630,000	2,714,000
Service Charges	368	312	-	-	-
<b>Total Charges for Services</b>	<b>2,517,442</b>	<b>2,596,307</b>	<b>2,630,000</b>	<b>2,630,000</b>	<b>2,714,000</b>
<b>Fines &amp; Penalties</b>					
Court Fines	200,996	175,528	175,000	165,000	175,000
Warrant Fines-Collected	5,642	9,102	7,500	8,925	8,000
Arrest Fees	299	377	300	325	300
Juvenile Case Management	6,432	5,272	7,000	6,000	5,000
Library Fines	2,561	3,154	2,500	3,000	2,500
<b>Total Fines &amp; Penalties</b>	<b>215,930</b>	<b>193,433</b>	<b>192,300</b>	<b>183,250</b>	<b>190,800</b>

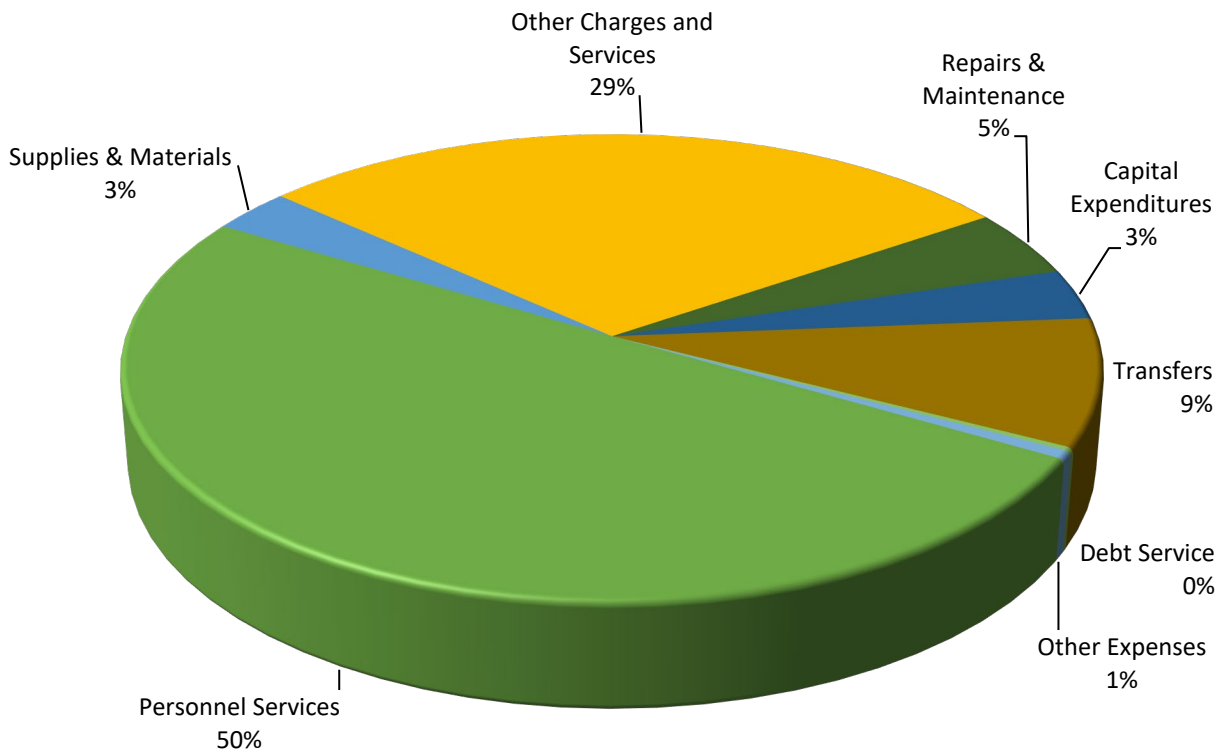
## GENERAL FUND

General Fund Revenues (Continued)	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
<b>Miscellaneous</b>					
Interest Income	65,333	22,080	20,000	20,000	20,000
Liens	13,929	13,344	33,500	48,875	10,000
Rental Proceeds	91,385	77,779	67,000	66,000	67,000
Recycling Center	10,994	19,901	17,000	20,830	20,000
PD Grants and Special Rev.	47,115	43,693	45,000	44,000	120,000
Grants- Various Sources	262,243	107,799	10,000	10,000	83,000
Law Enforcement Education	3,852	3,451	4,000	4,000	3,500
Parks- Rental Income	20,077	57,282	45,000	48,000	54,000
Rec Programs	8,673	16,008	15,000	17,150	15,000
Riverside- RV Rentals	18,514	33,722	65,000	65,000	72,000
Riverside Park Fees	19,967	40,599	35,000	34,000	32,000
Service Center Fees	8,768	6,846	7,000	14,000	15,000
Library Fees	13,338	8,984	10,000	8,500	9,000
Donations	3,061	17,040	-	1,025	-
BCISD- Pool Interlocal	-	-	-	32,500	75,000
County- Animal Impound %	67,386	77,563	76,700	80,785	92,000
County- Library Funding	200,000	200,000	200,000	200,000	200,000
Animal Impound- Fees	4,649	5,440	4,500	5,680	5,000
Suspense Account	(1,774)	(103)	-	-	-
Insurance Claims	16,560	13,347	-	50,572	-
Gain on Disposal of Assets	40,910	12,242	-	20,752	-
Other Income- From Gas Co.	416,000	205,602	16,000	16,000	16,000
Other Income- Police	2,679	4,379	2,500	2,500	2,500
Other Income- BCCDC	75,000	164,260	-	-	82,500
Other Income	135,182	212,991	75,000	65,000	80,000
<b>Total Miscellaneous</b>	<b>1,543,841</b>	<b>1,364,248</b>	<b>748,200</b>	<b>875,169</b>	<b>1,073,500</b>
<b>Intergovernmental Revenue</b>					
Transfer from FD 25	48,000	58,000	308,000	58,000	68,000
Transfer from Utility	585,500	613,500	510,000	510,000	668,000
Transfer from Fund 23	52,556	-	600,000	600,000	87,000
Transfer from Fund 31	10,357	-	-	-	-
Transfer from FSA Fund	-	-	-	5,000	-
Transfer from Fund 12	-	-	219,000	219,000	25,000
<b>Total Intergovernmental</b>	<b>696,413</b>	<b>671,500</b>	<b>1,637,000</b>	<b>1,392,000</b>	<b>848,000</b>
<b>Prior Fund Balance</b>					
Other Financing Sources	157,532	-	-	-	-
Prior Fund Balance	-	-	684,500	-	185,000
<b>Total Fund Balance</b>	<b>157,532</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>185,000</b>
<b>Total General Fund Revenue</b>	<b>15,989,180</b>	<b>15,668,397</b>	<b>17,099,500</b>	<b>16,169,684</b>	<b>16,680,000</b>

## General Fund Expenditures by Function

Expenses by Function	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023	Variance
Personnel Services	7,223,646	7,744,164	8,486,587	8,470,470	8,382,498	-104,089
Supplies & Materials	400,367	385,889	432,025	427,565	505,985	73,960
Charges and Services	4,142,731	4,302,405	4,802,724	4,757,185	4,825,753	23,029
Repairs & Maint.	436,068	776,792	657,900	654,650	780,200	122,300
Capital Expenditures	667,131	632,774	974,200	754,200	583,500	-390,700
Transfers	1,745,898	1,544,760	1,605,000	1,605,000	1,471,000	-134,000
Debt Service	41,064	41,064	41,064	41,064	41,064	0
Other Expenses	59,660	99,091	100,000	94,850	90,000	-10,000
<b>Total Expenditures</b>	<b>14,716,566</b>	<b>15,526,939</b>	<b>17,099,500</b>	<b>16,804,984</b>	<b>16,680,000</b>	<b>-419,500</b>

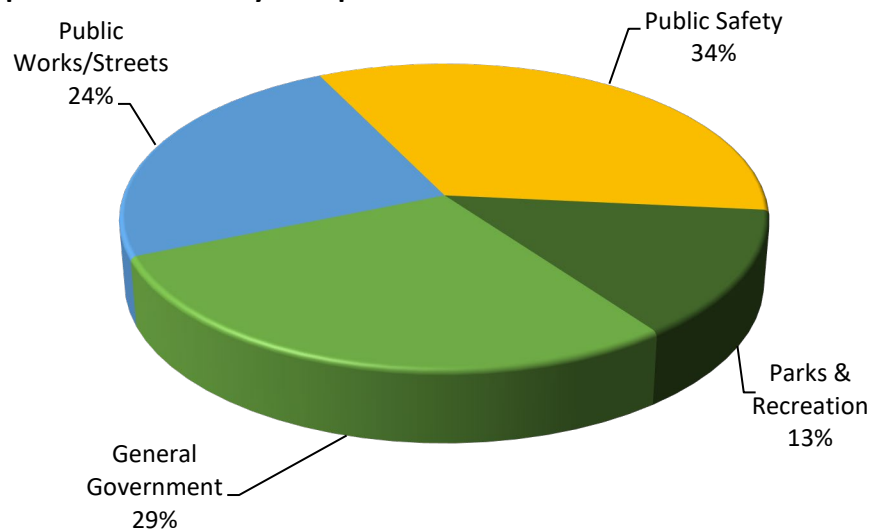
### Expenditures by Function



## General Fund Expenditures by Department

Department	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023	Variance	%
City Secretary	91,214	97,130	138,238	135,725	126,789	-11,449	-8%
City General Services Administration	2,570,648	2,515,357	2,929,064	2,894,015	3,247,493	318,429	11%
Main Street	51,375	54,130	65,000	59,850	75,000	10,000	15%
Human Resources	290,480	270,608	281,109	280,250	262,371	-18,738	-7%
Municipal Court	289,598	307,213	361,832	357,735	367,890	6,058	2%
Finance	344,167	399,661	391,861	391,575	376,104	-15,757	-4%
Code Enforcement	-	311,660	455,422	453,150	446,284	-9,138	-2%
Police	4,645,765	4,837,877	4,794,254	4,793,089	4,823,753	29,499	1%
Animal Impound	156,904	172,802	184,167	183,600	208,964	24,797	13%
Fire	179,146	177,499	212,967	212,450	149,050	-63,917	-30%
Street and Bridge	3,262,603	3,583,114	4,242,584	4,241,050	3,722,869	-519,715	-12%
Recycling Center	167,752	255,018	209,078	208,350	297,990	88,912	43%
Parks & Recreation	1,384,693	1,154,769	1,422,684	1,199,540	1,159,324	-263,360	-19%
Riverside Park	176,773	201,989	196,995	195,565	204,513	7,518	4%
Recreational Programs	59,297	101,745	101,164	90,000	83,265	-17,899	-18%
Pool Operations	244,575	279,470	283,673	280,485	297,707	14,034	5%
Library	479,827	491,640	517,982	517,555	504,627	-13,355	-3%
<b>Total Expenditures</b>	<b>14,716,566</b>	<b>15,526,939</b>	<b>17,099,500</b>	<b>16,804,984</b>	<b>16,680,000</b>	<b>-419,500</b>	<b>-2%</b>

### Expenditures by Department



## Departmental Summaries

### ADMINISTRATION

#### Our Mission

To develop and enhance the long-term prosperity, sustainability, and health of the community by providing direction, support, and regulation to the operations of all City Departments based on State Law, City Charter, or City Council.

#### Description of Our Services

The City Manager exercises leadership in maintaining effective communication between the Mayor, City Council, City employees and the citizens of Bay City. As the City's Chief Executive Officer, the City Manager performs financial monitoring, presents the annual budget, prepares City Council agenda, provides citizen assistance, and works on economic and community development opportunities. This office also handles customer service requests and provides general administrative assistance to other programs.

#### Vision 2040

##### 2023 Strategic Focus\*

##### Governance

- **Organizational/Operational Effectiveness**
- **Improving Image of Bay City**
- **Communication**

Bay City residents are well informed and involved with the affairs of local city government

#### Infrastructure and City Facilities

Bay City residents enjoy new streets, sidewalks and have access to public facilities that meet the standards of our community.

#### Community & Economic Development (2023 Strategic Focus)

Bay City is known for encouraging economic development opportunities, creating a business development program that is responsive to existing business needs, and actively promoting tourism.

#### Livability & Quality of Life

Bay City residents enjoy a safe community with great amenities and affordable living.



## GENERAL FUND

### FY 2023 Business Plans (Objectives)

- Re-establish contact/relationships with all governmental agencies that affect the city government
- Establish and implement a process that ensures and enhances collaboration between departments
- Identify and publish processes and forms throughout the organization to promote predictable and consistent operations
- Review policy and procedures and make recommendations that ensures alignment with the City's vision for growth
- Provide reports and metrics of performance to the Council then the public on successes
- Visit regularly with businesses
- Implement a City-wide Customer Service training program that will be annual and systemic throughout the organization
- Create an environment for growth
- Identify City inventory and Trust properties to move to tax roll

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Reactivated TIRZ 1, 2 & 3
- ✓ Expanded TIRZ 1 to 1a to support housing in Valor Park area
- ✓ Assisted Bay City Community Development Corporation in Housing efforts
- ✓ Coordinated all National Incident Management training for city staff
- ✓ Created Public Improvement District (Maddox Development)
- ✓ Created TIRZ 4 for Maddox Development

## Budget Summary

Administration	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	227,797	298,994	301,076	301,000	315,657
Supplies & Materials	2,762	4,667	4,150	4,000	4,650
Other Charges & Services	91,193	11,595	6,200	6,000	5,700
<b>Total Administration</b>	<b>321,751</b>	<b>315,257</b>	<b>311,426</b>	<b>311,000</b>	<b>326,007</b>

## Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Mayor	1	1	1	1
City Manager	0	1	1	1
Executive Assistant	1	1	1	1
Council Members	5	5	5	5
Temp. (Intern)	1	0	0	0
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

*\*In the May 2019 election, citizens voted to switch to City Manager-Council form of government\**

## CITY SECRETARY

### Our Mission

To ensure the City's elections and legislative processes are open and public by providing a link between citizens and government through the dissemination of information; and to ensure the preservation and integrity of official records that are stored and maintained for legal and business purposes. The City Secretary Department is to support, facilitate and strengthen the City of Bay City government process by:

- ❖ Assisting the City Council in fulfilling its duties and responsibilities
- ❖ Enhancing public participation in municipal government processes
- ❖ Improving public access to municipal records and other information
- ❖ Providing continuity for the Bay City government by recording its legislative actions and serving as historian for the city
- ❖ Providing daily assistance to all administrative departments of the City of Bay City
- ❖ Safeguarding and enriching the municipal election and records management processes

### Description of Our Services

The City Secretary Department is responsible for open records and information requests, issues vendor permits and prepares and distributes City Council agendas and support materials, along with maintaining accurate official meeting minutes. Other services include, administering the oath of office and overseeing the retention of city records.

### Vision 2040

#### 2023 Strategic Focus\*

##### Governance\*

- **Organizational/Operational Effectiveness**
- **Improving Image of Bay City**
- **Communication**

Bay City residents are well informed and involved with the affairs of local city government

- ❖ Foster strategic relationships with all City Departments
- ❖ Enhance the quality of service of the City Secretary Department
- ❖ Implement technological improvements in the Department.

## GENERAL FUND

### FY 2023 Business Plans (Objectives)

- Finalize recodification of City Code of Ordinances
- Promote City Council meeting agenda process for Council members and directors placing items on the agenda
- Perform City wide Records Audit, retention schedule updates, and re-organization of Records Management Policy and Procedures
- Evaluate cost of an electronic records management program for storage, retrieval, and workflow of documents
- Continue organization and update of the City Code of Ordinances both hardcopy and online
- Continue to pursue opportunities which will enhance the Department's ability to provide accurate and timely information to the City Council, Mayor, all City departments, and the general public
- Maintain Records and appointment processes of Board membership and terms of all City Board participation
- Continue to update and enhance the City Secretary's website information

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Completed annual City-wide record destruction of 145 linear feet of records that have met retention requirements
- ✓ Completed current need and estimate of cost to upgrade/update Records Management Software
- ✓ Reviewed and updated city owned property file index; refiled in index order
- ✓ Merged electronic files of contracts, 80% complete index of all contracts (1,400 files)
- ✓ Began re-codification process of City Code of Ordinances
- ✓ Procured and installed batch scanner for archives
- ✓ Created and implemented a Lied Reduction request/approval form
- ✓ Provided Records Management training for all directors and 90% of office staff
- ✓ Conducted Vendor and Food Truck ordinance reviews and updates

## Budget Summary

City Secretary	Actual FY 2020	Actual FY 2021	Amended Budgeted FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	66,137	81,980	95,788	94,875	85,639
Supplies & Materials	11,756	6,027	7,650	7,500	12,150
Other Charges & Services	13,320	9,123	34,800	33,350	29,000
<b>Total City Secretary</b>	<b>91,214</b>	<b>97,130</b>	<b>138,238</b>	<b>135,725</b>	<b>126,789</b>

## Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
City Secretary	1	1	1	1
DECA Student (Temp.)	0	0	0.5	0
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1.5</b>	<b>1</b>

## GENERAL FUND

### Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Number of Agendas/Meetings/Mins.	49	58	55	55
Number of closed sessions	15	17	23	15
Number of public hearings	5	5	9	7
Number of new Ordinances approved	13	19	25	20
Number of resolutions approved	29	22	26	25
Number of Liens Released	409	357	135	200
Number of requests for Public Info.	97	52	50	80
Number of elections prepared for	1	0	1	1
<i>Measuring our Effectiveness</i>				
% of Agendas posted 96 hours prior to meeting	100%	100%	100%	100%

## CITY GENERAL

### Description of Our Services

Expenditures considered to be of a non-departmental nature include: audit and legal fees, general liability insurance, Fixed Asset Replacement Fund allocations, approved contingency allocations and transfers to other funds for shared operating costs. This department also provides for the operation of the City Hall building including all utilities, janitorial and building maintenance costs.

### Contingency

In accordance with Section 10.07 of the City Charter, provisions shall be made in the annual budget for a contingent appropriation in an amount not more than seven (7) percent of the total budget to be used in case of unforeseen items of expenditure. Such contingent appropriation shall be under the control of the Chief Administrative Officer and distributed by him/her after approval by the City Council. Council, with recommendation from the Chief Administrative Officer, may adjust the percentage of the contingency appropriation for cause.

### Fixed Asset Replacement Fund Allocations (FARF)

This fund is specifically used to replace vehicles, machinery, and equipment in the General Fund. Annually the City's goal will be to transfer dollars to the FARF based on one year's annual depreciation for all assets of this type. A minimum threshold will be reviewed annually for the appropriateness based on the depreciation schedule along with funding ability.

### Budget Summary

City General	Actual FY 2020	Actual FY 2021	Amended Budgeted FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	7,856	-	10,000	13,615	10,000
Supplies & Materials	25,360	20,485	22,500	22,400	28,000
Other Charges & Services	779,099	905,489	1,256,564	1,218,000	1,555,493
Repairs & Maintenance	12,435	44,623	35,000	35,000	33,000
Capital Expenditures	-	-	-	-	150,000
Transfers	1,745,898	1,544,760	1,605,000	1,605,000	1,471,000
<b>Total City General</b>	<b>2,570,648</b>	<b>2,515,357</b>	<b>2,929,064</b>	<b>2,894,015</b>	<b>3,247,493</b>

## MAIN STREET



### Our Mission

The mission of Bay City Main Street is to promote historic pride and economic vitality within the Four Points Approach. Success in these four areas will result in our vision for hospitality and economic vitality through County strength and pride.

### Four Points Approach:

1. Design (historic preservation)
2. Organization (added partners)
3. Promotion (inventive ideas)
4. Economic Restructuring (shared financial information and aid)

### Description of Our Services

The Bay City Main Street program is a City of Bay City program administered by The Bay City Community Development Corporation. The Main Street program, under the direction of Main Street Co-Managers, organizes community volunteers to provide advice on historic design and rehabilitation, promotions, and business incentives available for downtown businesses. Main Street administers the City of Bay City's historic façade grant program. Bay City is an accredited Main Street America and Main Street Texas Program which affords the community resources to help address the needs and concerns of downtown businesses.

### Vision 2040

### 2023 Strategic Focus\*

### Community & Economic Development\*

Bay City is known for encouraging economic development opportunities, creating a business development program that is responsive to existing business needs and actively promoting tourism.

## GENERAL FUND

- ❖ **Downtown Revitalization** – Since becoming a Main Street Program in 1992, downtown Bay City has received over \$16,500,000 in investment through rehabilitation projects, new construction, and public improvement projects. These improvements have resulted in a vibrant downtown featuring a mix of retail, restaurants, professional services, government, and housing.
- ❖ **Historic Preservation** – Bay City maintains a high preservation ethic, while encouraging entrepreneurs to invest in rehabilitation and reuse of historic properties to meet the needs of the 21<sup>st</sup> Century.

### Vision 2040 Goals:

- Provide sidewalks throughout downtown
- Utilize historic assets in Bay City
- Encourage businesses to stay open later
- Conduct regular events downtown
- Improve the appearance of downtown
- Develop public restrooms
- Identify parking opportunities
- Update wayfinding and signage plan

### FY 2023 Business Plans (Objectives)

- Relocate current trees around the square and replace with more suitable trees
- Begin new speaker project for downtown square
- Increase CamoFest funds through sponsorship and higher attendance to event
- Continue partnership with City of Bay City Public Works department on downtown beautification efforts
- Work with Code Enforcement on Vacant Building Ordinance and assist with enforcement
- Create a Special Event ordinance for all downtown events

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Began revitalization of downtown square by pressure washing sidewalks, adding new events, benches for seating and started the tree removal program
- ✓ Awarded 2022 Main Street Accredited Program
- ✓ Held successful CamoFest event with record number of attendees and sponsors
- ✓ Funded 4 façade grants to new and existing businesses
- ✓ Moved Historic Commission under Design Committee on Main Street Board

**GENERAL FUND**

**Budget Summary**

Main Street	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Other Charges & Services	50,500	51,917	55,000	55,000	55,000
Other Expenses	875	2,214	10,000	4,850	20,000
<b>Total Main Street</b>	<b>51,375</b>	<b>54,130</b>	<b>65,000</b>	<b>59,850</b>	<b>75,000</b>

**Performance Measures**

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
10-point criteria met/Accredited	Yes	Yes	Yes	Yes
Façade Grants Awarded	1	3	3	3
Main Street Board Meetings	10	12	12	12
Historic Commission Meetings	6	6	6	6



**\*Main St. 2022 Main Street Accredited Program Award\***



## HUMAN RESOURCES

### Our Mission

To provide information regarding policies, procedures, employment, and employee benefits to the City staff and to support the City's efforts to attract, develop and retain a diverse, well-qualified and productive workforce that can provide quality services to the citizens of Bay City.

### Description of Our Services

The Human Resource Department provides services to City employees; processes all hiring and termination of employees; maintains personnel and medical files on all employees; processes worker compensation claims; unemployment claims; resolves retirement fund issues and health/dental insurance coverage issues. This department works closely with department heads, payroll and the safety committee in all matters involving employees of the City.

### Vision 2040

#### 2023 Strategic Focus\*

##### Governance\*

- Organizational/Operational Effectiveness
- Improving Image of Bay City
- Communication

Bay City residents are well informed and involved with the affairs of local city government.

#### FY 2023 Business Plans (Objectives)

- Phase in additional certification pay
- Implement Merit and Cost of Living Adjustment (COLA) policy
- Create implementation plan for City-wide longevity
- Increase/broaden recruitment strategies
- Implement City-wide intranet

#### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Streamlined a portion of the new hire process by creating online form completion
- ✓ Updated the salary scale after going to market and applied the findings
- ✓ Partially phased-in identified compression
- ✓ Completed partial phase-in of certification pay for additional City departments
- ✓ Moved to direct deposit for all employees and paperless direct deposit confirmation

## GENERAL FUND

### Budget Summary

Human Resources	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	178,902	182,154	200,209	200,000	201,971
Supplies & Materials	6,674	6,457	5,900	5,750	5,900
Other Charges & Services	104,904	81,996	75,000	74,500	54,500
<b>Total Human Resources</b>	<b>290,480</b>	<b>270,608</b>	<b>281,109</b>	<b>280,250</b>	<b>262,371</b>

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Director of Human Resources	1	1	1	1
Personnel Generalist	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Number of new employees processed (F/T)	22	23	30	15
Number of employee separations (F/T)	6	10	20	8
Number of work-related injuries	22	16	10	0
Number of open enrollment changes processed	47	46	55	50
Number of applications received	296	320	350	250
Number of grievances	2	0	0	0
Number of sick hours used per FTE	55.43	95.62	90	65
Total number of job postings (Annual)	31	33	40	15
Percentage of positions filled internally	16.13%	15.15%	10%	15%
Turnover rate	17.48%	25.4%	35%	10%
Average tenure of employees (years)	8.24	7.9	7.2	8

## MUNICIPAL COURT

### Our Mission

The mission of the City of Bay City Municipal Court is to serve the citizens of Bay City, Texas in a courteous, professional, and efficient manner by providing friendly and impartial case resolution through the judicial process as it relates to Class “C” offenses filed within the city limits of the City of Bay City.

### Description of Our Services

Bay City Municipal Court provides a fair and impartial court of law to its citizens. Municipal Court is responsible for accurately and efficiently processing Class C misdemeanor charges, collecting fines & fees, court scheduling, issuing, tracking, and clearing warrants, maintaining court records and reporting to state agencies.



### Vision 2040

### 2023 Strategic Focus\*

#### Governance\*

Bay City residents are well informed and involved with the affairs of local city government.

#### Livability and Quality of Life

Bay City residents enjoy a safe community with great amenities and affordable living.

### FY 2023 Business Plans (Objectives)

- Hold successful Warrant Forgiveness and Amnesty campaigns
- Continue paper-lite case resolution with Tyler Case Management
- Optimize records management by scanning files from 2016-2022 into Tyler Case Management
- Create City of Bay City Municipal Court Facebook page to help inform citizens of upcoming events, important court dates, Municipal Court news, city-wide event information and more
- Publish forms and important dates to city website for easier access by the public
- Increase outreach/public education campaign through outside partnerships with other entities to increase traffic safety education and compliance
- Attend education conferences to stay well-informed of latest court trends, regulations, and procedures

## GENERAL FUND

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Provided impartial and courteous case resolution to the public
- ✓ Held a successful Warrant Resolution campaign, clearing 101 Class C warrants
- ✓ Began implementing paper-lite case resolution with newly installed Tyler Case Management software
- ✓ Increased court fine/cost compliance
- ✓ Improved court appearance compliance
- ✓ Replaced exterior/interior security camera system for safety compliance
- ✓ Purchased 2 new/updated handheld metal detectors

### Budget Summary

Municipal Court	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	211,399	234,047	242,607	242,000	254,155
Supplies & Materials	5,591	6,691	7,875	6,885	7,885
Other Charges & Services	70,819	64,689	108,350	106,100	102,850
Repairs & Maintenance	1,790	1,786	3,000	2,750	3,000
<b>Total Municipal Court</b>	<b>289,598</b>	<b>307,213</b>	<b>361,832</b>	<b>357,735</b>	<b>367,890</b>

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Municipal Court Judge-Contract	1	1	1	1
Municipal Court Assoc. Judge-Contract	1	1	1	1
Municipal Court Administrator	1	1	1	1
Municipal Juvenile Case Manager	1	1	1	1
Municipal Court Clerk	2	2	2	2
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

**GENERAL FUND**

**Performance Measures**

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Number of violations filed	3,857	3052	2,900	2,750
Number of warrants issued	932	1,037	1,300	1,400
Number of juvenile citations	39	53	39	39
Number of warrants cleared	700	728	975	900
Number of completed cases	1,008	1,032	1,100	1,020
Cases satisfied by Community Service	118	67	48	50
Cases satisfied by Jail Time	401	411	395	400
Other Completed Cases	2,075	2,085	1,990	2,000
<b><i>Measuring our Effectiveness</i></b>				
#of case files created with 24 hrs. of citation receipt	100%	100%	100%	100%



## FINANCE

### Our Mission

To provide an efficient accounting system for City government while ensuring financial accountability to our citizens.

### Description of Our Services

The Finance Department is responsible for the administration and supervision of all financial affairs of the City, the timely recording of revenue and the disbursement of City funds in accordance with State Law, City polices and Generally Accepted Accounting Principles. The Finance Department assists in enforcing budgetary control and performs internal audit functions as needed.



### Vision 2040

#### 2023 Strategic Focus\*

### Governance\*

Bay City residents are well informed and involved with the affairs of local city government.

- **Organizational/Operational Effectiveness**
- **Improving City Image of Bay City**
- **Communication**

### FY 2023 Business Plans (Objectives)

- Apply for additional transparency stars: Contracts & Procurement and Economic Development
- Implement changes to internal budget process with City staff
- Implement new timekeeping system to improve payroll process
- Work with City Records Retention Officer to create retention process for Finance
- Assist in the disposition of City Property deemed surplus (particularly buildings and land)
- Implement a Cash Handling Policy
- Continue to assist in improvement of TIRZ process for developers
- Assist with housing and business development funding mechanisms

## GENERAL FUND

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Received the Popular Annual Financial Report (PAFR) to provide external reader with condensed budget format that tends to be more user friendly
- ✓ Received the Distinguished Budget Presentation Award through Government Finance Officers Association (GFOA) for Fiscal Year 2022
- ✓ Received the Comprehensive Annual Financial Report (CAFR) Award through Government Finance Officers Association (GFOA) for Fiscal Year 2021
- ✓ Awarded two additional Transparency Stars from Texas Comptroller's Office- Debt Obligations and Public Pension
- ✓ Implemented both Cash Handling and Purchasing policies
- ✓ Assisted in updating several interlocal agreements (pool contract, radios, tax collection)

### Budget Summary

Finance	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	326,130	386,865	374,761	374,700	359,504
Supplies & Materials	8,144	7,779	7,600	7,500	7,600
Other Charges & Services	9,892	5,017	9,500	9,375	9,000
<b>Total Finance</b>	<b>344,167</b>	<b>399,661</b>	<b>391,861</b>	<b>391,575</b>	<b>376,104</b>

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Finance Director	1	1	1	1
Senior Accountant	1	1	1	1
Payroll Administrator	1	1	1	1
Accounts Payable Clerk	1	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Number of invoices processed	9,175	9,190	9,300	9,500
Number of vendor checks issued	4,730	4,700	4,650	4,475
Number of payroll checks/ACH issued	1,450	1,400	1,380	1,370
Number of manual journal entries	2,114	2,100	2,237	2,200
<b><i>Measuring our Effectiveness</i></b>				
GFOA's Distinguished Budget Presentation Award received	Yes	Yes	Yes	Yes
GFOA's Excellence in Financial Reporting Award received	Yes	Yes	Yes	Yes
Audit receives a clean opinion	Yes	Yes	Yes	Yes
Continuing Disclosure report by March 31 <sup>st</sup>	Yes	Yes	Yes	Yes
Compliance with Investment Policy	100%	100%	100%	100%
Average number of working days to close month	10	10	10	10
Average number of working days to issue monthly financial report	15	15	15	15



## CODE ENFORCEMENT

### Our Mission

It is the mission of the Fire Marshal to protect and enhance the safety of the community through both long and short-range planning activities including management and enforcement of assigned laws, codes, and ordinances. While the mission of the Code Enforcement Department is to inspect, protect, and enhance public and private premises. Identifying environmental hazards to improve and rehabilitate the character and stability of the community through both long and short-range planning activities including management and enforcement of assigned laws, codes, and ordinances.

### Description of Our Services

The Fire Marshal provides enforcement and inspection services in accordance with the Texas State Laws and the City's Code of Ordinances. This is done through the periodic inspection of businesses and common areas of multi-family dwellings, enforcing the International Fire Code as adopted by the City. Also included within the Fire Marshal's Office is the investigation of all fires within the City limits and enforcement of criminal acts associated with those fires.

The Code Enforcement Department provides inspection, enforcement, and abatement services in accordance with the City's Code of Ordinances, State Environmental Laws, State adopted ICC Codes, Texas Administrative Code and Local Government Code.

### Vision 2040

#### 2023 Strategic Focus\*

### Public Safety\*

Bay City residents are safe and secure living, working, and raising their families in Bay City.

- **Public Safety Building**
- **Safe Community**
- **Code Enforcement-Fire Marshal**
- **Enhance Communication & Customer Service**

## GENERAL FUND

### FY 2023 Business Plans (Objectives)

- Collectively advance the number of annual, preventative, and compliance inspections performed
- Further the remediation and abatement of substandard structures within the City
- Refine abatements of offensive conditions implementing House Bill 2359; Sec. 2, 125.04(a)(b)
- Focalize on the recovery of delinquent liens while moderating recurrent liens filed
- Promote the development and revitalization of our City, underlining façade along Highways 35 & 60
- Actualize Ordinance specific to Above ground storage tanks, underground storage tanks, and leaking petroleum storage tanks
- Striving to become the standard in customer service, support services, and service within the community

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Established Ordinance for oversight of vacant structures: registration, inspections, and management
- ✓ Conducted fire inspections to aid in the reduction of frequency of fire calls
- ✓ Performed Fire Extinguisher Training for Bay City Independent School District and public audiences
- ✓ Created Bay City Fire Marshal Facebook page to open public access to fire prevention practices
- ✓ Investigated 20 fires, followed with enforcement action preserving health and safety of the public
- ✓ Successfully initiated legal action for criminal felony illegal dumping against four individual actors
- ✓ Mitigated hazardous waste complaints, remediation, and abatement
- ✓ Introduced AST/UST/LPST program for reporting and mitigation ahead of proposed ordinance
- ✓ Onboarded and started training of new Code Officer, presently in Phase I for licensing
- ✓ Streamlined permitting for demolition abatements across departments
- ✓ Reduced the frequency of criminal complaints and activity received by Bay City Police Department by way of demolition abatements that attract criminal activity
- ✓ Instituted the encryption of our police radios to ensure protection of protected health information and ensure police officers' safety

## Budget Summary

Code Enforcement	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	-	216,185	266,872	265,000	325,184
Supplies & Materials	-	4,423	7,050	6,950	15,300
Other Charges & Services	-	90,445	129,000	129,000	104,300
Repairs & Maintenance	-	607	1,500	1,200	1,500
Capital Expenditures	-	-	51,000	51,000	-
<b>Total Code Enforcement</b>	-	<b>311,660</b>	<b>455,422</b>	<b>453,150</b>	<b>446,284</b>

## GENERAL FUND

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Fire Marshal	0	1	1	1
Code Enforcement Officer	0	2	2.5	2.5
Maintenance Tech I	0	0	1	1
<b>Total</b>	<b>0</b>	<b>3</b>	<b>4.5</b>	<b>4.5</b>

\*Organizational Change- Code Enforcement was a part of Police Department prior to FY 2021\*

### Performance Measures

	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
<b><i>Our Workload</i></b>				
Number of Liens Filed- Code Enforcement	200	162	150	145
Number of Illegal Dumping Cases- Code Enforcement	45	38	42	30
Number of Illegal Dumping Cases- Felony Pending Trial	0	4	2	2
Number of Substandard Building Inspections	90	163	120	150
Number of Substandard Building Demolitions	0	10	14	17
Number of Code Enforcement Investigations	1,538	1375	1958	2400
Number of Legacy OSSF- Reported/Abandoned	1	2	4	5
Number of Environmental Cases- Spills/Mitigation	0	2	3	2
Number of Fire Inspections Performed	15	366	400	600
Number of Fire Investigations Performed	17	20	20	15
<b><i>Measuring Our Effectiveness</i></b>				
Response to Code Enforcement Requests Within 1 business day	98%	98%	99%	100%

## POLICE DEPARTMENT

### Our Mission

It is the mission of the Bay City Police Department and its employees, in cooperation with the citizens of Bay City, to maintain public order and continually strive to improve the quality of life through fair and impartial public service and law enforcement.

### Description of Our Services

The Bay City Police Department is responsible for the protection of lives and property of the citizens of Bay City; the preservation of public peace and the enforcement of all laws- City, State and Federal. Other areas of responsibility include, but are not limited to, Animal Control, traffic control and enforcement, criminal, juvenile and narcotics investigations. Officers prepare and investigate reports of incidents, requiring constant contact with the public; make arrests, investigate motor vehicle accidents, and perform other duties. The communications sector is the first point of contact for telephone and walk-in requests for service; acting as a liaison with other law enforcement agencies, dispatching calls, and relaying information as requested.



### Vision 2040

### 2023 Strategic Focus\*

### Public Safety\*

Bay City residents are safe and secure living, working, and raising their families in Bay City.

- **Public Safety Building**
- **Safe Community**
- **Code Enforcement-Fire Marshal**
- **Enhance Communication & Customer Service**

## GENERAL FUND

### FY 2023 Business Plans (Objectives)

- Move forward with plans for new public safety building
- Lower citizen complaints by enhancing communication and customer service
- Continue increased narcotic investigations to help lower criminal activity within the City and County
- Increase staff in Criminal Investigations Division to allow for better investigations into criminal cases

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Lowered NIBRS statistics from the previous year
- ✓ Increased staff in Criminal Investigations Division through awarded grant
- ✓ Increased patrol activities to deter and prevent criminal activity

## Budget Summary

Police	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	4,132,136	4,042,731	4,291,330	4,291,075	4,357,279
Supplies & Materials	93,122	98,852	107,800	107,250	135,300
Other Charges & Services	288,614	337,521	212,860	212,500	204,110
Repairs & Maintenance	42,221	49,351	48,000	48,000	56,000
Capital Expenditures	48,608	268,358	93,200	93,200	30,000
Debt Service	41,064	41,064	41,064	41,064	41,064
<b>Total Police</b>	<b>4,645,765</b>	<b>4,837,877</b>	<b>4,794,254</b>	<b>4,793,089</b>	<b>4,823,753</b>



## GENERAL FUND

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Police Chief	1	1	1	1
Police Captain	1	1	1	1
Police Lieutenant	2	2	2	2
Sergeants	7	7	7	7
Corporals	5	5	5	5
Patrol Officers	15	15	15	15
Traffic Officer	1	1	1	1
Detectives	4	4	5	5
Narcotics Officer	1	1	1	1
Warrant Officer	1	1	1	1
Administrative Assistant	1	1	1	1
Admin Clerk (CID)	0	0	1	1
Dispatchers	10	10	10	10
Records Clerk	1	1	2	2
Crime Victim Liaison (Grant)	1	1	1	1
ID Technician	2	2	2	2
<b>Subtotal Police</b>	<b>53</b>	<b>53</b>	<b>56</b>	<b>56</b>
Code Enforcement Officer	2	0	0	0
<b>Subtotal Code Enforcement</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>
Animal Control Officer	2	2	2	2
<b>Subtotal Animal Control</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Grand Total Police</b>	<b>57</b>	<b>55</b>	<b>58</b>	<b>58</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Number of community programs & events attended by personnel	190	115	110	125
Number of training hours received by personnel	1,505	7,606	7,500	7,800
Total number of calls for service	31,645	33,973	34,000	34,200
Number of traffic contacts	6,859	8,933	9,000	9,200
Number of vehicle accidents patrol worked	434	481	490	500
Number of cases assigned to CID	2,533	2,657	2,700	2,700
Number of cases cleared by arrest	159	175	165	200

## ANIMAL IMPOUND

### Our Mission

The mission of the Bay City Animal Control Department is to provide quality animal control services to the citizens of Bay City and Matagorda County. It is the duty of the City to ensure that the Animal Control Department employees are trained to safely and professionally serve our community.

### Description of Our Services

The Bay City Animal Control Department provides for the apprehension of stray and nuisance animals, primarily dogs and cats, for the City of Bay City and Matagorda County. The department enforces the Bay City Animal Control Ordinance and State Health Department regulations concerning dogs and cats; houses stray and nuisance animals; investigates incidents involving dangerous and vicious animals; and in emergencies, apprehends domestic livestock and wild animals. The Animal Control Department activities are conducted to ensure the health, safety and welfare of the community.

### Vision 2040

#### 2023 Strategic Focus\*

#### Public Safety\*

Bay City residents are safe and secure living, working, and raising their families in Bay City.

- **Public Safety Building**
- **Safe Community**
- **Code Enforcement-Fire Marshal**
- **Enhance Communication & Customer Service**

#### FY 2023 Business Plans (Objectives)

- Continue to increase the number of adoptions and rescues of animals at the Impound
- Continued to work closely with the Police and Inspection Departments to ensure proper enforcement of animal control ordinances and state health regulations
- Promote citizen compliance with pet registration requirements

## GENERAL FUND

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Received in-kind donation from a rescue group, Pups, to supply all animal vaccinations for free
- ✓ Increased animal rescue efforts from 119 in 2021 to 179 in 2022

### Budget Summary

Animal Impound	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	144,125	162,158	166,317	166,000	160,614
Supplies & Materials	3,897	3,488	4,250	4,100	4,250
Other Charges & Services	6,622	6,740	9,400	9,300	9,400
Repairs & Maintenance	2,259	415	4,200	4,200	4,200
Capital Expenditures	-	-	-	-	30,500
<b>Total Animal Impound</b>	<b>156,904</b>	<b>172,802</b>	<b>184,167</b>	<b>183,600</b>	<b>208,964</b>

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Animal Impound Manager	1	1	1	1
Assistant Manager	1	0	0	0
Maintenance Tech	1	1	1	1
Maintenance Tech II	0	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

### Performance Measures

	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
<b><i>Our Workload</i></b>				
Euthanized Animals	423	668	675	575
Number of animals picked up (City)	418	896	800	750
Number of animals picked up (County)	310	351	350	325
<b><i>Measuring Our Effectiveness</i></b>				
Average response time to pick up animals	5 minutes	5 minutes	5 minutes	5 minutes



## FIRE

### Our Mission

Our mission at the Bay City Fire Department is to prevent and protect the loss of life and property for the citizens, businesses and visitors of Bay City and surrounding areas. This mission is accomplished with pride through training, public education, and incident response.

### Description of Our Services

The Bay City Volunteer Fire Department is responsible for fire prevention through community education programs and hands on training during Fire Prevention Week. Requests are answered promptly for the protection of life and property within the city limits and for the surrounding vicinity. Fire suppression and vehicle accidents are some of the emergency services provided by the Fire Department for the well-being of our community and its guests. The Fire Department also serves as a point of coordination for emergency services during disaster and other emergency situations. The Bay City Volunteer Fire Department also provides mutual aid throughout Matagorda County and has letters of agreement with South Texas Nuclear Operation Project to aid in case of an incident. Due to cooperation between the City of Bay City and the Bay City Volunteer Fire Department, we achieved a Class 4 ISO rating, which helps reduce insurance ratings for homeowners.

### Vision 2040

#### 2023 Strategic Focus\*

### Public Safety\*

Bay City residents are safe and secure living, working, and raising their families in Bay City.

- **Public Safety Building**
- **Safe Community**
- **Code Enforcement-Fire Marshal**
- **Enhance Communication & Customer Service**



## GENERAL FUND

### FY 2023 Business Plans (Objectives)

- Respond quickly to extinguish fires as to minimize the loss of life, damage to property, and economic impact upon the community
- Ensure fiscal responsibility while delivering the highest level of customer service as possible

*\*Since Bay City's Fire Department is composed of Volunteers, these business plans will be continuous\**

### Budget Summary

Fire	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	53,701	53,212	67,017	66,950	16,100
Supplies & Materials	11,506	7,189	13,150	13,000	15,150
Other Charges & Services	77,104	73,202	72,800	72,500	72,800
Repairs & Maintenance	36,835	43,897	60,000	60,000	45,000
<b>Total Fire</b>	<b>179,146</b>	<b>177,499</b>	<b>212,967</b>	<b>212,450</b>	<b>149,050</b>

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Maintenance Tech I	1	1	0	0
<b>Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>



**GENERAL FUND**

**Performance Measures**

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Number of Man-hours for training	0 (COVID)	960	960	960
Number of Man Hours	1,639	1,762	1,700	1,731
Number of Calls Per Year	149	207	178	192
Motor Vehicle Fires	10	22	16	19
Dwelling Fires	10	13	11	12
Rescue Calls	2	7	4	5
Grass Fires	29	29	29	29
Refuse Fires	8	15	11	13
Structure Fires	4	2	3	2
Business Structure Fires	3	5	4	4
Institutional Fires	0	0	0	0
Mobile Home Fires	4	2	3	2
Mutual Aid Calls	12	18	15	16
Other Calls	79	107	93	100
Calls Outside City Limits	47	56	51	53
<b><i>Measuring Our Effectiveness</i></b>				
ISO Rating	4	4	4	4



## STREET & BRIDGE

### Our Mission

The mission of the City of Bay City Public Works Street & Bridge Division is to enhance the quality of life for our residents and promote economic development for our community by providing and maintaining public infrastructure (streets and drainage system) in a sustainable manner to the highest possible standards.

### Description of Our Services

The Street & Bridge Division is under the general direction of the Director of Public Works. The Street & Bridge Division performs construction, reconstruction, repairs and maintenance on approximately 109 miles of City owned asphalt and concrete streets, including 27.5 miles of streets with curbs and gutters within the City. The Street & Bridge Division performs many activities including street repair of both concrete and asphalt roadways, overlays, maintenance on drainage systems, cleaning ditches, installing & repairing street signs, street sweeping, weed and pest control, cleaning lots for Code Enforcement, setting driveway pipes, mowing rights-of-way, repairing sidewalks and curbs and pavement markings. They also have the duty to set-up barricades for high water, parades, and festivals; manage city brush site; clean up roadway spills; and assist other departments with traffic control, operating heavy equipment and hauling of materials.

### Vision 2040

#### 2023 Strategic Focus\*

##### Governance\*

Bay City residents are well informed and involved with the affairs of local city government

##### Infrastructure and City Facilities

Bay City residents enjoy new streets, parks, sidewalks and have access to public facilities that meet the standards of our community.

- ❖ The Street and Bridge crews work diligently to repair the roadways and maintain reconstructed roadways with the resources that are available and within budget.

##### Livability and Quality of Life

Bay City residents enjoy a safe community with great amenities and affordable living. Major roadways have been identified to move traffic.

- ❖ Other City streets should be designed as attractive public spaces with consideration of all users—vehicles, cyclists, and pedestrians.

**FY 2023 Business Plans (Objectives)**

- Rename the Street & Bridge Division to ‘Street, Bridge, & Drainage Division’
- Continued to improve infrastructure and livability by establishing a street overlay, repair, and maintenance program to include pavement and specialty markings
- Address drainage issues from Moore Ditch north of MLK to 5th Street; Holly Lane and Chateaux Drive area; McDonald Meadows subdivision; and South end west of Hwy 60
- Establish a Drainage Enterprise Fund to fund drainage maintenance initiatives to include areas within the City’s ETJ
- Budget new full-time positions to establish two street repair crews, one drainage crew, and one traffic control crew. This will ensure repairs completed in a timely fashion. (4-Heavy Equipment Operators, 2-Maintenance Tech II, 2-Maintenance Tech I)
- Establish street repair crew to have a 48-hour response time on pothole repairs
- Acquire necessary heavy equipment as part of the City’s Capital Improvements Plan to support street repair initiatives and drainage maintenance initiatives
- Increase repair and maintenance budget to address the increasing need for street, bridge, & drainage repairs and due to material escalation cost
- Strengthen our recruiting efforts and focus on employee retention
- Continued the curb and gutter repair and replacement program with an estimated 2,000 continuously linear feet replaced each year
- Continue drainage improvements—cleaning ditches, repairing, and upgrading storm drains and inlets and when possible, upgrade culverts
- Continue an aggressive sign installation and maintenance program to improve safety and appearance by developing an in-house sign shop
- Continue tree trimming maintenance to ensure safe passage of emergency and maintenance vehicles
- Continue to provide adequate access to the brush site for citizens and contractors working performing work for residential property owners within the City limits
- Continue to improve efficiency by utilizing City Works to track all street repairs, drainage repairs, streets swept (mileage), mowing (mileage), and striping (feet)
- Continue to improve effectiveness by continuing to empower employees through training
- Compile a list of streets for street reconstruction program

**FY 2022 Accomplishments of Prior Year Business Plans**

- ✓ Advertised and awarded bids for miscellaneous concrete repair to sidewalks, curb and gutter, and roadway repairs after utility upgrades/repairs in various locations in Bay City
- ✓ Improved effectiveness by continuing to empower employees through training
- ✓ Continued tree trimming in in various locations throughout Bay City
- ✓ Finished Diagonal Compact Parking striping on Ave F and 7<sup>th</sup> St.
- ✓ Finalized downtown striping and pressure washing projects
- ✓ Completed concrete Repairs on 6<sup>th</sup> St.
- ✓ Completed sinkhole Repair on 12<sup>th</sup> St. and Ave F in-house
- ✓ Recoated Nile Valley Bridge

**GENERAL FUND**

**Budget Summary**

<b>Street and Bridge</b>	<b>Actual FY 2020</b>	<b>Actual FY 2021</b>	<b>Amended Budget FY 2022</b>	<b>Projected FY 2022</b>	<b>Adopted FY 2023</b>
Personnel Services	673,621	815,202	1,064,084	1,064,050	852,869
Supplies & Materials	65,149	43,366	54,000	53,000	70,500
Other Charges & Services	2,349,883	2,364,649	2,503,500	2,503,000	2,348,500
Repairs & Maintenance	173,951	346,397	301,000	301,000	451,000
Capital Expenditures	-	13,500	320,000	320,000	-
<b>Total Street and Bridge</b>	<b>3,262,603</b>	<b>3,583,114</b>	<b>4,242,584</b>	<b>4,241,050</b>	<b>3,722,869</b>

**Budgeted Personnel**

<b>Position</b>	<b>Actual FY 2020</b>	<b>Actual FY 2021</b>	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>
Assistant Director of Public Works	0	1	1	1
Street & Bridge Supervisor	1	1	1	1
Street & Bridge Crew Leader	0	0	1	1
Equipment Operator	5	4	4	4
Truck Driver	1	0	0	0
Street Sweeper Operator	1	1	1	1
Concrete Finisher	1	0	0	0
Concrete Finisher Helper	1	1	1	1
Maintenance Technician II	2	2	2	2
Maintenance Technician I	0	1	1	1
Construction Inspector	0	1	1	1
Building Official	1	1	1	1
Building Permit Technician	1	1	1	1
Office Manager	1	0	0	0
Administrative Assistant I	1	1	1	1
<b>Total</b>	<b>16</b>	<b>15</b>	<b>16</b>	<b>16</b>

Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Miles of street sweeping	20	26	27.50	52
Backfill Pavement Edge Work Orders	21	20	35	35
Storm Drain Cleaning Work Orders	12	15	30	24
Ditch Cleaning Work Orders	47	40	50	24
Concrete Pavement Repair Work Orders	14	15	25	25
Culvert Work Orders	23	35	55	24
Sidewalk Work Orders	2	3	5	5
City ROW Mowing Work Orders	14	20	25	25
Sign Work Orders	44	35	50	50
Street Sweeping Work Orders	17	20	25	30
Traffic Control Work Orders	36	30	40	24
Tree Trimming Work Orders	26	20	25	25
Utility Asphalt Repair Work Orders	44	25	35	35
Utility Concrete Repair Work Orders	21	20	30	30
Driveway Culvert Installation	34	35	40	40
Building Inspections Performed	400	475	525	525
Electrical Inspections Performed	600	525	689	689
Mechanical Inspections Performed	170	175	200	200
Plumbing Inspections Performed	575	600	892	892
Other Inspections Performed	200	200	200	200



## RECYCLING CENTER

### Our Mission

The mission of the City of Bay City Recycling Center is to provide a clean recycling facility and to educate, encourage, and assist the citizens of Bay City with their recycling efforts.

### Description of Our Services

The Recycling Center is under the general direction of the Director of Public Works. The Recycling Center has been the primary recycling option for the Bay City community since 1991 and provides an excellent drop-off area for citizens. The center provides jobs and vocational training for special needs citizens of Bay City and Matagorda County. The Recycling Center is a member of the CTRA and markets the recycled materials through the association. The materials accepted at the recycling center include paper, cardboard, plastics (#1 and #2), metal, oil (motor oil and cooking oil) and antifreeze.

### Vision 2040

#### Infrastructure and City Facilities

Bay City residents enjoy new streets, sidewalks and have access to public facilities that meet the standards of our community.

- The Recycling Center is in the North Downtown development area. The current facility was funded in part by Solid Waste Grants through H-GAC. The Recycling Center was relocated as per the amended development agreement between the City and SAL Holding, LTD. The City was awarded an H-GAC grant to build the new facility outside of the north downtown area.

#### Livability and Quality of Life

Bay City residents enjoy a safe community with great amenities and affordable living.

- Recycling is an act that can bring a community together. Collective efforts in proper waste disposal, which includes recycling, can make a town cleaner and happier.

#### FY 2023 Business Plans (Objectives)

- Seek grant opportunities to add new equipment (trailers, hoppers, etc.)
- Implement more efficient sorting practices to reduce contamination in recycled materials and receive better pricing on high quality baled materials
- Engage and inform customers on social media about recycling and how it improves the community



## GENERAL FUND

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Improved efficiency by maintaining a regular schedule for pickup of recyclables at local businesses
- ✓ Encouraged more businesses to recycle cardboard and as a result set more dumpsters and trailers
- ✓ Collected, sorted various recycling materials which ultimately diverted 330 tons of waste and 5,000 gallons of oil from the landfill
- ✓ Recognized by Keep Texas Recycling for recycling efforts
- ✓ Partnered with Keep Texas Recycling (KTR) and Ozarka in Coastal Communities Recycling Project
- ✓ Designed "Recycling Guide" with KTR and distributed at the Recycling Center and other City facilities
- ✓ Designed graphics for signs at the Recycling Center as well as magnets for the recycle bin trailers with assistance from KTR as well as Keep Texas Beautiful
- ✓ Completed rehabilitation of recycle bin trailers by grant funding secured from HGAC

### Budget Summary

Recycling Center	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	139,568	157,697	158,378	158,000	163,590
Supplies & Materials	5,301	2,719	4,400	4,250	4,900
Other Charges and Services	11,195	70,558	37,300	37,100	12,500
Repairs & Maintenance	11,688	24,044	9,000	9,000	9,000
Capital Expenditures	-	-	-	-	108,000
<b>Total Recycling Center</b>	<b>167,752</b>	<b>255,018</b>	<b>209,078</b>	<b>208,350</b>	<b>297,990</b>

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Recycling Center Manager	1	1	1	1
Recycling Center Technician	1	1	1	1
Recycling Center Part-Time Staff (3)	1.5	1.5	1.5	1.5
<b>Total</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Recycled Plastic - Tons	0	40	40	40
Recycled Cardboard - Tons	208	200	250	250
Recycled Mixed Paper - Tons	40	20	40	40
Recycled Oil - Gallons	3,875	2,700	5,000	5,000

## PARKS

### Our Mission

In partnership with our citizens, the Parks Department provides programs, facilities, and services which respond to changing needs within our communities. We strive to protect and preserve a park system that promotes quality recreational, cultural, and outdoor experiences for the community and enrich the quality of life for present and future generations in a safe and secure environment.

### Description of Our Services

The Parks Department provides operation and maintenance services to include mowing, landscaping, park maintenance, facility repairs, playground equipment inspections, custodial duties, maintenance of the swimming pool and construction of new projects. Park staff have additional duties extending to special events and maintenance of multiple city properties. Our primary focus remains on providing quality venues and programs to the public for recreational enjoyment. This is achieved through clean, well-kept facilities with thoughtfully planned programming which is centered on the needs and desires of residents of Bay City.

### Vision 2040

#### 2023 Strategic Focus\*

#### Infrastructure and City Facilities

Bay City residents enjoy new streets, parks, sidewalks and have access to public facilities that meet the standards of our community.

- ❖ Bay City residents enjoy their parks and open spaces year-round. Our department currently manages 25 park properties along with other vacant parcels and city properties.

#### Community Development & Economic Development\*

Bay City is known for encouraging economic development opportunities, creating a business development program that is responsive to existing business needs, and actively promoting tourism.

- ❖ Bay City parks are vital towards community development and provide a venue where we can all come together on common grounds. Open space is also a key component in connectivity within the city and is critical for its development.

## GENERAL FUND

### Livability & Quality of Life

Bay City residents enjoy a safe community with great amenities and affordable living.

- ❖ Parks and open spaces enhance the lives of everyone in Bay City. It is critical that they are viewed as essential to the well-being of all residents with continued resolve to keep them well maintained and functioning.

#### FY 2023 Business Plans (Objectives)

- Extend Southern Pacific Trailway
- Replace and create additional shade structures at existing parks
- Replace windows on USO building
- Install 3 new neighborhood playgrounds

#### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Performed five-year update to the Parks Master Plan
- ✓ Replaced restroom at Hardeman Park
- ✓ Completed remodel Hardeman Park Teen Center
- ✓ Installed field lighting at Hardeman Park
- ✓ Replaced Armory roof
- ✓ Completed renovation of Bayridge Playground
- ✓ Installed shade canopies at splashpad
- ✓ Converted 3 Pickleball courts

### Budget Summary

Parks	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	537,532	539,944	613,784	612,785	638,524
Supplies & Materials	33,158	49,229	43,300	43,000	52,300
Other Charges & Services	98,653	68,961	132,600	131,980	100,500
Repairs & Maintenance	96,827	145,718	123,000	121,775	103,000
Capital Expenditures	618,523	350,916	510,000	290,000	265,000
<b>Total Parks</b>	<b>1,384,693</b>	<b>1,154,769</b>	<b>1,422,684</b>	<b>1,199,540</b>	<b>1,159,324</b>

**GENERAL FUND**

**Budgeted Personnel**

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Parks Director	1	1	1	1
Recreation Specialist	1	1	1	1
Admin. Assistant	1	1	1	1
Lead Park Specialist	1	1	1	1
Recreation Specialist	6	6	6	6
Temporary Worker	2	2	2	2
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**Performance Measures**

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Acres of park grounds maintained	474	474	474	474
Grant applications submitted	5	3	3	3



**\*New Playground at Bayridge Park\***

## RIVERSIDE PARK

### Our Mission

In partnership with our citizens, the Parks and Recreation Department provides programs, facilities, and services which respond to changing needs within our communities. We strive to protect and preserve a park system that promotes quality recreational, cultural, and outdoor experiences for the community and enrich the quality of life for present and future generations in a safe and secure environment.



### Description of Our Services

Riverside Park provides operation and maintenance services to include RV sites, camping, picnicking, fishing, boat launch, walking trail, laundromat, restrooms/showers, mowing, landscaping, park maintenance, playground equipment, custodial duties, and construction of new projects.

### Vision 2040

#### 2023 Strategic Focus\*

### Infrastructure and City Facilities

Bay City residents enjoy new streets, parks, sidewalks and have access to public facilities that meet the standards of our community.

### Community and Economic Development\*

Bay City is known for encouraging economic development opportunities, creating a business development program that is responsive to existing business needs, and actively promoting tourism.

- ❖ Riverside Park is demographically diverse and actively promotes tourism with a great potential for economic development opportunities. A significant amount of unused acreage could be developed to enhance outdoor recreational resources or provide additional campsites and RV spaces.

## GENERAL FUND

### Livability and Quality of Life

Bay City residents enjoy a safe community with great amenities and affordable living.

- ❖ Riverside Park greatly enhances the quality of life for Bay City residents and has historically been operated as a ‘best-kept secret’. The park can continue to function in this manner to ensure ample access to locals who know about it, or it can be promoted to generate more revenues and tourism to Bay City.

#### FY 2023 Business Plans (Objectives)

- Increase awareness of the park through marketing to the Houston metropolitan area.
- Add additional events such as fishing tournaments and kayak races
- Continue to improve amenities such as shade canopies and play features
- Add 5 camping cabins to expand amenities and level of service

#### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Began a new “Rally on the River” kayak/canoe event
- ✓ Continue the “Riverside Smoke-Off” cooking events
- ✓ Created nature programs to enhance visitor experience (kite making, fish prints, owls, etc.)
- ✓ Worked with Tourism department for new billboards and directional signage
- ✓ Installed new cornhole games
- ✓ Launched a new online reservation system

### Budget Summary

Riverside Park	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	114,398	115,496	118,795	118,125	126,413
Supplies & Materials	13,578	12,712	15,200	14,900	16,800
Other Charges & Services	36,042	29,931	31,800	31,590	32,800
Repairs & Maintenance	12,755	43,851	31,200	30,950	28,500
<b>Total Riverside Park</b>	<b>176,773</b>	<b>201,989</b>	<b>196,995</b>	<b>195,565</b>	<b>204,513</b>

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Park Ranger	1	1	1	1
Park Secretary	1	1	1	1
Temporary Worker	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

GENERAL FUND

Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Acres of park grounds maintained	100	100	100	100
Annual number of guests	6,000	11,000	34,400	50,000



**\*Rally on the River event at Riverside Park\***

## RECREATION

### Our Mission

In partnership with our citizens, the Parks and Recreation Department provides programs, facilities, and services which respond to changing needs within our communities. We strive to protect and preserve a park system that promotes quality recreational, cultural, and outdoor experiences for the community and enrich the quality of life for present and future generations in a safe and secure environment.

### Description of Our Services

The Parks Department provides programs directly and indirectly. Direct programs include Easter Egg Scramble, Sparks in the Park, Christmas in the Park, Dive-In Movies, dances, senior exercise, softball, volleyball, basketball, swim lessons and other events. Indirect programs where our department provides a venue partnership for programs include Aqua Cats, BCISD/VVISD Swim Teams, Little League, Girls Softball, Youth Soccer, Youth Football, Teen Life, 4-H, Girl Scouts, Cub/Boy Scouts, Narcotics Anonymous, Republican Club, Service Sorority, Helping Hands, Love of Animals, Ebony Club, IMPACT Outreach and United Way along with use for public elections.

### Vision 2040

#### 2023 Strategic Focus\*

#### Infrastructure and City Facilities

Bay City residents enjoy new streets, parks, sidewalks and have access to public facilities that meet the standards of our community.

- ❖ Bay City events and programs require significant infrastructure. Meeting halls, restroom facilities, utility systems and maintained grounds and open space are all necessary for special events. Recent improvements at both the USO and Train Depot have greatly assisted with program facilitation.

#### Community and Economic Development\*

Bay City is known for encouraging economic development opportunities, creating a business development program that is responsive to existing business needs, and actively promoting tourism.

- ❖ Community programming is vital to community development. Events bring people together to enjoy each other and our programs.



## GENERAL FUND

### Livability and Quality of Life

Bay City residents enjoy a safe community with great amenities and affordable living.

- ❖ Recreation programs improve our quality of life and provide memories that will last a lifetime. Programs are a way where the city can give back to the community meaningfully.

#### FY 2023 Business Plans (Objectives)

- Add new programs such as Mudbug Madness and Summer Kick-Off Party
- Create golfing program
- Develop celebrity sports promotions for youth athletic groups
- Research new methods to market programs, events, and facilities
- Create more partnership opportunities with other agencies and individuals to host leisure classes and events

#### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Created new events such as Junk & Disorderly, Harlem Globetrotters and Rally on the River
- ✓ Held most successful Hometown Christmas Event
- ✓ Celebrated the USO's 80<sup>th</sup> Anniversary
- ✓ Held summer kick-off party

### Budget Summary

Recreation	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	250	4,867	11,164	-	13,265
Other Charges & Services	262	-	-	-	-
Other Expenses	58,785	96,878	90,000	90,000	70,000
<b>Total Recreation</b>	<b>59,297</b>	<b>101,745</b>	<b>101,164</b>	<b>90,000</b>	<b>83,265</b>

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Temporary Workers	3	3	3	3
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Number of direct programs	17	52	41	41
Number of indirect programs	15	15	17	17
Program attendance	15,000	12,000	17,000	25,000

## POOLS

### Our Mission

In partnership with our citizens, the Parks and Recreation Department provides programs, facilities, and services which respond to changing needs within our communities. We strive to protect and preserve a park system that promotes quality recreational, cultural and outdoor experiences for the community and enrich the quality of life for present and future generations in a safe and secure environment.

### Description of Our Services

The Parks Department provides swimming opportunities by providing two pool operations through services to include lifeguards, programs, chemical service, mowing, landscaping, maintenance, inspections, custodial duties, and construction of new projects.

### Vision 2040

#### 2023 Strategic Focus\*

### Infrastructure and City Facilities

Bay City residents enjoy new streets, parks, sidewalks and have access to public facilities that meet the standards of our community.

### Community Development & Economic Development\*

Bay City is known for encouraging economic development opportunities, creating a business development program that is responsive to existing business needs, and actively promoting tourism.

- The community of Bay City has expressed great interest in alternative aquatic recreation from results of the Parks Master Plan.

### Livability and Quality of Life

Bay City residents enjoy a safe community with great amenities and affordable living.

#### FY 2023 Business Plans (Objectives)

- Increase attendance at swim lessons at both pools
- Recruit more lifeguards
- Prepare for closure of Valiant Pool
- Plan for possible new pool within the 5-year CIP

## GENERAL FUND

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Partnered with Bay City ISD on an interlocal agreement for use of Valiant Pool
- ✓ Erected two shade canopies at Hilliard Pool
- ✓ Removed hazardous diving board at Hilliard Pool
- ✓ Added water polo and volleyball to program offerings

### Budget Summary

Pool Operations	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	128,376	130,495	160,273	158,295	159,107
Supplies & Materials	49,650	51,982	51,100	51,000	57,200
Other Charges & Services	30,315	38,361	40,300	40,190	44,400
Repairs & Maintenance	36,234	58,631	32,000	31,000	37,000
<b>Total Pool Operations</b>	<b>244,575</b>	<b>279,470</b>	<b>283,673</b>	<b>280,485</b>	<b>297,707</b>

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Aquatic Supervisor	1	1	1	1
Temps. (Lifeguards)	20	20	20	20
<b>Total</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Number of Pools maintained	2	2	2	2
Operating Hours Available to Public	750	750	750	750
Total Number of Customers	4,256	2,377	5,632	6,000

## LIBRARY

### Our Mission

The Bay City Public Library (BCPL) connects residents of Matagorda County with information, technology, ideas, and experiences to provide enjoyment, enrich lives and strengthen our community.

### Description of Our Services

BCPL meets the diverse needs of the community for lifelong learning with materials, branch facilities and services, virtual services, programming, and staff. Library services to the public are provided at two library branches and through outreach services. BCPL has a service population of 26,800.

### Vision 2040

#### 2023 Strategic Focus\*

### Livability and Quality of Life

Bay City residents enjoy a safe community with great amenities and affordable living.

- ❖ Bay City residents are provided resources to improve personal lives, professional success, and local economy through free services and programming.

### Infrastructure and City Facilities

Bay City residents enjoy new streets, parks, sidewalks and have access to public facilities that meet the standards of our community.

- ❖ Bay City residents enjoy library environments that are engaging and conducive to the safe and healthy use of facilities.



\*Public Library- Today

## GENERAL FUND

### FY 2023 Business Plans (Objectives)

- Increase outreach to nursing home and homebased patrons
- Develop online guides to organize information for the public
- Replace all public computer stations
- Improve facility to meet all required codes
- Re-enter the Texshare Card Program
- Begin strategic planning process for Fiscal Year 2025 through Fiscal Year 2029
- Continue Student Library Card Program

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Conducted a technology infrastructure overhaul of cabling, firewall, Wi-Fi equipment and battery backups through ERATE process
- ✓ Increased accessibility of technology by adding hotspots
- ✓ Added mobile computer lab, videoconferencing equipment and upgrade public computer software through TSLAC Technology Academy grant
- ✓ Explored elimination of late fees to reduce barriers of service
- ✓ Continued to offer online services to further personal, professional, and educational growth during the pandemic
- ✓ Continued to evaluate and improve programs and services currently in place
- ✓ Earned TMLDA award
- ✓ Completion, by two employees, of the Library Support Staff Certification Program
- ✓ Added Student Library Card Program with two local ISDs
- ✓ Replaced public use furniture with easy to clean furniture in response to COVID-19 pandemic
- ✓ Purchased and install exterior signage
- ✓ Rehabilitated exterior of building
- ✓ Developed Facility Improvement Plan to prioritize facility improvements

## Budget Summary

Library	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted Budget FY 2023
Personnel Services	281,719	322,135	344,132	344,000	342,627
Supplies & Materials	64,721	59,824	76,100	76,080	68,100
Other Charges & Services	124,315	92,211	87,750	87,700	84,900
Repairs & Maintenance	9,072	17,471	10,000	9,775	9,000
<b>Total Library</b>	<b>479,827</b>	<b>491,640</b>	<b>517,982</b>	<b>517,555</b>	<b>504,627</b>

**GENERAL FUND**

**Budgeted Personnel**

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Library Director	1	1	1	1
Specialists	3.5	3	3	3
Assistants	2	3	3	3
Temporary Workers	1	.5	.5	.5
<b>Total</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>

**Performance Measures**

	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
<b><i>Our Workload</i></b>				
Total Library Circulation	29,807	29,089	28,000	30,000
Total Library Visits	27,157	22,399	23,000	25,000
Total Computer Sessions	2,956	3,156	3,200	3,300
Population per ALA-MLS	26,363	26,379	26,379	26,400
Population per non-MLS staff	4,059	4,059	4,059	4,061
Number of programs	100	116	200	225
Attendance of programs	2,754	1,954	3,000	3,300
<b><i>Measuring Our Effectiveness</i></b>				
Achievement of Excellence in Libraries Award	Yes	Yes	Yes	Yes
TSLAC Accredited Library	Yes	Yes	Yes	Yes



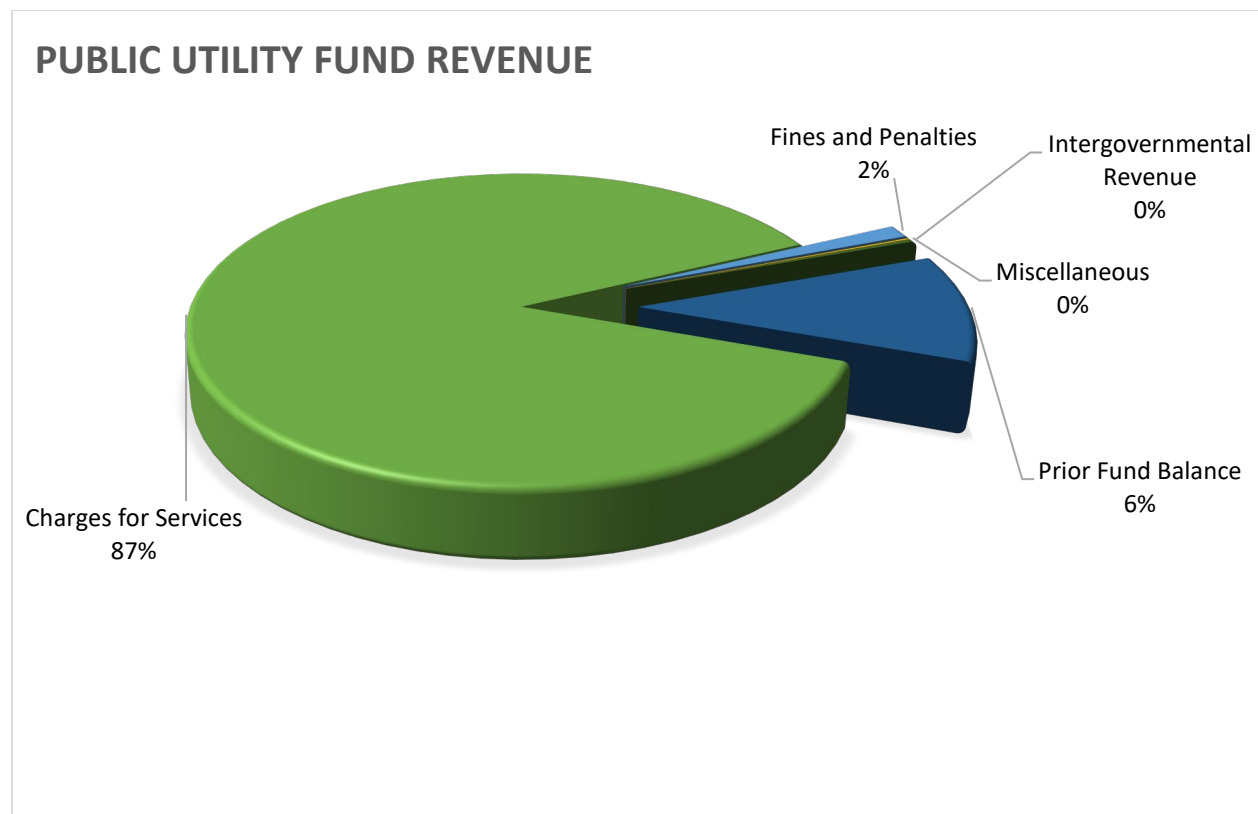


## **PUBLIC UTILITY FUND**

The Public Utility Fund accounts for the operations of the Utility Billing, Utility Maintenance, Water and Wastewater Treatment Plants and Utility Operations Departments.

## Public Utility Fund Revenue

Revenue Summary	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023	Variance
Charges for Services	7,567,222	8,343,001	8,377,000	8,575,112	9,700,500	1,323,500
Fines and Penalties	67,463	138,418	120,000	144,254	145,000	25,000
Miscellaneous	112,561	16,273	36,000	78,517	12,500	-23,500
Intergovernmental	569,586	1,912,625	-	-	29,000	29,000
Prior Fund Balance	-	-	1,615,000	-	1,225,000	-390,000
<b>Total Revenues</b>	<b>8,316,832</b>	<b>10,410,319</b>	<b>10,148,000</b>	<b>8,797,883</b>	<b>11,112,000</b>	<b>964,000</b>





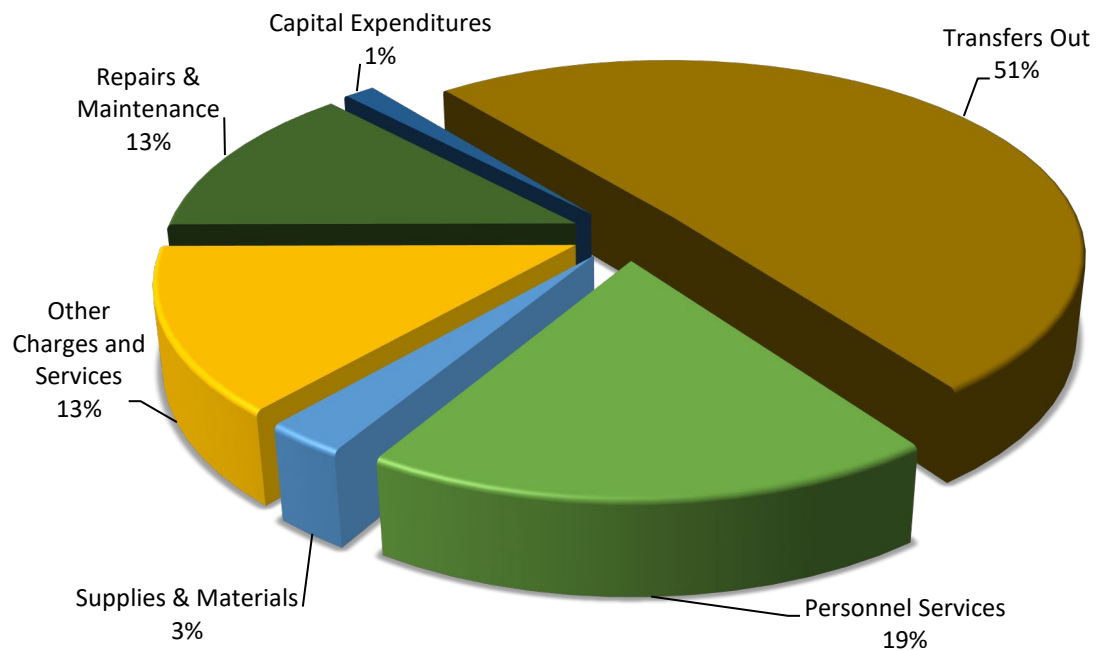
## Public Utility Revenue Detail

Public Utility Fund Revenue	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
<b>Charges for Services</b>					
Water Receipts	3,573,438	3,960,804	3,985,000	4,087,000	4,633,000
Commercial Water Sales	6,354	3,332	5,000	-	7,500
Water Taps	35,081	45,000	39,000	60,000	65,000
Service Charges	72,989	134,594	110,000	107,500	111,000
Sewer Receipts	3,826,109	4,124,794	4,200,000	4,226,000	4,794,000
Sewer Surcharges	8,652	30,408	15,000	45,000	40,000
Sewer Taps	22,931	28,750	23,000	45,000	50,000
Contract Revenue	21,669	15,320	-	4,612	-
<b>Total Charges for Services</b>	<b>7,567,222</b>	<b>8,343,001</b>	<b>8,377,000</b>	<b>8,575,112</b>	<b>9,700,500</b>
<b>Fines &amp; Forfeitures</b>					
Late Payment Penalties	67,463	138,418	120,000	144,254	145,000
<b>Total Fine &amp; Forfeitures</b>	<b>67,463</b>	<b>138,418</b>	<b>120,000</b>	<b>144,254</b>	<b>145,000</b>
<b>Miscellaneous</b>					
Interest Income	20,148	1,291	2,000	6,500	10,000
Gain on Disposal of Assets	26,900	-	-	1,875	-
Insurance Claims	31,231	8,541	24,000	61,642	-
Other Income	34,283	6,441	10,000	8,500	2,500
<b>Total Miscellaneous</b>	<b>112,561</b>	<b>16,273</b>	<b>36,000</b>	<b>78,517</b>	<b>12,500</b>
<b>Intergovernmental</b>					
Transfer from Fund 62	569,586	-	-	-	-
Transfer from Fund 23	-	-	-	-	29,000
Contributed Capital	-	1,306,435	-	-	-
Transfer from TWDB	-	388,023	-	-	-
Water Fund 68	-	-	-	-	-
Transfer from TWDB	-	218,167	-	-	-
Sewer Fund 69	-	-	-	-	-
<b>Total Intergovernmental</b>	<b>569,586</b>	<b>1,912,625</b>	<b>-</b>	<b>-</b>	<b>29,000</b>
<b>Prior Fund Balance</b>					
Prior Fund Balance	-	-	1,615,000	-	1,225,000
<b>Total Prior Fund Balance</b>	<b>-</b>	<b>-</b>	<b>1,615,000</b>	<b>-</b>	<b>1,225,000</b>
<b>Total Public Utility Revenue</b>	<b>8,316,832</b>	<b>10,410,319</b>	<b>10,148,000</b>	<b>8,797,883</b>	<b>11,112,000</b>

## Public Utility Expenditures by Function

Expenditures by Function	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023	Variance
Personnel Services	1,691,258	1,491,092	1,881,439	1,796,975	2,076,109	194,670
Supplies & Materials	899,389	250,904	323,500	319,650	301,400	-22,100
Other Charges and Services	2,632,802	3,462,911	1,281,052	1,169,375	1,502,600	221,548
Repairs & Maint.	1,722,376	1,095,281	2,031,000	1,718,000	1,439,500	-591,500
Capital Expenditures	-	-	1,608,000	626,360	155,000	-1,453,000
Transfers Out	3,078,932	2,750,301	3,023,009	3,023,009	5,637,391	2,614,382
<b>Total Expenditures</b>	<b>10,024,756</b>	<b>9,050,489</b>	<b>10,148,000</b>	<b>8,653,369</b>	<b>11,112,000</b>	<b>964,000</b>

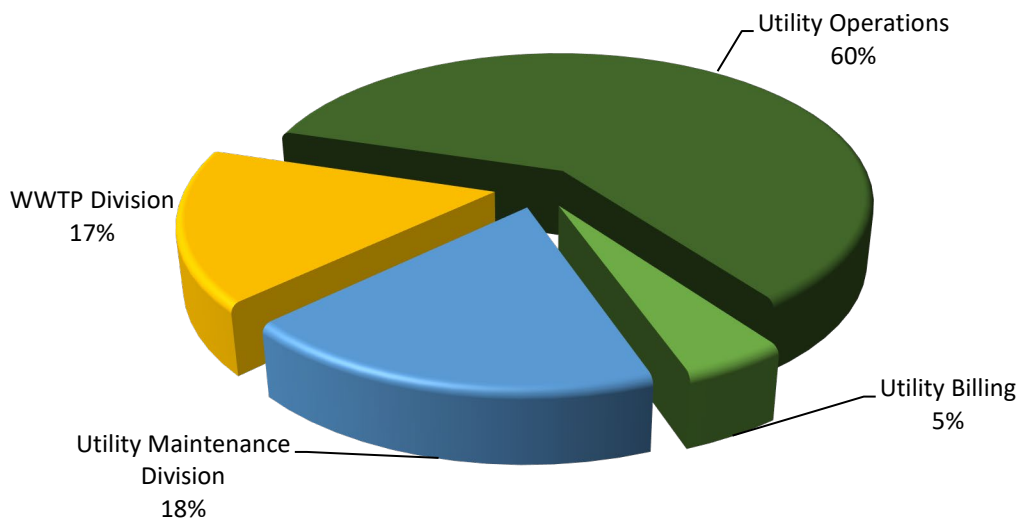
### Expenditure by Function



## Public Utility Expenditures by Department

Expenditures by Department	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023	Variance
Utility Billing	748,459	296,354	438,944	436,785	502,953	64,009
Utility Operations	5,387,979	5,928,288	3,866,421	3,792,184	6,694,833	2,828,412
Utility Maintenance	2,371,739	1,466,960	2,875,190	2,705,400	2,051,828	-823,362
WWTP	1,516,579	1,358,887	2,967,445	1,719,000	1,862,386	-1,105,059
<b>Total Expenses</b>	<b>10,024,756</b>	<b>9,050,489</b>	<b>10,148,000</b>	<b>8,653,369</b>	<b>11,112,000</b>	<b>964,000</b>

### Expenditure by Department



## Departmental Summaries

### UTILITY BILLING

#### Our Mission

The mission of the City of Bay City Utility Billing Division is to support and enhance a high quality of life for Bay City's residents, businesses, and visitors by providing responsive, professional, and courteous customer service. The division strives for excellence in accurate metering and fulfilling requests in an efficient, timely manner, while providing accurate and accountable billing and revenue collection services.

#### Description of Our Services

The Utility Billing Department is under the general direction of the Finance Director. Utility Billing ensures that Bay City residents and businesses are properly billed at rates established and approved by City Council for water, sewer, and sanitation. The employees set up new utility accounts, receive payments, assist citizens with billing and other utility issues and monitor accounts for non-payment. The Utility Billing department utilizes the AMI system for collecting meter reads in preparation of the bills and coordinates with customer service for manual meter reads. The employees also receive, sort, and distribute mail for all city departments.

#### Vision 2040

#### 2023 Strategic Focus\*

#### Governance

- **Organizational/Operational Effectiveness**
- **Improving Image of Bay City**
- **Communication**

Bay City residents are well informed and involved with the affairs of local city government

#### Infrastructure and City Facilities

Bay City residents enjoy new streets, sidewalks and have access to public facilities that meet the standards of our community.

- ❖ Improving the efficiency of the AMI system will improve the accuracy of meter reads which will lead to more accurate billing for the customer. The system will reduce the time Customer Service Division employees dedicate to manual meter reading and reduce the time Utility Billing personnel dedicate to data entry of manual meter reads. This will allow quicker response to reported water and sewer line issues.

## ENTERPRISE FUNDS

### Livability & Quality of Life

Bay City residents enjoy a safe community with great amenities and affordable living.

- ❖ Efficient meter reading and timely, efficient response to requests will provide Bay City residents with accurate water and sewer billing and will minimize interruptions in service.

#### FY 2023 Business Plans (Objectives)

- Assist in completing the city-wide mass meter change out
- Scan all active resident and business applications into the Incode and Laserfiche system
- Create welcome bags for new customers
- Revamp website for to improve communication and streamline operations
- Review internal utility billing procedures to enable consistent practices (i.e. sewer credit policy)
- Improve the night-drop by adding a locked vault inside
- Review lock box options for payment processing

#### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Created magnets for new customer welcome bags
- ✓ Installed scanners to create a more paperless office environment
- ✓ Purchased a mobile service order software to streamline field work orders
- ✓ Reduced the number of manual reads by assisting with the mass meter replacement project order of priority
- ✓ Managed software implementation for the mass meter replacement project (meter import files, meter swap files)

### Budget Summary

Utility Billing	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	523,319	140,158	183,944	181,975	222,953
Supplies & Materials	43,951	40,202	44,000	43,250	44,000
Other Charges & Services	170,018	101,478	199,500	199,200	222,500
Repairs & Maintenance	11,171	14,516	11,500	11,000	13,500
Capital Expenditures	-	-	-	1,360	-
<b>Total Utility Billing</b>	<b>748,459</b>	<b>296,354</b>	<b>438,944</b>	<b>436,785</b>	<b>502,953</b>

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Utility Billing Clerk	3	3	3	3
Director of Public Works	1	0	0	0
Assistant Director of Public Works	1	0	0	0
Customer Service Supervisor	1	0	0	0
Customer Service Technician	3	0	0	0
Customer Service Technician II	0	0	1	1
Code Compliance Officer	1	0	0	0
<b>Total</b>	<b>10</b>	<b>3</b>	<b>4</b>	<b>4</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Number of meter leaks	400	185	225	250
Number of service orders completed	4,265	5,072	8,093	8,100
Number of connects with service change	808	706	702	800
Number of disconnects	830	771	726	750
Number of re-connects (from non-payments) and miscellaneous requests	1,519	1,423	1,577	1,600
Number of meter swap orders	400	432	3,672	3,700
Number of sewer stops	461	408	250	225
Annual average of active accounts	6,500	6,700	6,720	6,900
Number of utility account bills generated	74,757	76,029	77,000	78,000
Number of utility payments received	42,154	75,957	68,323	71,000
Number of adjustments processed	2,859	15,624	5,600	4,000
Number of Service Orders generated	4,461	5,072	10,007	8,000
<b>Measuring Our Effectiveness</b>				
Percentage of monthly bills posted to customer accounts on time	92%	97%	99%	99%
Percentage of billing adjustments due to meter reading or billing errors	8%	17%	15%	12%
Annual average –Percentage of overall AMI effectiveness (good reads/total AMI reads)	80%	82%	95%	98%
% of new accounts connected within 24 hrs.	99%	90%	90%	95%
% of customers delinquent/total customers	14%	15%	17%	15%

## UTILITY OPERATIONS

### Our Mission

The mission of the Municipal Services Building (MSB) Office is to provide outstanding customer service to our residents and businesses through communication, integrity, and accountability. This division also strives to provide outstanding support to our administration, other departments, and employees.

### Description of Our Services

The Warehouse Operations Division is under the general direction of the Director of Public Works. The MSB staff provides support for all divisions of Public Works, Parks and Recreation and Airport Departments by assisting the supervisors with budgeting, procurement, processing invoices, entering information for work orders, processing timesheets and payroll data, training and maintenance of all department documents and records. The staff assists citizens and developers, in person, on the phone and via email, with the rental of City facilities, permitting, work order requests for City infrastructure (signs, streets, water leaks, etc.) and general information requests.

The Code Compliance Division administers the contracts for sanitation operations and household hazardous waste services in the City; enforces municipal ordinances related to Utility, Solid Waste and Streets; supports the Building Official by issuing stop work orders; compiles all regulatory reports for the water and wastewater divisions (TWDB reports, Consumer Confidence Reports, Coastal Plains Groundwater Conservation District permits and annual water use, monthly operating reports for water wells, discharge monitoring reports for WWTP); serves as Water Conservation Coordinator; manages/enforces the City's Cross Connection Control program; manages/enforces grease trap maintenance; assists the Recycling Center with public education and grants.

### Strategic Focus

#### Community & Economic Development (2023 Strategic Focus)

Bay City is known for encouraging economic development opportunities, creating a business development program that is responsive to existing business needs, and actively promoting tourism.

- ❖ The MSB staff has direct contact with citizens, developers, contractors, vendors, and suppliers. They represent the City and strive to provide outstanding customer service and support.

## Livability & Quality of Life

Bay City residents enjoy a safe community with great amenities and affordable living.

- ❖ The behind-the-scenes support Warehouse Operations provides is essential for other divisions and departments to effectively do their jobs in maintaining a safe city and ensuring the delivery of services that contribute to Bay City citizen's quality of life.

### FY 2023 Business Plans (Objectives)

- Arrange additional training for new MSB Secretaries in Cityworks geared toward: 1) improving GIS asset management; 2) reporting; 3) capturing equipment hours, labor hours, and materials for all work orders
- Arrange additional training for new MSB Secretaries in Building Inspections Incode program and city ordinances geared toward permitting process
- Resume "Friendly Certified Customer Service Training" through Victoria Chamber of Commerce. Our goal is to continue changing the culture and make the City of Bay City known for good customer service
- Scheduled CPR/First Aid Classes for Public Works, Parks and Recreation, and Airport employees. Will offer class to other departments that are interested
- Develop Standard Operating Procedures for Public Works department
- Continue to assist with planning for monthly safety meetings
- Increase code compliance efforts and improve effectiveness by partnering with Code Enforcement and the Building Department to review and revise the grease ordinance and ensure proper enforcement
- Continue development and enforcement of the Cross-Connection Control program
- Promote an equal application of division policies, city ordinances and model codes for all developers and citizens
- Continue to expand the program to chip brush at the Brush Site
- Continue to provide administrative services for Govdeals annual auction of obsolete equipment and miscellaneous items
- Continue to promote new sanitation services and public education relating to water conservation, solid waste, recycling, and grease ordinance
- Continue to provide administrative services for all grants, contracts and bid documents submitted and received by the Public Works department
- Continue to provide administrative services, inspections and scheduling for city contractors working on street, drainage, and utilities projects for the Public Works department
- Continued to increase advertising efforts and continue to grow the Fall and Spring Citywide Cleanup Events



**FY 2022 Accomplishments of Prior Year Business Plans**

- ✓ One MSB office staff employee served on the Records Management Review Committee tasked with reviewing current records management policies and procedures; developing procedures and forms for department record audits; developing an emergency preparedness and recovery plan for records; and developing an electronic records program
- ✓ MSB Office Manager served as Safety Committee Chair and assisted with planning of all monthly safety meetings
- ✓ Completed “Painting & Updating” Warehouse Breakroom (301) Municipal Services Building”
- ✓ Continued to add/remove vehicles and employees to Fluid Secure, our Fuel Management System
- ✓ Added all three diesel and unleaded pumps to fuel system to generators for disaster events
- ✓ Implemented Cross Connection Control program
- ✓ Continued monthly meetings with GFL representatives, City Manager’s Office, Utility Billing and Code Enforcement to optimize city sanitation services
- ✓ Continued to coordinate efforts between city employees and city contractors to complete utility projects in an efficient and timely manner, thereby, aiding the city in continuing to provide excellent customer service to our citizens
- ✓ Worked to “Develop Standard Operating Procedures” for Public Works department
- ✓ Continued coordination, by Office Manager, of travel and registration for all Public Works Staff
- ✓ Coordinated with IT department to facilitate update and replace all City Office phones for WWTP and Warehouse Operations
- ✓ Sold 3 council approved units on GovDeals
- ✓ Continued to follow update requirements with Cityworks Online, to enhance the end user’s daily operation of the software

**Budget Summary**

Utility Operations	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	200,048	446,756	472,360	400,000	506,042
Supplies & Materials	15,397	20,959	25,800	25,000	21,400
Other Charges & Services	2,048,091	2,698,063	303,752	303,175	510,000
Repairs & Maintenance	45,511	12,208	41,500	41,000	20,000
Transfers Out	3,078,932	2,750,301	3,023,009	3,023,009	5,637,391
<b>Total Utility Operations</b>	<b>5,387,979</b>	<b>5,928,288</b>	<b>3,866,421</b>	<b>3,792,184</b>	<b>6,694,833</b>

## ENTERPRISE FUNDS

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Director of Public Works	0	1	1	1
Assistant Director of Public Works	0	1	1	1
Office Manager	0	1	1	1
Engineering Technician	0	1	1	1
City Planning Manager	0	1	1	1
<b>Total</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>5</b>

\*Operational Change- Employees moved from Utility Billing department in prior Fiscal Year

### Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Code Violation Complaints-Sanitation	281	194	180	185
Code Violation Complaints-Utilities	57	62	50	50
Code Violation Complaints-Streets	24	16	16	15
Stop work order issued	30	8	15	15
WCA complaints investigated	15	14	15	15
Notice of Violation issued	34	41	40	40
Cross connection control non-compliance Notice issued	44	61	65	65

## UTILITY MAINTENANCE

### Our Mission

The mission of the City of Bay City Utility Maintenance Division is to support and enhance a high quality of life for Bay City’s residents, businesses, and visitors by providing well-planned, cost-effective water distribution, sewer collection services and infrastructure maintenance through responsible use of resources, innovations, and technology to promote public health and economic growth while remaining stewards of the environment.

### Description of Our Services

The Utility Maintenance Division is under the general direction of the Director of Public Works. Employees of the division have 75+ years combined experience with water distribution and sewer collection systems. The primary responsibility of the department is the construction, operation, and maintenance of the City's water distribution and sewer collection systems. The crews repair and install new water and sewer lines, install water and sewer taps for new residential development, perform locates to identify the water and sewer lines when others are excavating in the city right-of-way, repair and flush fire hydrants, camera/video sewer lines and storm drains and jet sewer lines.

### Vision 2040

#### 2023 Strategic Focus\*

### Governance

- Organizational/Operational Effectiveness
- Improving Image of Bay City
- Communication

Bay City residents are well informed and involved with the affairs of local city government

### Infrastructure and City Facilities

Bay City residents enjoy new streets, sidewalks and have access to public facilities that meet the standards of our community.

- ❖ One of the key components of The Vision Bay City 2040 Plan outlined that Bay City’s water system and sewer collection infrastructure must be able to support expected growth. The water distribution and sewer collection system are the heart of the City. All residents, businesses and visitors must have access to the basic need of safe and reliable drinking water and environmentally sensitive wastewater collection to ensure that our community continues to thrive, grow, and prosper. Funding Capital Improvement Projects identified in the Water System Analysis and Master Plan as well as the Sanitary Sewer System Analysis and Master Plan is essential for the City to move forward in accomplishing The Vision Bay City 2040 Plan.

## Livability & Quality of Life

Bay City residents enjoy a safe community with great amenities and affordable living.

- ❖ Turning on a faucet for fresh, clean drinking water and flushing a toilet are actions we all take for granted. What happens when water doesn't flow from the faucet or when you can't flush your toilet? Quality of life quickly declines. Repairing and/or replacing our aging infrastructure and effective planning for future growth will ensure the City can support a high quality of life for not only current Bay City residents, businesses, and visitors but also future generations.

### FY 2023 Business Plans (Objectives)

- Continue to improve infrastructure by continuing line replacement/extension program of aging water and sewer lines and associated components
- Continue initiating Capital Improvement Projects identified in the Water System Analysis and Master Plan
- Continue identifying all water mains less than two inch and develop scopes of work to upsize lines to meet water supply demand
- Sustain quality of life by continuing to maintain adequate pressure of 50 to 55 psi throughout the water system at a volume to meet the demands of the citizens
- Improve quality of life by continuing to respond quickly and efficiently, within twenty-four (24) hours, to complaints regarding water leaks to reduce water loss
- Increase effectiveness by expanding on the grease trap inspection program using Cityworks to document and schedule inspections. Review and update City Ordinance related to grease traps. Partner with Code Enforcement to ensure proper enforcement
- Continue to utilize Cityworks to record and document all repairs and projects as well as related costs
- Develop and implement a backflow prevention program and utilize Cityworks to track inspections. Review City Ordinance related to backflow prevention, make necessary changes and partner with Code Enforcement to ensure proper enforcement
- Increase efficiency by developing and implementing an inventory control program by using City Works
- Implement Customer Service Inspector for all new water turn-ons. Phase in duties to become compliant with the state laws (TCEQ)
- Establish a two-man crew: Duties to include manhole ID's and fire hydrant preventative maintenance
- Continue to improve efficiency by reducing the need for manual meter reading by improving the efficiency of maintenance of the City's Advanced Meter Infrastructure (AMI) water meter system
- Continue to educate Bay City residents on the harmful effects of fats, oils and grease on the City's wastewater collection system to obtain their assistance in reducing the amount of fats, oils and grease introduced into the system
- Continue to work with Utility Billing to improve efficiency and reduce water loss by working with Bay City residents to address potential water leaks at their homes/businesses to reduce water loss

## ENTERPRISE FUNDS

- Increase code compliance efforts and improve effectiveness by partnering with Code Enforcement and the Building Department to review and revise the grease ordinance and ensure proper enforcement
- Continue to improve livability and quality of life by working with plumbers servicing Bay City residents to help identify and eliminate water leaks and properly address reported sewer issues to ensure they are handled in a timely manner to minimize the customer's disruption in service
- Continue developing streamline maintenance plan with water meter supplier for the life of the AMI system to address failing Metering Interface Units (MIUs)

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Installed numerous water and sewer taps for both residential and commercial properties
- ✓ Replaced and/or installed several manholes throughout the City
- ✓ Repaired numerous water and sewer lines throughout the City

## Budget Summary

Utility Maintenance Division	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	538,409	563,477	684,190	675,000	802,528
Supplies & Materials	48,074	31,583	56,000	54,400	50,800
Other Charges & Services	119,562	36,396	18,000	17,000	38,500
Repairs & Maintenance	1,665,694	835,504	1,509,000	1,509,000	1,030,000
Capital Expenditures	-	-	608,000	450,000	130,000
<b>Total Utility Maintenance</b>	<b>2,371,739</b>	<b>1,466,960</b>	<b>2,875,190</b>	<b>2,705,400</b>	<b>2,051,828</b>

## Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Utility Foreman	1	1	1	1
Crew Leader	3	3	3	3
Administrative Assistant I	1	1	1	1
Maintenance Technician II	3	4	1	1
Maintenance Technician I	4	4	2	2
Customer Service Supervisor	0	0	1	1
Customer Service Technician I	0	1	2	2
Customer Service Technician II	0	0	1	1
Vactor Truck Operator	1	1	1	1
<b>Total</b>	<b>13</b>	<b>15</b>	<b>13</b>	<b>13</b>

Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Total length of water mains (miles)	113	113	115	465
Total length of sewer mains (miles)	108	108	110	110
Total number of fire hydrants	363	369	370	375
Number of water leaks	462	407	430	450
Number of new water taps	21	24	75	85
Number of new sewer taps	11	26	70	80
Number of water lines located	377	697	740	750
Number of sewer lines located	225	697	740	750
Linear feet (LF) water line replaced or installed	3,500	3,000	3,500	3,800
Linear feet (LF) sewer line replaced or installed	1,500	1,220	2,000	2,800
Estimated gallons of water loss associated with reported water leaks	300,334,400	315,568,100	320,500,000	325,000,000
Number of sewer overflows per year	1	7	3	5
Number of meter swap orders	518	292	1841	500
Number of meter leaks	39	47	50	60
Number of sewer stops	478	390	240	200
<b><i>Measuring Our Effectiveness</i></b>				
Annual Water Loss	35.33%	35.34%	36%	38%

## WATER AND WASTEWATER TREATMENT PLANT

### Our Mission

The mission of the City of Bay City Water and Wastewater Treatment Plant Division is to support and enhance a high quality of life for Bay City's residents, businesses, and visitors by providing reliable, sustainable, superior quality water through protecting and managing current sources; and, by protecting public health and the environment through responsible environmental stewardship and treatment of the City's wastewater.

### Description of Our Services

The WWTP Division is under the general direction of the Director of Public Works. The employees maintain the City's potable water supply by checking and monitoring operations of the City's six water wells, four Ground Storage Tanks and three Elevated Storage Tanks. They ensure quality of the water supply through disinfection, sampling and testing and security of the facilities through visual monitoring and facility maintenance. The employees also maintain the city's wastewater collection system which includes the WWTP and 26 sewer lift stations. They ensure proper operation of the lift stations to prevent illicit sewer discharges of sewage flowing to the WWTP. The employees also operate and manage the sewer treatment process at the WWTP to assure a clean effluent to Cottonwood Creek. Operators are licensed by TCEQ and are required to strictly adhere to rules and regulations set by City Ordinance, the State of Texas and the EPA.

### Vision 2040

#### 2023 Strategic Focus\*

#### Governance

- **Organizational/Operational Effectiveness**
- **Improving Image of Bay City**
- **Communication**

Bay City residents are well informed and involved with the affairs of local city government

#### Infrastructure and City Facilities

Bay City residents enjoy new streets, sidewalks and have access to public facilities that meet the standards of our community.

- ❖ Bay City's aging water and wastewater infrastructure must be regarded as a priority even though there was limited public concern in the Vision Bay City 2040 Plan. Being proactive with preventative maintenance, replacing outdated equipment and anticipating necessary capital repairs will allow Bay City to continue to provide superior quality drinking water and environmentally sound wastewater treatment services to residents, businesses, and visitors.

## Livability & Quality of Life

Bay City residents enjoy a safe community with great amenities and affordable living.

- ❖ Dependable water and wastewater services are essential the citizens of Bay City. The Utility Maintenance and Customer Service crews work together with the plant operators to deliver superior quality drinking water and Bay City's growth and long-term sustainability are dependent on them. Repairing and/or replacing our aging infrastructure and effective planning for future growth will ensure the City can support a high quality of life for not only current Bay City residents, businesses, and visitors but also future generations.

### FY 2023 Business Plans (Objectives)

- Continue to improve infrastructure by implementing Capital Improvement Projects identified in the Sanitary Sewer Analysis and Master Plan as well as the WWTP Evaluation
- Maintain facilities by continuing the consistent Preventative Maintenance plan on water well equipment, lift station equipment and Wastewater Treatment Plant equipment
- Continue to maintain quality of life by ensuring that all 26 lift stations are inspected regularly and are adequately maintained to ensure consistent, uninterrupted service to citizens
- Continue to improve effectiveness and efficiency by updating the Operating & Maintenance (O&M) Manual for the WWTP
- Continue to improve efficiency and demand at the WWTP by reducing inflow and infiltration of storm water into the collection system by: continuing sewer line rehab program, identifying manholes in need of rehabilitation, use of inflow protectors in manholes
- Continue to maintain infrastructure to ensure that operations are in accordance with the Texas Commission on Environmental Quality (TCEQ) and other regulatory agencies

### FY 2022 Accomplishments of Prior Year Business Plans

#### WATER PLANTS AND WELLS:

- ✓ Awarded the Texas Water Development Board funding for water and wastewater improvements
- ✓ Obtained approval from Council on electrical upgrades for the Mockingbird Water Plant
- ✓ Passed TCEQ Inspection

#### SEWER LIFT STATIONS:

- ✓ Completed repairs to Avenue C Lift Station

#### WWTP

- ✓ Completed repairs on Clarifier #2
- ✓ Passed TCEQ Inspection



## Budget Summary

Water and Wastewater Treatment Plant Division	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	429,482	340,700	540,945	540,000	544,586
Supplies & Materials	791,966	158,160	197,700	197,000	185,200
Other Charges & Services	295,131	626,974	759,800	650,000	731,600
Repairs & Maintenance	-	233,053	469,000	157,000	376,000
Capital Expenditures	-	-	1,000,000	175,000	25,000
<b>Total WWTP</b>	<b>1,516,579</b>	<b>1,358,887</b>	<b>2,967,445</b>	<b>1,719,000</b>	<b>1,862,386</b>

## Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Utility Superintendent	1	1	1	1
Plant Operator III	3	3	3	3
Plant Operator II	1	1	1	1
Plant Operator I	1	1	1	1
Administrative Assistant I	1	1	1	1
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Number of water samples collected for bacteriological testing	390	384	384	384
Number of fire hydrants flushed	612	612	612	612
Estimated gallons of water loss associated with routine fire hydrant flushing	238,000	240,000	240,000	240,000
Cubic Yards of sludge removed/number of loads hauled	3,531 327	3,611 356	3,582 325	3,600 330
<b><i>Measuring our Effectiveness</i></b>				
Number of TCEQ violations – groundwater	0	0	1	0
Gallons of water produced per year	850,124,700	860,409,000	875,000,000	825,000,000
Number of TCEQ violations – wastewater	0	0	0	0
Total gallons of wastewater treated per year	536,280,000	576,000,000	580,000,000	580,000,000

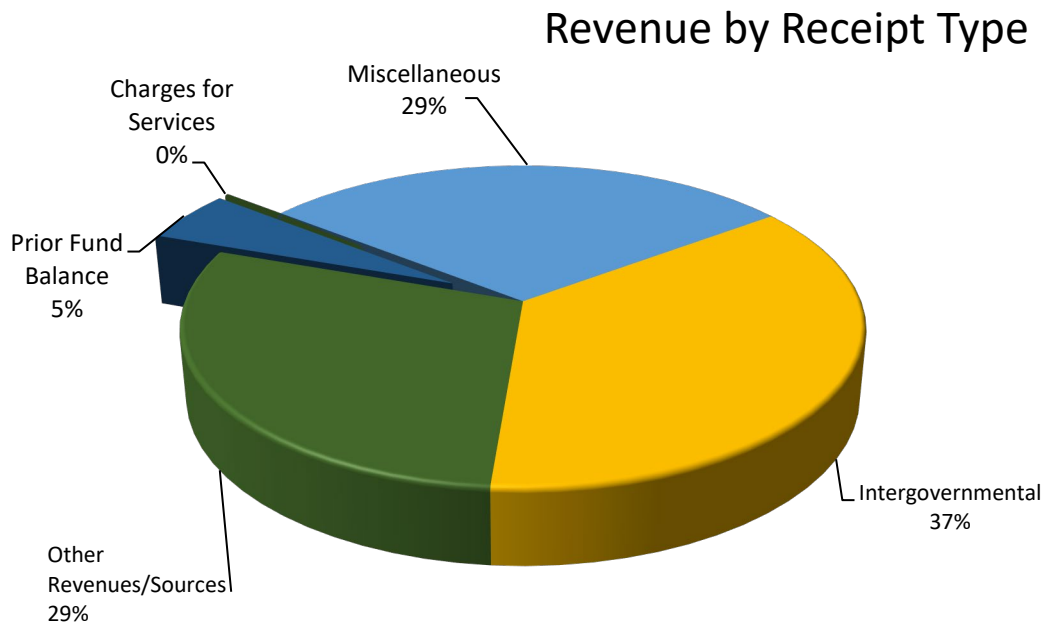


# AIRPORT FUND

The Airport Fund is used to account for the operations of the Bay City Regional Airport.

## Airport Fund Revenue

Revenue Summary	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023	Variance
Charges for Services	280	-	-	-	-	-
Miscellaneous	158,785	584,786	197,500	203,305	160,500	-37,000
Transfers In	330,000	225,000	245,000	245,000	225,000	-20,000
Other Revenues/Sources	868,963	296,471	195,500	225,000	412,500	217,000
Prior Fund Balance	-	-	35,000	-	75,000	40,000
<b>Total Revenues</b>	<b>1,358,027</b>	<b>1,106,257</b>	<b>673,000</b>	<b>673,305</b>	<b>873,000</b>	<b>200,000</b>



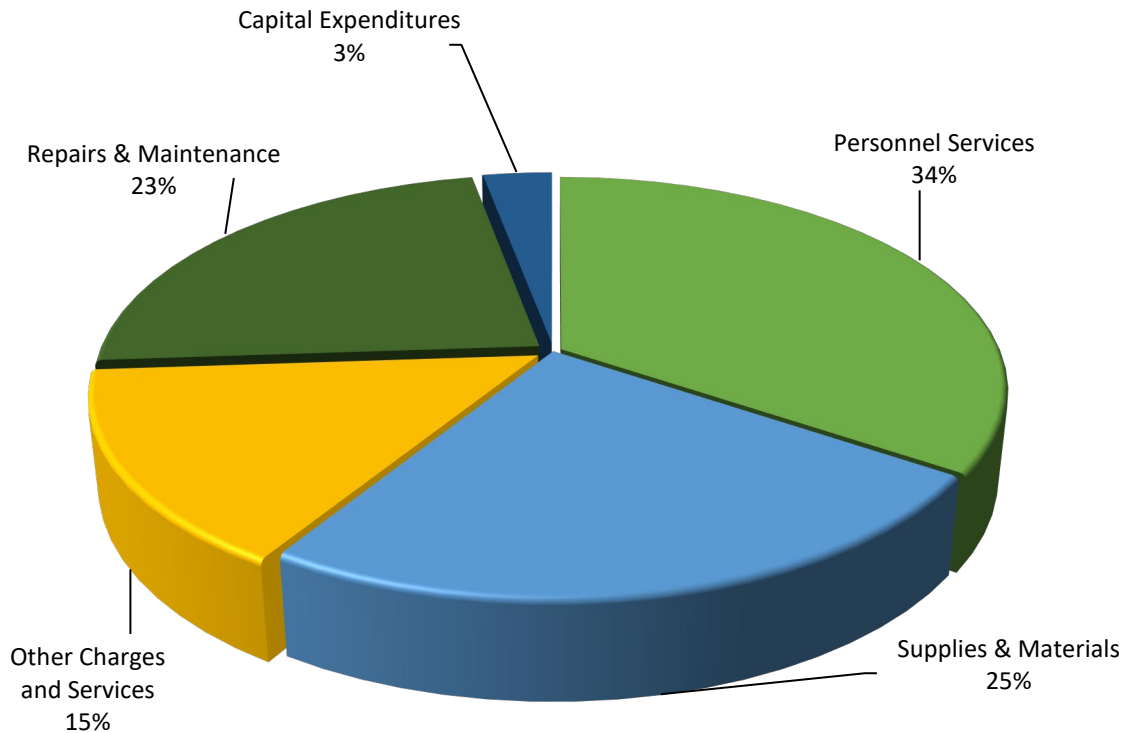
## Airport Revenue Detail

Airport Fund Revenue	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
<b>Charges for Services</b>					
Late Fees	280	-	-	-	-
<b>Total Charges for Services</b>	<b>280</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Miscellaneous</b>					
Interest Income	546	40	500	100	-
Capital Contribution	-	375,906	-	-	-
T-Hanger Rental Fees	98,906	99,538	105,000	110,000	98,000
Tie Down Fees	2,185	4,591	3,000	3,000	2,500
Tx Dept. of Transportation	50,000	89,247	50,000	50,000	50,000
Insurance Claims	-	-	28,000	29,205	-
Gain on Disposal of Assets	-	875	-	-	-
Other Income	7,147	14,589	11,000	11,000	10,000
<b>Total Miscellaneous</b>	<b>158,785</b>	<b>584,786</b>	<b>197,500</b>	<b>203,305</b>	<b>160,500</b>
<b>Intergovernmental</b>					
Transfer from General FD	330,000	225,000	245,000	245,000	225,000
<b>Total Intergovernmental</b>	<b>330,000</b>	<b>225,000</b>	<b>245,000</b>	<b>245,000</b>	<b>225,000</b>
<b>Other Revenues/Sources</b>					
Contributed Capital	704,159	-	-	-	-
Jet Fuel	78,289	215,110	120,000	135,500	300,000
Aviation Fuel	86,212	80,709	75,000	89,000	112,000
Aviation Oil	303	651	500	500	500
<b>Total Other Revenue</b>	<b>868,963</b>	<b>296,471</b>	<b>195,500</b>	<b>225,000</b>	<b>412,500</b>
<b>Prior Fund Balance</b>					
Prior Fund Balance	-	-	35,000	-	75,000
<b>Total Prior Fund Balance</b>	<b>-</b>	<b>-</b>	<b>35,000</b>	<b>-</b>	<b>75,000</b>
<b>Total Airport Revenue</b>	<b>1,358,027</b>	<b>1,106,257</b>	<b>673,000</b>	<b>673,305</b>	<b>873,000</b>

## Airport Expenditures by Function

Expenditures by Function	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023	Variance
Personnel Services	205,245	198,889	231,450	231,450	237,850	6,400
Supplies & Materials	137,280	241,234	164,750	164,750	334,150	169,400
Other Charges and Services	232,036	325,581	101,300	101,175	119,500	18,200
Repairs & Maint.	132,828	132,212	155,500	155,300	127,500	-28,000
Capital Expenditures		-	20,000	20,000	54,000	34,000
Transfers Out	86,301	-	-	-	-	-
<b>Total Expenditures</b>	<b>793,689</b>	<b>897,916</b>	<b>673,000</b>	<b>672,675</b>	<b>873,000</b>	<b>200,000</b>

### Expenditures by Function



## AIRPORT OPERATIONS

### Our Mission

Bay City Regional Airport is a general and business aviation airport, which is operated, maintained, and preserved for the benefit of the community and airport users.

### Our Vision

The Vision of the Bay City Regional Airport is to be the best and most well-regarded regional airport in the State of Texas. We are committed to supporting the economic needs of the community through safe and secure operations.

### Airport Goals & Objectives

The objective of the Bay City Regional Airport is to support its mission and vision through the operation, maintenance, and development of airport services and infrastructure that is accountable to its constituents, provides appropriate airport facilities, and supports compatible business uses and development. The following goals further define and clarify airport accountability, facilities, and business.

### ACCOUNTABILITY

- Accountable to provide services to
  - Users
  - Tenants
  - Customers
- Financially accountable to
  - Airport sponsor (enterprise fund)
  - Grantors
- Meeting Regulatory obligations to
  - FAA
  - TXDOT
  - EPA
  - TCEQ
  - City of Bay City
    - Self-sustaining
    - Sensitive to the needs of the community
    - Sensitive to the environment

## ENTERPRISE FUNDS

### FACILITIES

- Addressing the needs of the general aviation users
- Addressing the general aviation needs of businesses
- Enabling and supporting the acquisition of new assets
- Ensuring efficient and effective service quality
- Maintaining and retaining current Airport assets, including real property, existing runways, taxiways, ramps, runway lengths and operational utility
- Maintaining modern and up to date facilities
- Providing a safe environment for all concerned
- Providing services and/or economic value to the community
- Providing a welcoming gateway to Bay City and local communities
- Secure (controlled access)
- Serving as a regional resource for emergencies

### BUSINESS

- Compatible with the mission and vision of the Airport
- Encouraging economic growth
- Encouraging revenue-generating activities that are competitively priced
- Fostering partnerships
- Promoting tourism
- Responding to the demands of dynamically changing economic and aviation
- Technologies
- Welcoming to aviation-compatible businesses

### ACTION PLAN SUPPORTING THE AIRPORT MISSION, VISION, GOALS & OBJECTIVES

- Prepare a long-term Airport Master Plan update. The Airport Master Plan will provide guidance for the development and operation of the airport.
- Soliciting aviation-compatible businesses to build operational infrastructure based on the Airport.

### **Description of Our Services**

Airport Operating Fund is an Enterprise fund. It provides operations, maintenance, and security services for those that use the Bay City Regional Airport and its facilities. The Airport revenues are generated by the following activities:

- Aircraft tie down fees
- Rental of hangar space
- Ramp fees
- Courtesy vehicle user fees
- Fuel sales

**Vision 2040**

- ❖ Expansion / Growth
  - *Expand throughout aviation community*
- ❖ Revenue / Cost / Margin
  - *Increase sales*
- ❖ Customer Satisfaction
  - *Repeat business from customers*
- ❖ Engagement with citizens
  - *Engage with our community*
- ❖ Employee Happiness
  - *Proud & Happy staff*

**2023 Strategic Focus\***

**Governance**

- **Organizational/Operational Effectiveness**
- **Improving Image of Bay City**
- **Communication**

Bay City residents are well informed and involved with the affairs of local city government

**Infrastructure and City Facilities**

- ❖ Bay City residents enjoy new streets, sidewalks and have access to public facilities that meet the standards of our community.

Investments in renovations and expansion of Bay City Regional Airport facilities and airfield will actively support long-term fiscal strength of the airport.

**Community & Economic Development (2023 Strategic Focus)**

Bay City is known for encouraging economic development opportunities, creating a business development program that is responsive to existing business needs, and actively promoting tourism.

- ❖ Bay City Regional Airport serves as a gateway to Bay City and surrounding communities. Developers, local business executives and new visitors utilize the airport frequently. This in turn lends to the vision of Bay City’s economy development by shopping, visiting attractions, eating at local restaurants, and staying at Bay City accommodations.
- ❖ Bay City Regional Airport’s business development is focused on attracting new commercial, general aviation tenants and transient business executive aircraft while maintaining current general aviation occupancy.



## Livability & Quality of Life

Bay City residents enjoy a safe community with great amenities and affordable living.

- ❖ Bay City Regional Airport provides vital transportation services to all citizens in Bay City, whether they use the system directly or benefit indirectly. Aviation plays a crucial role in business, tourism, emergency services, agriculture, and even public safety. Communities depend upon airports to provide needed services and accessibility with connections within the state, nation, and world. Bay City Regional Airport serves an essential role in the overall economy and quality of life of the city and surrounding areas. Bay City Regional Airport is the staging point for all relief supplies in the event of a natural and/or manmade disaster.

### FY 2023 Business Plans (Objectives)

- Continue to promote the Airport as a destination for business and general aviation
- Complete Airport Master Plan & Airport Layout Plan
- Install wildlife fencing along runway property line
- Replace Jet-A self-serve fuel station
- Select aviation fuel supplier
- Hosting fly-in movie night
- Create airport brochures
- Recruit aviation-compatible businesses

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Promoted Airport as a destination for business and general aviation
- ✓ Featured in Business View & Aviation View magazines with articles of the airport, city, and county
- ✓ Completed construction to relocate taxiway and drainage
- ✓ Updated chapter 18 of city ordinances for airport
- ✓ Awarded 2021 General Aviation Airport of the Year by TxDOT Aviation Division

**Budgeted Personnel**

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Airport Manager	1	1	1	1
Airport Secretary	1	1	1	1
Lineman	1	1	1.5	1.5
Temporary Worker	1	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4.5</b>	<b>4.5</b>



**\*James Mason, Airport Director, accepting The 2021 General Aviation Airport of the Year Award for the Bay City Regional Airport\***

Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Number of daily airfield inspections	247	247	247	247
Number of airfield lighting repairs	0	0	6	6
Number of airfield fence repairs	1	0	5	4
Number of aircraft fueled	1,113	1,164	1,200	1,200
Acres of airport grounds mowed/ maintained	181	181	181	181
Number of courtesy car rentals/usage	37	53	90	100
Estimated number of take offs & landings	11,130	11,640	12,000	12,000
Usage/inquires to paid websites for Airport information	2,210	979	1500	2000
<b>Measuring Our Effectiveness</b>				
T-hangar tenant occupancy	99%	80%	69%	80%
% of time airfield operational	98%	98%	97%	97%
Value of TxDOT Aviation RAMP funding obtained	\$50,000	\$50,000	\$50,000	\$50,000

**Bay City Regional Airport**

**WHERE DREAMS TAKE FLIGHT**

**PREFERRED VENDOR/PARTNER**

**CIVIL PEs**



## SPECIAL REVENUE FUNDS

1997.07.42.5  
Texas Theater  
2227 Ave. F  
Bay City, TX  
Opened Nov. 23, 1939  
Closed 1981

Texas Theater  
1939- Left, Future- Right



BayTex Hotel  
Old-Left, Today-Right



# HOTEL/MOTEL FUND

The City adopted a local hotel occupancy tax (7%) within the City limits. The City uses these funds to directly enhance and promote tourism and the convention and hotel industry or other expenses approved by State Law.

## Hotel/Motel Tax Fund

The primary funding source for the Hotel/Motel Tax Fund is the Hotel Occupancy tax, a consumption type of tax authorized under Texas state statute. This tax allows the City of Bay City to collect up to its current tax rate of 7% on rental income of hotels and motels within the City limits.

In Chapter 351 of the Tax Code, funds derived from the Hotel/Motel Tax Fund can only be spent if the following two-part test is met:

- Every expenditure must directly enhance and promote tourism and the convention and hotel industry.
- Every expenditure must clearly fit into one of nine statutorily provided categories for expenditure of local hotel occupancy taxes:
  1. Funding the establishment, improvement or maintenance of a convention or visitor information center
  2. Paying for the administrative costs for facilitating convention registration
  3. Paying for tourism related advertising and promotion of the city or its vicinity
  4. Funding programs that enhance the arts
  5. Funding historical restoration or preservation projects
  6. Sporting events where most participants are tourists in cities located in a county with a population of 290,000 or less
  7. Enhancing and upgrading existing sport facilities or fields for certain municipalities
  8. Funding transportation systems for tourists
  9. Signage directing the public to sights and attractions that are visited frequently by hotel guests in the municipality

Within the city limits of Bay City there are currently 20 hotels and motels all in which report and pay hotel occupancy taxes to the City. The following hotels and motels can be found in Bay City, Texas:

### Hotels and Motels within Bay City

Best Western Plus	Knights Inn
Candlewood Suites	La Quinta Inn
Comfort Suites	Paradise Inn
Days Inn	Regency Inn
Economy Inn	Scottish Inn
Fairfield Inn	South Texas Inn
Hampton Inn	Starland Motel
Happy Bay	Studio 6
Holiday Inn	Super 8
Island Inn	Town House Motel

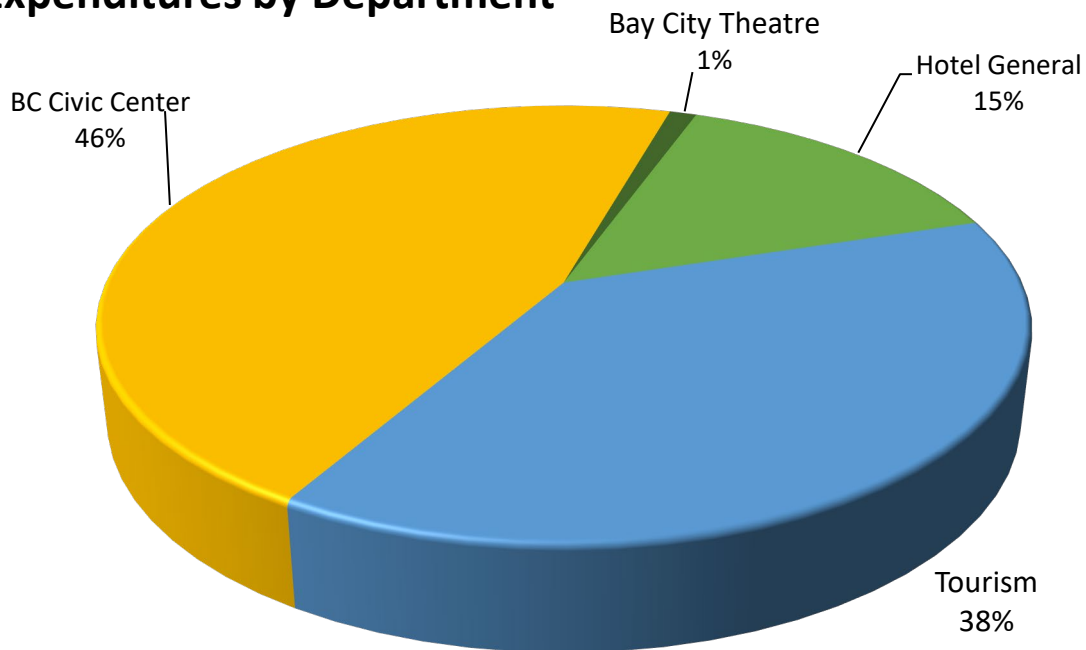
## Hotel / Motel Revenue

Revenue Summary	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Proposed FY 2023
Hotel Occupancy Tax	666,649	640,386	600,000	615,000	620,000
Miscellaneous	81,309	90,672	105,500	118,200	97,000
Prior Fund Balance	-	-	311,500	-	-
<b>Total Revenue</b>	<b>747,958</b>	<b>731,058</b>	<b>1,017,000</b>	<b>733,200</b>	<b>717,000</b>

## Hotel / Motel Expenditures

Hotel/Motel Expenditures	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Proposed FY 2023
Hotel General	111,113	126,847	374,500	114,450	104,500
Tourism	227,815	194,633	316,020	300,000	274,500
Civic Center	227,347	318,489	297,480	290,000	330,000
Bay City Theatre	57,146	9,788	29,000	6,780	8,000
<b>Total Hotel/Motel</b>	<b>623,421</b>	<b>649,757</b>	<b>1,017,000</b>	<b>711,230</b>	<b>717,000</b>

### Expenditures by Department



## SPECIAL REVENUE FUNDS

# HOTEL GENERAL

### Description of Our Services

Expenditures considered to be of a non-departmental nature include funding the Matagorda County Museum, funding a portion of Main Street Budget (in General Fund) that qualifies for the HOT funds and other special projects which are approved by City Council.

### Budget Summary

Hotel General	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Proposed FY 2023
Other Charges and Services	63,113	68,847	66,500	66,500	66,500
Repairs & Maintenance	-	-	-	-	-
Transfers	48,000	58,000	308,000	48,000	68,000
<b>Total Hotel General</b>	<b>111,113</b>	<b>126,847</b>	<b>374,500</b>	<b>114,450</b>	<b>134,500</b>



Matagorda County Museum @ 2100 Avenue F



## TOURISM

### Our Purpose

The Tourism Department's activity, under the direction of the CVB Board of Directors, Mayor and Council is primarily responsible to position Bay City and Matagorda County as a nationally and regionally recognized tourist destination by developing quality marketing programs and events to attract visitors and stimulate economic development and growth.

### Mission Statement

Bay City Tourism Council promotes and develops tourism and awareness of our beaches, birds and thriving arts along with our downtown culture.

### Vision 2040 Plan Elements

#### (2023 Strategic Focus)

#### Community & Economic Development

Bay City is known for encouraging economic development opportunities, creating a business development program that is responsive to existing business needs, and actively promoting tourism.

- By using all forms of tourism, eco, birding, beach related, and history related visits we want to showcase Bay City, so it is known for its diverse opportunities while creating a business development program that is responsive to existing business needs.

#### Livability and Quality of Life

Bay City residents and visitors enjoy a safe community with great amenities and affordable living.



**\*\*Bay City Black Cat Mural, at All Star Fitness. Owner cleaned, painted, installed asphalt and lighting in parking lot.\*\***

## SPECIAL REVENUE FUNDS

### FY 2023 Business Plans (Objectives)

- Establish Tourism Board
- Establish and set forth goals and objectives for Tourism Manager
- Install Wayfinding/Directional signage throughout the City

### FY 2022 Accomplishments of Prior Year Business Plans

- Began work on digital sign completion
- Adapted new branding and logo

## Budget Summary

Tourism	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Proposed FY 2023
Personnel Services	67,576	71,710	83,920	64,100	95,500
Supplies & Materials	5,721	5,712	7,500	7,500	8,500
Other Charges and Services	153,578	117,137	224,600	228,400	170,500
Repairs & Maintenance	939	74	-	-	-
<b>Total Tourism</b>	<b>227,815</b>	<b>194,633</b>	<b>316,020</b>	<b>300,000</b>	<b>274,500</b>

## Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Tourism Director	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Exhibit Shows Attended	0	2	0	4
Advertising Placements: Billboards, Magazines	17	23	24	25
Facebook Followers	2,219	3,019	3,175	4,219
Number of Events Held	1	3	1	1
Total Attendance of Events	750	5,000	3,000	5,500
<b>Measuring Our Effectiveness</b>				
Annual Update of Business Plan	2	2	2	2
Number of Meetings Held	4	6	6	6
Council Updated Quarterly	4	4	4	4

## CIVIC CENTER



### **Our Mission**

The mission of the Bay City Civic Center is to provide a safe, beneficial, and enjoyable facility for special events for all citizens, tourists, and visitors to the City of Bay City, Texas.

### **Description of Our Services**

The Bay City Chamber of Commerce and Agriculture with the City of Bay City provides management and operations for the facilities of the Bay City Civic Center. Revenues are generated from facility rentals. The maintenance costs are provided by Fund 25 of the City of Bay City.

### **Vision 2040**

#### **2023 Strategic Focus\***

##### **Community and Economic Development\***

Bay City is known for encouraging economic development opportunities, creating a business development program that is responsive to existing business needs, and actively promoting tourism.

##### **Livability and Quality of Life**

Bay City residents enjoy a safe community with great amenities and affordable living.

## SPECIAL REVENUE FUNDS

### FY 2023 Business Plans (Objectives)

- Ensure the customers and community maximizes the use of the Bay City Civic Center
- Provide staff to set-up, supervise, and maintain a presence at the center, and ensure every service is afforded to the Customer
- Conduct routine repair and preventative maintenance to the facility and parking lot and ensure it is maintained at the same or higher level as was designed to provide quality customer experience
- Continue to research community services being offered by cities with comparable population and evaluate opportunities to include appropriate services which would benefit our community
- Encourage professionalism in customer service through continuing education and staff development opportunities
- Seek community input of services through pre- and post-event communications

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Held several successful events throughout the year
- ✓ Continued to have business training opportunities
- ✓ Provided staff to set up, supervise and maintain a presence at the center and to ensure every service is afforded to all customers
- ✓ Maintained the Civic Center with fees paid by the consumer and utilization of the Hotel-Motel Tax with no reliance on the General Fund Budget

## Budget Summary

Bay City Civic Center	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Proposed FY 2023
Supplies and Materials	4,587	5,720	8,500	7,500	8,500
Other Charges and Services	175,306	221,104	230,980	224,500	238,500
Repairs and Maintenance	47,454	52,847	40,000	40,000	48,000
Capital Expenditures	-	38,819	18,000	18,000	35,000
<b>Total Civic Center</b>	<b>227,347</b>	<b>318,489</b>	<b>297,480</b>	<b>290,000</b>	<b>330,000</b>

**SPECIAL REVENUE FUNDS**

**BAY CITY THEATRE**

**Description of Our Services**

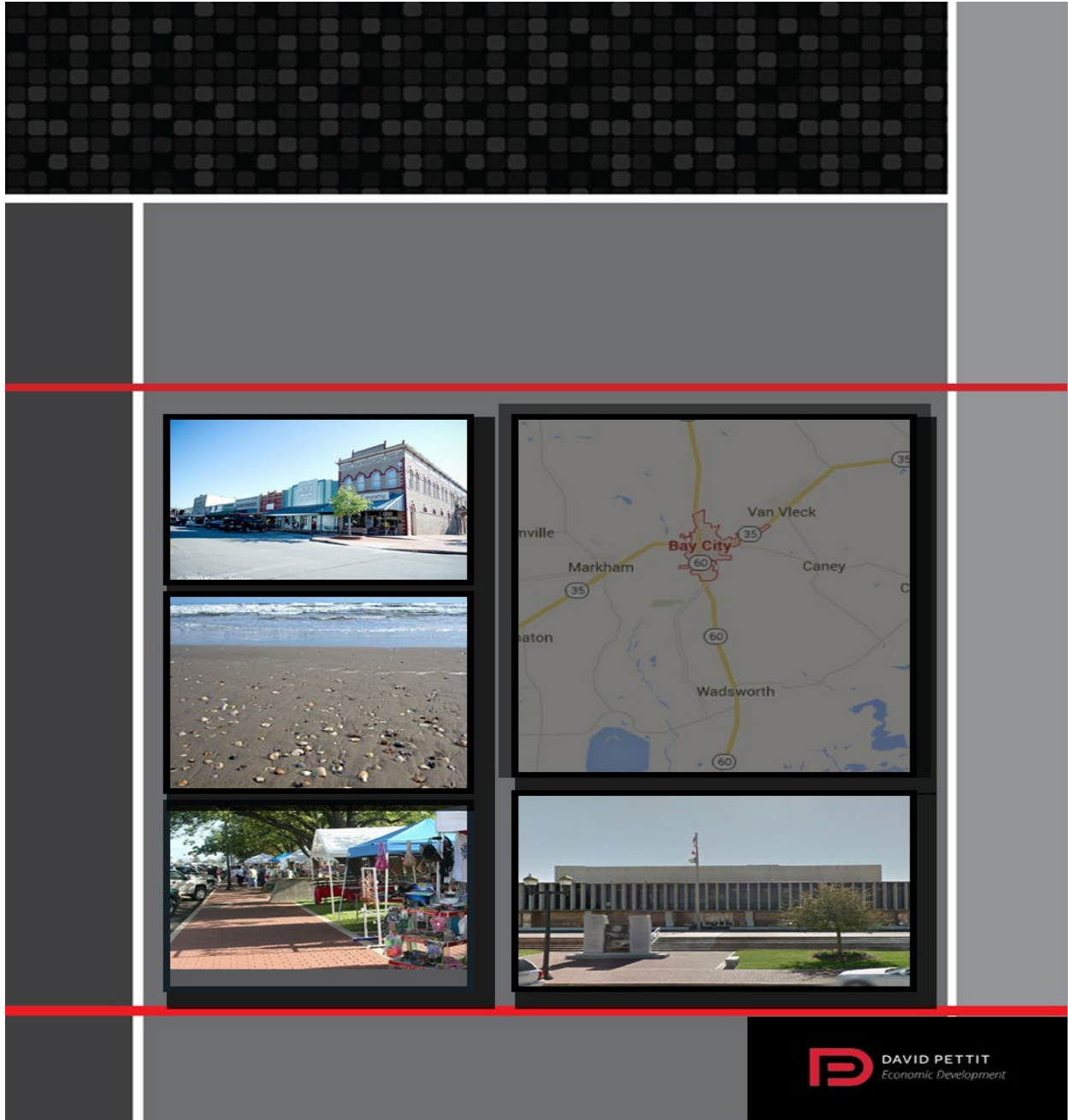
This department is accountable for all expenditures related to the Theatre rehabilitation project that is currently ongoing.

**Budget Summary**

Bay City Theatre	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Proposed FY 2023
Other Charges and Services	4,162	3,271	12,000	6,780	8,000
Capital Expenditures	52,984	6,517	17,000	-	-
<b>Total Bay City Theatre</b>	<b>57,146</b>	<b>9,788</b>	<b>29,000</b>	<b>6,780</b>	<b>8,000</b>



**\*Bay City Theatre Before Rehabilitation Project (Left) and After (Right)\***



## TAX INCREMENT REINVESTMENT ZONE FUND

This fund is used to account for the three separate reinvestment zones receiving all the incremental tax revenue growth flows within its designated zone to help pay for public improvements within that zone.

## TIRZ 1 Fund Revenue

Revenue Summary	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Miscellaneous	35,975	46,080	57,000	57,000	83,000
Transfers In	29,081	37,823	46,000	46,297	72,000
<b>Total Revenue</b>	<b>65,056</b>	<b>83,903</b>	<b>103,000</b>	<b>103,297</b>	<b>155,000</b>

## TIRZ 1 Fund Expenditures

TIRZ 1 Expenditures	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Other Charges and Services	1,626	58,232	103,000		155,000
Transfers Out	3,137	-	-	-	-
<b>Total TIRZ 1</b>	<b>4,763</b>	<b>58,232</b>	<b>103,000</b>		<b>155,000</b>

## TIRZ 2 Fund Revenue

Revenue Summary	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Miscellaneous	88,575	99,001	88,500	88,500	84,000
Transfers In	75,461	82,075	70,000	71,271	72,000
<b>Total Revenue</b>	<b>164,036</b>	<b>181,075</b>	<b>158,500</b>	<b>159,771</b>	<b>156,000</b>

## TIRZ 2 Fund Expenditures

TIRZ 2 Expenditures	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Other Charges and Services	4,022	148,362	158,500	193,850	156,000
Transfers Out	-	-	-	-	-
<b>Total TIRZ 2</b>	<b>4,022</b>	<b>148,362</b>	<b>158,500</b>	<b>193,850</b>	<b>156,000</b>



### Annual Report Requirements

Texas state law requires the governing body of the municipality that created the TIRZ to submit an annual report to the chief executive officer of each taxing unit that levies taxes on property within the zone. The report must be provided within 150 days of the end of the city's fiscal year. The report must include the following items:

1. The amount and source of revenue in the tax increment fund established for the zone;
2. The amount and purpose of expenditures from the fund;
3. The amount of principal and interest due on outstanding bonded indebtedness;
4. The tax increment base and current captured appraised value retained by the zone;
5. The captured appraised value shared by the city and other taxing units;
6. The total amount of tax increments received; and
7. Any additional information necessary to demonstrate compliance with the tax increment financing plan adopted by the city.

A copy of the above report must be sent to the Texas State Comptroller's Office.

### What is Tax Increment Financing (TIF)?

Tax Increment Financing (TIF) is a tool to help finance public improvements and development projects within a defined area. A municipality makes an area eligible for TIF by designating it a Tax Increment Reinvestment Zone (TIRZ). Within the designated zone all the incremental tax revenue growth flows to an established tax increment fund to help pay for public improvements within the zone.

Following incremental growth in property values, and the collection of tax revenue in the established TIRZ fund, the TIRZ board and the City Council disburse funds to promote revitalization efforts within the zone.

While TIRZ's are generally established by cities, other taxing jurisdictions such as a county or junior college can participate in the zone at their own discretion.



## TAX INCREMENT REINVESTMENT ZONE #1

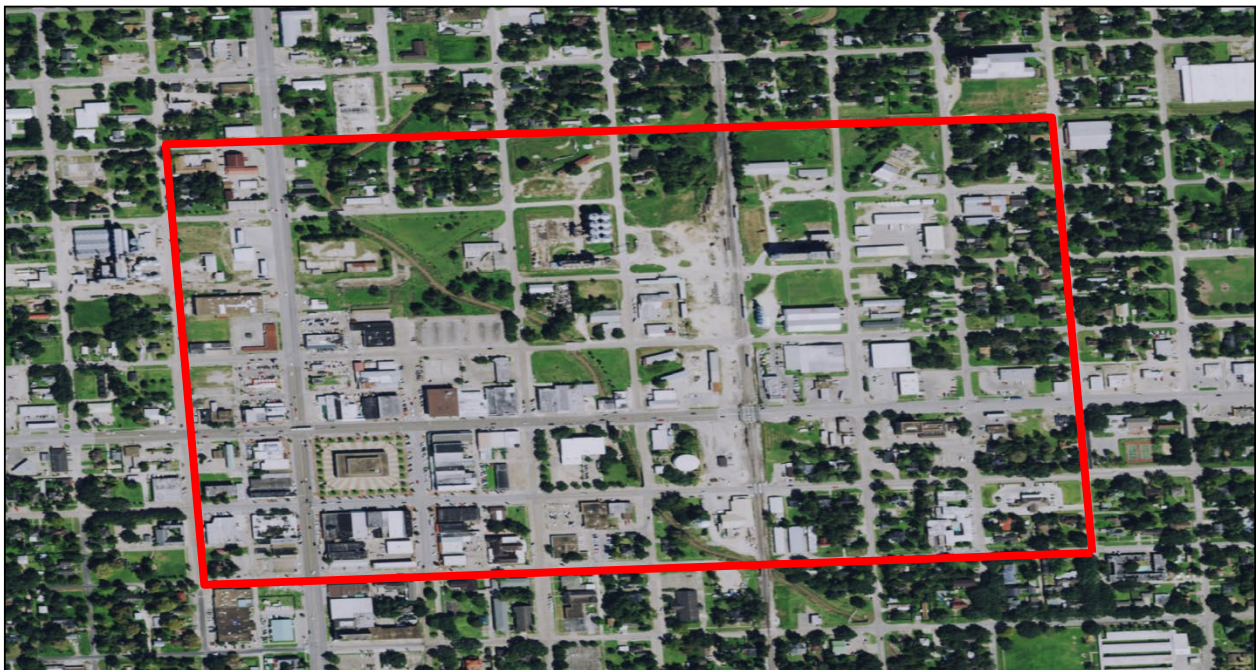
The City of Bay City Tax Increment Reinvestment Zone (TIRZ) Number One (TIRZ #1) was established in 2015 and consisted of 219 acres of land located in the City’s central core encompassing approximately 160 acres. Bay City TIRZ #1 is bounded by 11th Street to the north, Avenue E to the west, 5th Street to the south, and Avenue L on the eastern border.

While the site holds great potential due to its location, it lacks the infrastructure necessary to support commercial and residential development. As such, the site will not be developed to its full potential but for the creation of a TIRZ.

### TIRZ Revenue Overview

The City of Bay City TIRZ #1 base value was established in 2015 with a real property taxable value base of \$23,875,760. The City of Bay City agreed to contribute 100% of its incremental tax revenue to the TIRZ fund for a period of 30 years.

	2015 Base Year	2022 Taxable	Increment
TIRZ 1	23,875,760	35,201,324	11,325,564



\*TIRZ #1 Boundary

## TAX INCREMENT REINVESTMENT ZONE #2

The City of Bay City Tax Increment Reinvestment Zone Number Two (TIRZ #2) consists of approximately 344 acres of land located in the eastern sector of the City along TX-35.

Most of the property within TIRZ #2 is currently vacant. The purpose of TIRZ #2 is to help pay for infrastructure costs associated with the development of a large mixed-use development totaling more than 2,200,000 square feet of new construction. It is expected to facilitate the construction of both residential and commercial development.

### TIRZ Revenue Overview

The City of Bay City TIRZ #2 base value was established in 2015 with a real property taxable value base of \$2,099,193. The City of Bay City agreed to contribute 100% of its incremental tax revenue to the TIRZ fund for a period of 30 years.

	2015 Base Year	2022 Taxable	Increment
TIRZ 2	2,099,193	13,480,011	11,380,818



\*TIRZ #2 Boundary

### TAX INCREMENT REINVESTMENT ZONE #3

The City of Bay City Tax Increment Reinvestment Zone (TIRZ) Number Three (TIRZ #3) was established in 2016 and consists of 20 acres of land, located on the eastern portion of Marguerite Street. Bay City TIRZ #3 fronts Marguerite Street and is then bounded to the West by Carrington Oaks Subdivision, to the North by Pearl Street and to the East by Cottonwood Creek and to the South by Valhalla Subdivision.

All real property within the boundaries is underdeveloped and the sidewalks and street layout are inadequate. As such, the site will not be developed to its full potential but for the creation of a TIRZ.

	2015 Base Year	2022 Taxable	Increment
TIRZ 3	349,100	178,120	(170,980)



\*TIRZ 3 Boundary



# FORFEITURE FUND

This fund accounts for the forfeiture of contraband gained from the commission of criminal activity. Proceeds from this fund are used for specific expenses for law enforcement needs.

## Forfeiture Fund Revenue

Revenue Summary	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Miscellaneous	28,175	50,855	5,000	4,500	5,000
Prior Year Fund Balance	-	-	5,000	-	5,000
<b>Total Revenue</b>	<b>28,175</b>	<b>50,855</b>	<b>10,000</b>	<b>4,500</b>	<b>10,000</b>

## Forfeiture Fund Expenditures

Police Forfeiture Expenditures	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Supplies & Materials	-	-	5,000	-	5,000
Other Charges & Services	6,126	21,248	5,000	12,111	5,000
Repairs & Maintenance	18,021	-	-	8	-
Capital Expenditures	-	16,297	-	-	-
<b>Total Forfeiture</b>	<b>24,148</b>	<b>37,545</b>	<b>10,000</b>	<b>12,119</b>	<b>10,000</b>



## **BUILDING SECURITY FUND**

This fund accounts for fees collected on conviction of certain Municipal Court offenses and are intended to create a security plan for the courtroom.

## Building Security Fund Revenue

Revenue Summary	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Fines & Penalties	4,653	4,890	4,500	4,250	4,500
Miscellaneous	86	12	-	5	-
Prior Year Fund Balance	-	-	11,000	-	11,000
<b>Total Revenue</b>	<b>4,739</b>	<b>4,901</b>	<b>15,500</b>	<b>4,255</b>	<b>15,500</b>

## Building Security Expenditures

Building Security Expenditures	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	1,244	824	4,500	1,500	4,500
Supplies & Materials	157	59	200	75	200
Other Charges & Services	8,798	13,196	9,000	2,500	9,000
Repairs & Maintenance	418	22	1,800	-	1,800
<b>Total Expense</b>	<b>10,617</b>	<b>14,101</b>	<b>15,500</b>	<b>4,075</b>	<b>15,500</b>



## COURT TECHNOLOGY FUND

This fund accounts for fees collected on conviction of certain Municipal Court offenses and are intended to provide technology to process court cases.



## Court Technology Revenue

Revenue Summary	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Fines & Penalties	5,097	4,251	4,000	3500	4,000
Miscellaneous	73	10	-	3	-
Prior Year Fund Balance	-	-	11,500	-	11,500
<b>Total Revenue</b>	<b>5,170</b>	<b>4,260</b>	<b>15,500</b>	<b>3,503</b>	<b>15,500</b>

## Court Technology Expenditures

Court Technology Expenditures	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	-	-	400	-	400
Supplies & Materials	132	48	100	50	100
Other Charges & Services	10,848	13,721	15,000	1500	15,000
<b>Total Court Tech.</b>	<b>10,980</b>	<b>13,769</b>	<b>15,500</b>	<b>1,550</b>	<b>15,500</b>





## INFORMATION TECHNOLOGY FUND

The Information Technology fund was created to provide technological maintenance and purchases for all the departments of the City.

## Information Technology Fund Revenue

Revenue Summary	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Miscellaneous	413	1	-	172	-
Transfers In	589,577	670,000	782,000	782,000	800,000
<b>Total Revenue</b>	<b>589,990</b>	<b>670,001</b>	<b>782,000</b>	<b>782,172</b>	<b>800,000</b>

## Information Technology Fund Expenditures

Information Technology Expenditures	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	118,707	140,595	192,302	190,150	160,225
Supplies & Materials	7,478	6,756	6,875	7,050	9,675
Other Charges & Services	450,262	592,179	541,923	527,000	610,200
Repairs & Maintenance	22,899	9,381	10,900	700	19,900
Capital Expenditures	-	-	30,000	56,232	-
<b>Total IT</b>	<b>599,345</b>	<b>748,911</b>	<b>782,000</b>	<b>781,132</b>	<b>800,000</b>

## INFORMATION TECHNOLOGY

### Our Mission

Proactively provide quality technology-based services supporting the integrity, reliability, and confidentiality of the City's technology environment engaging the missions and goals of its employees and citizens.

- ❖ Provide prompt and professional customer service skills to our staff to ensure limited down time and help contribute to an efficient work environment.
- ❖ Facilitate all network infrastructures, storage, security, hardware, and software to ensure the integrity of the City's electronic data and provide reliable access.
- ❖ Introduce new ideas to simplify challenging and time-consuming tasks utilizing technology.
- ❖ Visualize a proactive direction for the city and provide strategic planning to adjust the use of technology to help aid in upcoming events.
- ❖ Maintain a level of commitment to keep our staff knowledgeable and up to date with the latest trend in technology providing the tools necessary to accommodate and serve the public promptly.



### Description of Our Services

The major systems for which the IT Department provides support and maintenance are: computer systems (servers, workstations, peripherals, networking equipment and software); the phone system (Analog and Digital/VoIP desk sets and cell phones); the security system (secured entryway access and surveillance cameras/recorders) and miscellaneous electronic systems (faxes, badge printers, etc.). It also handles day-to-day maintenance and replacement/upgrade of assets under its control and provides training to City employees. The department researches, advises, and leads the City in technical projects and trends in an efficient and cost-effective manner.

### Manages

The Information Technology Department currently manages technology assets at 12 locations. These assets include approximately:

- 220 Computers
- 50 Printers
- 30 Servers
- 15 Patrol Cars

## INTERNAL SERVICE FUNDS

### FY 2023 Business Plans (Objectives)

- Create Management friendly workorder reports
- Continue to provide fast & reliable access to all information systems
- Facilitate the collection, storage, and security of electronic data
- Re-evaluate technology-based contracts for cost savings
- Reduce redundant data in cloud storage to decrease cost
- Update radio inventory for asset tracking and for proper cost allocation
- Implement recommended improvements of Network deficiencies per Cybersecurity GAP Analysis
- Upgrade security cameras and access systems throughout the City for improved security for both citizens and the City employees.
- Revamp Library's Network to improve security and accessibility
- Consolidate Fiber throughout the City for greater performance and lower pricing through AT&T Partner with County to rehab the City's tower infrastructure in accordance with our annual tower inspection

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Upgraded Eventide System which records and stores all Police Department incoming calls including 911
- ✓ Updated the City's phone system improving the functionality for both citizens and City departments
- ✓ Performed a Cybersecurity GAP Analysis for the complete City Network for security deficiencies
- ✓ Upgraded the Virtual Server system for both the Police Department and the City for improved performance and data capacity
- ✓ Spearheaded the upgrade for the large printers for both the Police Department and City
- ✓ Added new hard drives to 20 computers across the City and Police Department for better efficiency.
- ✓ Performed upgrades for 42 computers to the new version of the Windows Operating System in according to the Cybersecurity GAP Analysis
- ✓ Installed a new version of the Server Operating System for 7 City Hall Servers per the Cybersecurity GAP Analysis

## Budget Summary

Information Technology	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	118,707	140,595	192,302	190,150	160,225
Supplies & Materials	7,478	6,756	6,875	7,050	9,675
Other Charges & Services	450,262	592,179	541,923	527,000	610,200
Repairs & Maintenance	22,899	9,381	10,900	700	19,900
Capital Expenditures	-	-	30,000	56,232	-
<b>Total IT</b>	<b>599,345</b>	<b>748,911</b>	<b>782,000</b>	<b>781,132</b>	<b>800,000</b>

## INTERNAL SERVICE FUNDS

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Information Technology Manager	1	1	1	1
Network Administrator	0	0	0	0
Information Technology Technician	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Information Technology work orders completed	388	521	800	825
Workstations and Servers maintained	N/A	N/A	250	260
Telephones supported	N/A	N/A	142	150
% of Network uptime during business hours	N/A	97	99	99
Network Printers supported	N/A	N/A	46	50

\*Began tracking several new performance measures in FY 2022\*







# MAINTENANCE FUND

The Maintenance Fund was created to provide maintenance on all City owned equipment, vehicles, and facilities.

## Maintenance Fund Revenue

Revenue Summary	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Miscellaneous	390	99	-	50	-
Transfers In	506,309	625,000	620,000	620,000	654,000
<b>Total Revenue</b>	<b>506,698</b>	<b>625,099</b>	<b>620,000</b>	<b>620,050</b>	<b>654,000</b>

## Maintenance Fund Expenditures by Department

Total Expenditures	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Equipment Maintenance	299,716	244,946	248,396	242,822	268,086
Facility Maintenance	275,077	362,322	371,604	365,074	385,914
<b>Total Expenditures</b>	<b>574,793</b>	<b>607,268</b>	<b>620,000</b>	<b>607,896</b>	<b>654,000</b>



## EQUIPMENT MAINTENANCE

### Our Mission

The mission of the City of Bay City Equipment Maintenance Division is to provide City departments with an efficient maintenance and repair process as it pertains to the City's fleet. With only three mechanics, our goal is to address any fleet repair and maintenance issue, establish an efficient service maintenance program to extend the life and productivity of the City's entire fleet and reduce equipment down time and unnecessary repair cost.

### Description of Our Services

The Equipment Maintenance Division is under the general direction of the Director of Public Works. The Equipment Maintenance Division is primarily responsible for providing internal support to all departments and divisions through vehicle and equipment maintenance activities. The department maintains detailed records of repair and maintenance costs of the fleet by utilizing the CityWorks program. With the assistance of the program, the department has initiated a program of preventative maintenance procedures to keep the fleet in proper operating order and to extend the life of the fleet by performing routine preventative maintenance services.

Our lead mechanic handles the daily operations of this division by distributing work orders among himself and the other two mechanics. They are responsible for the repair, servicing, preventative maintenance, and inspection of gasoline, alternate fuels, and diesel-powered automobiles; light medium and heavy-duty trucks and construction equipment. The mechanics take turns being on-call to service vehicles outside of normal operating hours to keep other departments functioning.

### Vision 2040

#### Infrastructure

Equipment Maintenance services and repair over three hundred city vehicles and pieces of equipment. Equipment Maintenance is the backbone to keeping the equipment for each department in the city running and for each employee to be able to carry out their job productively and safely.

## INTERNAL SERVICE FUNDS

### Quality of Life

The behind-the-scenes support equipment maintenance provides is essential for other divisions and departments to effectively do their jobs in maintaining a safe city and ensuring the delivery of services that contribute to Bay City citizen's quality of life.

#### FY 2023 Business Plans (Objectives)

- Continue to empower employees through training to ensure the highest quality work possible by the department
- Continue to research and stay informed on new tools, techniques, and software that will assist the department in maintaining a high standard of performance
- Continue to service, troubleshoot, and perform complex automotive repairs on engines and related components of electrical, mechanical, and computerized vehicle systems
- Continue to use Cityworks to evaluate ways to improve PM procedures for City's fleet and present recommendations as warranted
- Continue using state of the art oil on all new vehicles and equipment. These products allow mechanics to service vehicles every 6,000 miles instead of every 3,000 miles, which reduces time and wear and tear on engines and transmissions

#### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Utilized new vehicle lift to reduce time for vehicle services and repairs on city fleet
- ✓ Ensured that the fleet fueling station meets all state and federal guidelines and that all departments have a problem-free access to all fleet fueling facilities
- ✓ Completed annual upgrade of computer software from Vehicle Manger to Cityworks to track service, parts, and repair cost for city fleet
- ✓ Multi-tasked to perform emergency repairs on high priority equipment (police vehicles, vactor and backhoe) and still stay on schedule for routine repairs
- ✓ Completed approximately 400 service and repair jobs this year
- ✓ Worked well as a three-man team to work on service, repairs, and annual maintenance jobs while still maintaining a heavy workload

### Budget Summary

Equipment Maintenance	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	234,657	226,495	225,796	220,000	229,186
Supplies & Materials	5,291	6,397	9,700	8,800	11,400
Other Charges & Services	58,107	9,554	7,900	7,222	7,500
Repairs & Maintenance	1,660	2,498	5,000	6,800	5,000
Capital Expenditures	-	-	-	-	15,000
<b>Total Maintenance</b>	<b>299,716</b>	<b>244,946</b>	<b>248,396</b>	<b>242,822</b>	<b>268,086</b>

## INTERNAL SERVICE FUNDS

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Lead Mechanic	1	1	1	1
Mechanic	2	2	2	2
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
A/C repairs	13	8	20	15
Air System repairs	5	3	4	5
Axle repairs	0	1	0	2
Battery/Charging System repairs	37	30	35	30
Bearing repairs	1	5	3	5
Belt/Hoses repairs	12	9	13	10
Blades repairs	15	11	10	10
Brakes/ABS repairs	34	24	45	35
Check Engine Light repairs	21	20	38	20
Cooling System repairs	12	5	15	20
Drive Line repairs	9	2	13	15
Electrical repairs	22	15	18	10
Engine repairs	20	28	25	20
Exhaust repairs	5	2	5	3
Fuel System	35	15	45	20
Hydraulic System repairs	10	18	10	5
Interior/Exterior repairs	84	112	150	125
Lights repairs	30	32	50	35
Service repairs	83	85	125	120
Small Engine repairs	6	6	8	10
Suspension/Steering repairs	7	6	10	5
Tire repair/replacement	55	47	85	50
Transmission repairs	8	8	15	5
Welding repairs	9	13	20	5
<b>Total Work Orders Completed</b>	<b>533</b>	<b>505</b>	<b>762</b>	<b>580</b>

## FACILITY MAINTENANCE

### Our Mission

The mission of the City of Bay City Facility Maintenance Division is to address building repair or maintenance issues in a cost effective and timely manner. By establishing an aggressive building maintenance program, we cut down on energy expenses and costly repairs. Our goal is to provide City employees with a comfortable and productive work environment, while maintaining the integrity and functionality of our multi-use rental facilities for the use and enjoyment of our citizens.

### Description of Our Services

The Facility Maintenance Division is a division in the Public Works Department and is under the general direction of the Director of Public Works. The Facility Maintenance Division is responsible for maintenance and repairs of all City facilities. The staff is comprised of skilled trade persons, including but not limited to electricians, heating ventilation and air conditioning technicians, and maintenance personnel. When the workload exceeds the manpower and equipment we have on hand, our facility maintenance crew is also responsible for soliciting bids from contractors. Without facility maintenance, our City employees in all departments would be responsible for their own repairs.

### Vision 2040

#### Infrastructure

As Bay City grows, there will be a need for City facilities to be updated as well. The facility maintenance crew's main goal is to maintain clean, safe, and functional facilities for all to enjoy until facility upgrades or replacements are funded.

#### Quality of Life

Public buildings, such as city halls, libraries, and other service buildings, define a community's identity and instill a sense of pride. These facilities are also critical elements in a community that are needed to sustain neighborhoods, business, and governmental functions.

## INTERNAL SERVICE FUNDS

### FY 2023 Business Plans (Objectives)

- Perform annual on-site inspections of all City facilities, diagnose problems, and execute repairs and upgrades, as approved by the Director and document in City Works
- Continue oversight of all City generators through on-site inspections, preventative maintenance program and repairs
- Continue to empower employees by training
- Continue using Cityworks to track routine work orders associated with our City facilities
- Continue to investigate and implement energy conservation
- Continue to initiate and prioritize work orders as needed for facilities
- Continue to work with engineers and contractors on installation of new generators

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Formed slab, poured concrete, install electrical rack, mounted Bulk Water controls, ran conduit underground to Rent House and installed wire
- ✓ Repaired wooden fences at Charles Haley lift station
- ✓ Replaced exhaust fan in chlorine rooms at 2316 Avenue B Water Well and 4516 Mockingbird Water Well
- ✓ Set new electrical service pole, mounted new electrical boxes, wire, conduit, and security light at PD's Gun Range that was damaged in Hurricane Harvey
- ✓ Patched walls and painted large breakroom at MSB and installed new receptacles and switches. Removed old light fixtures and installed new LED fixtures
- ✓ Removed old air compressor from Recycle Center and wired new air compressor
- ✓ Prepped and painted pipes at Bucks Bayou lift station
- ✓ Replaced, prepped, and painted exterior doors at 2005 6th Street (Well 9), Hamman Road lift station, and 711 Grace Street (Well 10)
- ✓ Coordinated with BC Gas company and plumber to repair gas leak at City Hall generator and PD generator
- ✓ Constructed new fence surrounding Riverside Water Well

## Budget Summary

Facility Maintenance	Actual FY 2020	Actual FY 2021	Amended Budget FY 2022	Projected FY 2022	Adopted FY 2023
Personnel Services	246,576	291,309	297,954	295,000	314,314
Supplies & Materials	10,101	10,712	12,150	12,525	15,700
Other Charges and Services	16,174	10,881	25,200	23,259	20,100
Repairs & Maintenance	2,226	49,421	36,300	34,290	35,800
<b>Total Facility Maintenance</b>	<b>275,077</b>	<b>362,322</b>	<b>371,604</b>	<b>365,074</b>	<b>385,914</b>

## INTERNAL SERVICE FUNDS

### Budgeted Personnel

Position	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budgeted FY 2023
Master Electrician	1	1	1	1
Journeyman Electrician	1	0	0	0
Electrician Helper	0	1	1	1
Facilities Maintenance Tech II	2	2	2	2
Facilities Maintenance Tech I	0	1	1	1
<b>Total</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2020	Actual FY 2021	Projected FY 2022	Estimated FY 2023
Electrical work orders	563	413	450	315
Plumbing work orders	17	31	25	25
Air Conditioner repair work orders	78	126	75	100
Carpenter work orders	35	76	50	50
Street Light work orders	1	1	0	50
Trim Tree Limb work orders	1	5	5	5
Generator Repairs	88	106	85	80
Miscellaneous Repairs	168	158	150	130
<b>Total work orders completed</b>	<b>951</b>	<b>916</b>	<b>840</b>	<b>755</b>





## Capital Expenditures

Capital expenditures are payments used to acquire assets or improve the life of existing assets. Factors that are considered in determining capital items are as follows:

- Expected normal useful life of more than 3 years
- The item has a unit cost of \$10,000 or more (including freight and installation)
- Buildings and improvements shall also have a cost of \$10,000 or more

More information regarding the City's Fixed Asset Capitalization Policy can be found in the appendix section of this document on page 253.

## Capital Improvement Plan

Presented herewith is the adopted FY 2023 Capital Improvement Plan (CIP) as approved on September 13, 2022. This document reflects input from City Staff, City Council and City Advisory Boards. This document serves as both a budget for FY 2023 and as a major planning tool for subsequent years. The five-year CIP is dynamic in nature, and as such, is reviewed and revised annually to ensure projects with the greatest need receive the highest priority. Project priorities and available funding are constantly monitored throughout the fiscal year to ensure there is adequate funding for critical projects. The plan reflects the City's strategic investment in municipal infrastructure and facilities over the next five years and the continuation of capital projects approved in prior years.

The CIP incorporates the project descriptions, estimated costs and funding sources by Fund over the next five years. Projects that are appropriated in FY 2023 have individual project pages containing more detailed information such as project scope, estimated beginning and ending date, funding source(s), contact information, project graphic and operational impact. Costs already incurred and future cost estimates are listed for each project. The architect/engineer and contractor are listed where applicable. Each project is linked to the City's Comprehensive Plan (Vision 2040) and the 2023 Strategic Plan.

The CIP for General Fund projects follow a three-year pattern between Park Focus and Street Focus. For two years, the City designates funds on improving the park infrastructure, sidewalks, or sealcoating. The remaining funds are reserved for a future street project. In the third year, the City funds a major street project. The capital projects funding for parks during the third year (large street project) is lower in priority. The capital plan is rolled forward each year using this same philosophy. In this plan, 2023 is a street year so there will be less focus on parks unless grants are involved.

## CAPITAL

The CIP for Utility Fund projects take into consideration upcoming street projects. Water and sewer infrastructure are replaced prior to any major street project. Other priorities are given to subdivisions where utility systems have been partially completed.

The CIP for Airport Fund projects center around infrastructure improvements in hopes to spur economic development activity while satisfying existing customers.

### **Overview of the City's CIP:**

The first year of the CIP is the capital budget. Any operating costs associated with the capital budget are incorporated in the annual budget to appropriate funds for the specific improvements. The projects that are scheduled for subsequent years in the CIP are approved only on a planning basis and do not receive expenditure authority until they are incorporated within a capital budget. However, potential funding sources are identified for planning purposes. The CIP is a rolling process where the subsequent year items in the program are moved up in each future year and reconsidered in subsequent years.

### **Look back at FY 2022 CIP:**

Completed Diagonal Compact Parking striping on Avenue F and Seventh Street

Recoated Nile Valley Bridge

Completed restroom replacement at Hardeman Park along with remodel of Hardeman Park Teen Center and installed field lighting

Improved infrastructure by continuing line replacement/extension program of aging water and sewer lines and all associated components

Awarded Texas Water Development Board funding for water and wastewater improvement projects to include AMI Meter Replacement and Waste Water Treatment Plant Improvements

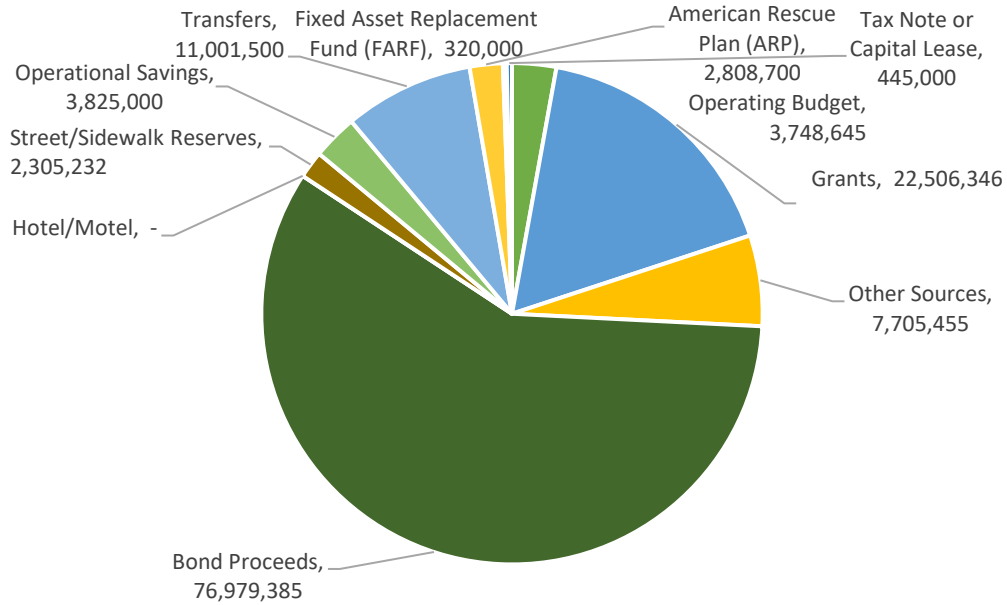
Completed construction to relocate taxiway and drainage at Regional Airport

The following pages outline the CIP approved by the City Council for 2023-2027. The Capital Improvement plan is produced as a separate document from the Operating Budget. A copy of the FY 2023-2027 CIP can be found on the City's website at [www.cityofbaycity.org](http://www.cityofbaycity.org).

## Capital Improvement Program Project Financing

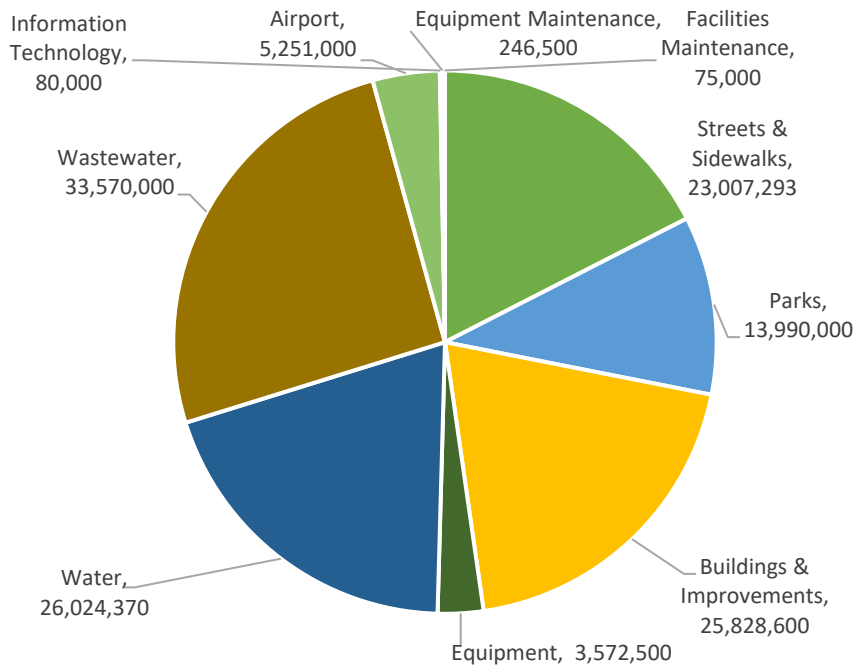
### Where the City of Bay City CIP Dollars Come From

All Funds 2023-2027 Adopted CIP (\$131,645,263)



### Where the City of Bay City CIP Dollars Go

All Funds 2023-2027 Adopted CIP (\$131,645,263)



**CAPITAL**

**Planning for our City’s Future**

The City of Bay City’s Five-Year Capital Improvement Program (CIP) is designed to help the City strategically plan for future capital improvements to public facilities, parks and opens spaces, drainage systems, streets and right of ways and utility systems. These projects are funded by various sources, including fund balance reserves, grants, general funds, enterprise funds and other available sources. The City’s FY 2023 CIP is being funded by bonds, grants, current revenues, and reserves.

*The table below shows the City of Bay City’s five-year capital improvement plan summary by category.*

**Five Year Capital Improvement Plan Summary- All Funds**

	Budget FY 2023	Budget FY 2024	Budget FY 2025	Budget FY 2026	Budget FY 2027	Five Year CIP Total
<b>General Fund</b>						
Streets	\$ 3,341,342	\$ 4,409,596	\$ 11,000,000	\$ 50,000	\$ 4,206,355	\$ 23,007,292
Parks	840,000	5,950,000	2,900,000	100,000	4,200,000	13,990,000
Buildings	180,000	1,425,000	13,000,000	-	5,000,000	19,605,000
Equipment	703,500	550,000	654,000	155,000	450,000	2,512,500
<b>Total</b>	<b>\$ 5,064,842</b>	<b>\$12,334,596</b>	<b>\$ 27,554,000</b>	<b>\$ 305,000</b>	<b>\$13,856,355</b>	<b>\$ 59,114,792</b>
<b>General Fund</b>						
<b>Utility Fund</b>						
Water	\$ 6,755,000	\$ 8,735,000	\$ 6,353,440	\$ 724,500	\$ 3,456,430	\$ 26,024,370
Wastewater	12,850,000	14,895,000	5,135,000	360,000	330,000	33,570,000
Buildings	-	170,000	-	50,000	307,600	527,600
Equipment	155,000	120,000	55,000	200,000	330,000	860,000
<b>Total Utility</b>	<b>\$ 19,760,000</b>	<b>\$23,920,000</b>	<b>\$ 11,543,440</b>	<b>\$ 1,334,500</b>	<b>\$ 4,424,030</b>	<b>\$ 60,981,970</b>
<b>Utility Fund</b>						
<b>Airport Fund</b>	<b>\$ 740,000</b>	<b>\$ 893,000</b>	<b>\$ 3,818,000</b>	<b>\$ -</b>	<b>\$ 5,696,000</b>	<b>\$ 11,147,000</b>
<b>Airport Fund</b>						
<b>Internal Service Fund</b>	<b>\$ 15,000</b>	<b>\$ 181,500</b>	<b>\$ 55,000</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ 401,500</b>
<b>Internal Service Fund</b>						
<b>Total All Funds</b>	<b>\$ 25,579,842</b>	<b>\$37,329,096</b>	<b>\$ 42,970,440</b>	<b>\$ 1,789,500</b>	<b>\$ 23,976,385</b>	<b>\$ 131,645,263</b>
					<i>Five Year Total</i>	<b>\$ 131,645,263</b>

CAPITAL

FIVE-YEAR CAPITAL IMPROVEMENT- BY FUND

General Fund

Project Description	Budget FY 2023	Budget FY 2024	Budget FY 2025	Budget FY 2026	Budget FY 2027
<b>Streets &amp; Sidewalks</b>					
Street Reconstruction Project Engineering- Highland	\$ 415,636	\$ -	\$ -	\$ -	\$ 4,156,355
Street Reconstruction Project Engineering- Moore	\$ -	\$ 639,596	\$ -	\$ -	\$ -
Street Resurface Project- LeTulle	\$ 850,000	\$ -	\$ -	\$ -	\$ -
Street Resurface Projects	\$ -	\$ -	\$ 200,000	\$ -	\$ -
Sidewalk New/Replace Project	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ 50,000
Sidewalk New/Replace Project (Grants-CDBG, etc.)	\$ 575,000	\$ -	\$ -	\$ -	\$ -
Nile Valley Drive Phase II- Design (SH60 to Nichols)	\$ 50,000	\$ 720,000	\$ -	\$ -	\$ -
Nile Valley Drive- Phase II Construction	\$ -	\$ -	\$ 7,200,000	\$ -	\$ -
Diversion Channel Improvements CDBG-DR Grant (Harvey)	\$ 287,006	\$ -	\$ -	\$ -	\$ -
Cottonwood Creek Improvements- RESTORE Act Grant	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Drainage Construction- Grant Hamman Rd. Drainage	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -
Improvements 12 <sup>th</sup> Street (County Interlocal)	\$ 963,700	\$ -	\$ -	\$ -	\$ -
<b>Street &amp; Sidewalks Subtotals</b>	<b>\$ 3,341,342</b>	<b>\$ 4,409,596</b>	<b>\$ 11,000,000</b>	<b>\$ 50,000</b>	<b>\$ 4,206,355</b>

<b>Parks</b>					
Southern Pacific Trailway-TXDOT	\$ -	\$ 1,400,000	\$ -	\$ -	\$ -
Southern Pacific Trailway- Cottonwood to Dog Park	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Park Improvements-Neighborhood Playgrounds	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
Park Improvements- Riverside Cabins (5)	\$ -	\$ -	\$ 100,000	\$ 50,000	\$ 50,000
Ball Field Lighting- Hardeman Park	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Park Lighting- All Parks	\$ -	\$ 350,000	\$ -	\$ -	\$ -
Building Improvements- New Sports Complex	\$ -	\$ -	\$ 2,500,000	\$ -	\$ -
Building Improvements- Sports Complex Roof	\$ -	\$ -	\$ 250,000	\$ -	\$ -
Building Improvements- Recreation Center	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000
Building Improvements- Service Center Windows	\$ 200,000	\$ -	\$ -	\$ -	\$ -

## CAPITAL

Building Improvements- Armory Roof	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Park Improvements- Splash Pad, Other Amenities	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Aquatics- Hilliard Pool Plaster	\$ -	\$ 200,000	\$ -	\$ -	\$ -
Aquatics- New Aquatics Center	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -
Aquatics- New Aquatics Center- Splash Pad	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -
<b>Parks Subtotals</b>	<b>\$ 840,000</b>	<b>\$ 5,950,000</b>	<b>\$ 2,900,000</b>	<b>\$ 100,000</b>	<b>\$ 4,200,000</b>

<b>Building &amp; Improvements</b>					
City Hall Roof	\$ 150,000	\$ -	\$ -	\$ -	\$ -
City Buildings-Renovation-Old Texas Theater	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000
PD- Public Safety Building (Police, Fire, etc.)	\$ 30,000	\$ 1,300,000	\$ 13,000,000	\$ -	\$ -
Building Improvements- New Restroom (Downtown)	\$ -	\$ 125,000	\$ -	\$ -	\$ -
<b>Bldgs. &amp; Improvements Subtotals</b>	<b>\$ 180,000</b>	<b>\$ 1,425,000</b>	<b>\$ 13,000,000</b>	<b>\$ -</b>	<b>\$ 5,000,000</b>
<b>Equipment Subtotals</b>	<b>\$ 703,500</b>	<b>\$ 550,000</b>	<b>\$ 654,000</b>	<b>\$ 155,000</b>	<b>\$ 450,000</b>
<b>General Fund CIP Fund Totals</b>	<b>\$ 5,064,842</b>	<b>\$ 12,334,596</b>	<b>\$ 27,554,000</b>	<b>\$ 305,000</b>	<b>\$ 13,856,355</b>

<b>Source of Funds:</b>					
Operating Budget	\$ 160,045	\$ 105,000	\$ 164,000	\$ 100,000	\$ 175,000
Grants(EDA,TDA,H-GAC,LCRA,ETC.)	\$ 1,070,006	\$ 5,120,000	\$ 7,200,000	\$ 90,000	\$ -
American Rescue Plan (ARP)	\$ 2,608,700	\$ -	\$ -	\$ -	\$ -
Transfers (CARES Act, etc.)	\$ 375,000	\$ 125,000	\$ 6,100,000	\$ -	\$ 4,000,000
Other Sources (BCCDC,Interlocals)	\$ 85,455	\$ 1,000,000	\$ 250,000	\$ -	\$ 5,075,000
Bond/Loan Proceeds	\$ 50,000	\$ 4,850,000	\$ 13,460,000	\$ -	\$ 3,356,355
Operational Savings (Reserves)	\$ 275,000	\$ -	\$ 200,000	\$ 50,000	\$ -
Tax Note or Capital Lease	\$ -	\$ 445,000	\$ -	\$ -	\$ -
Street/Sidewalk (Reserves)- Fund 28	\$ 415,636	\$ 639,596	\$ -	\$ -	\$ 1,250,000
Fixed Asset Replacement Fund (FARF)	\$ 25,000	\$ 50,000	\$ 180,000	\$ 65,000	\$ -
<b>Total Resources Planned</b>	<b>\$ 5,064,842</b>	<b>\$ 12,334,596</b>	<b>\$ 27,554,000</b>	<b>\$ 305,000</b>	<b>\$ 13,856,355</b>

CAPITAL

Utility Fund

Project Description	Budget FY 2023	Budget FY 2024	Budget FY 2025	Budget FY 2026	Budget FY 2027
<b>Utility Water</b>					
Arsenic Removal Project	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -
Duncan & Whitson St.-1.5" to 6" Water Main, 700 LF	\$ -	\$ 75,000	\$ -	\$ -	\$ -
Ave F. & Ave G. 4" Water Main Rear Easement	\$ -	\$ 275,000	\$ -	\$ -	\$ -
Ave A. & Moore Ave- 2" to 6" Water Main Rear Easement	\$ -	\$ 35,000	\$ -	\$ -	\$ -
Walnut Ave 2" to 6" Water Main	\$ -	\$ -	\$ 90,000	\$ -	\$ -
B/T Golden Ave & Kilowatt- Remove 2" Water Main	\$ -	\$ -	\$ 100,000	\$ -	\$ -
Traveler's Paradise RV Park- 2" to 6" Water Main, Master Meter	\$ -	\$ -	\$ 90,000	\$ -	\$ -
Holly, Shantilly, Renwick- 2" Water Main No Access- Add Main	\$ -	\$ -	\$ 200,000	\$ -	\$ -
NW Quadrant Phase 2- Upsize Water Mains	\$ -	\$ -	\$ 1,800,440	\$ -	\$ -
Install Master Meters- All RV Parks, Trailer Parks and Apartments	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ -
Water Plant Recoatings- 6 <sup>th</sup> & Ave I- Ground Storage Tank	\$ -	\$ 500,000	\$ -	\$ -	\$ -
Water Plant Recoatings- Whitson Elevated Storage Tank	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Water Plant Recoatings- Liberty Elevated Storage Tank	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Public Water System- Airport Well	\$ -	\$ -	\$ -	\$ 195,000	\$ 1,100,000
Mockingbird Water Well No. 7- Rework	\$ -	\$ -	\$ -	\$ 529,500	\$ -
Mockingbird Water Plant No. 2- Electrical Improvements	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -
6 <sup>th</sup> St. & Ave I Water Well No. 9-Rework	\$ -	\$ -	\$ -	\$ -	\$ 552,000
4 <sup>th</sup> St. & Ave B Water Plant No. 1- Electrical Improvements	\$ -	\$ -	\$ -	\$ -	\$ 804,430
New Water Plant- North Side	\$ 2,000,000	\$ 750,000	\$ -	\$ -	\$ -
New Water Plant- East Side	\$ 2,000,000	\$ 750,000	\$ -	\$ -	\$ -
12-Inch Water Transmission Line (New Water Plant- North Side)	\$ 250,000	\$ 2,250,000	\$ -	\$ -	\$ -
12-Inch New Water Line Extension, 7,500 LF SH35 East	\$ 350,000	\$ 650,000	\$ -	\$ -	\$ -
12-Inch Waterline Replacement, 7,000 LF 5 <sup>th</sup> St.	\$ -	\$ 300,000	\$ 1,800,000	\$ -	\$ -
12-Inch New Waterline Extension, 4,500 LF SH60 North	\$ -	\$ 300,000	\$ 859,000	\$ -	\$ -
12-Inch New Waterline, 5,500 LF 12 <sup>th</sup> St.	\$ -	\$ 550,000	\$ 660,000	\$ -	\$ -

## CAPITAL

6-Inch New Waterline, 750 LF Hillcrest	\$ 155,000	\$ -	\$ -	\$ -	\$ -
12-Inch New Waterline Extension, 5,000 LF SH60 South	\$ -	\$ 700,000	\$ 654,000	\$ -	\$ -
<b>Utility Water Subtotals</b>	<b>\$ 6,755,000</b>	<b>\$ 8,735,000</b>	<b>\$ 6,353,440</b>	<b>\$ 724,500</b>	<b>\$ 3,456,430</b>

### Wastewater System

Manhole Rehab Program	\$ -	\$ 60,000	\$ -	\$ 60,000	\$ -
Lift Station Rehab Program	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
B/T Laurel St & Willow St- Rehab to 8" Sewer Main (Pipeburst)	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Ave B to Ave E, 6 <sup>th</sup> St- 8" Sewer Main/ Add Manholes	\$ -	\$ 135,000	\$ -	\$ -	\$ -
Palm Village Store- Extend Sewer Main 8"	\$ 100,000	\$ -	\$ -	\$ -	\$ -
B/T Horn Rd & Baywood St- 8" Sewer Main	\$ -	\$ -	\$ 90,000	\$ -	\$ -
WWTP & Cottonwood LS Rehab- Construction	\$ 12,000,000	\$ 12,000,000	\$ 3,900,000	\$ -	\$ -
Gravity Sewer Rehabilitation Main Trunkline to Sewer Plant	\$ 450,000	\$ 1,500,000	\$ 775,000	\$ -	\$ -
12-Inch New Sewerline Extension, 7,500 LF SH35 East	\$ 100,000	\$ 900,000	\$ -	\$ -	\$ -
13 LS 16- DelNorte Rehabilitation	\$ -	\$ -	\$ -	\$ 300,000	\$ -
15 LS 17- FM457 Rehabilitation	\$ -	\$ 300,000	\$ -	\$ -	\$ -
14 LS 2- 11 <sup>TH</sup> St & Ave I Rehabilitation	\$ -	\$ -	\$ 320,000	\$ -	\$ -
19 LS 15- Bell Rehabilitation	\$ -	\$ -	\$ -	\$ -	\$ 280,000
<b>Wastewater Subtotals</b>	<b>\$ 12,850,000</b>	<b>\$ 14,895,000</b>	<b>\$ 5,135,000</b>	<b>\$ 360,000</b>	<b>\$ 330,000</b>

### Building & Improvements

MSB- Remodel Women's Restroom	\$ -	\$ -	\$ -	\$ 50,000	\$ -
Extend Equip./Maint. Storage Bldgs.	\$ -	\$ -	\$ -	\$ -	\$ 207,600
Replace MSB Shop Roof	\$ -	\$ 130,000	\$ -	\$ -	\$ -
Coat MSB Shop Ceiling	\$ -	\$ 40,000	\$ -	\$ -	\$ -
MSB Renovations (New Lobby Restrooms)	\$ -	\$ -	\$ -	\$ -	\$ 100,000
<b>Bldg. &amp; Improvements Subtotals</b>	<b>\$ -</b>	<b>\$ 170,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 307,600</b>

<b>Equipment Subtotals</b>	<b>\$ 155,000</b>	<b>\$ 120,000</b>	<b>\$ 55,000</b>	<b>\$ 200,000</b>	<b>\$ 330,000</b>
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<b>Utility System CIP Fund Totals</b>	<b>\$ 19,760,000</b>	<b>\$ 23,920,000</b>	<b>\$ 11,543,440</b>	<b>\$ 1,334,500</b>	<b>\$ 4,424,030</b>
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## CAPITAL

### Source of Funds:

Operating Budget	\$ 230,000	\$ 695,000	\$ 595,000	\$ 639,500	\$ 660,000
Grants (EDA,TDA,H-GAC,LCRA,TXDOT)	\$ 1,000,000	\$ 1,500,000	\$ 1,800,440	\$ -	\$ -
Other Sources (BCCDC,Interlocals,etc)	\$ -	\$ -	\$ -	\$ 195,000	\$ 1,100,000
Bond/ Loan Proceeds	\$ 17,305,000	\$ 20,650,000	\$ 8,648,000	\$ -	\$ 2,664,030
Operational Savings	\$ 1,225,000	\$ 1,075,000	\$ 500,000	\$ 500,000	\$ -
<b>Total Resources Planned</b>	<b>\$ 19,760,000</b>	<b>\$ 23,920,000</b>	<b>\$ 11,543,440</b>	<b>\$ 1,334,500</b>	<b>\$ 4,424,030</b>

## Airport Fund

Project Description	Budget FY 2023	Budget FY 2024	Budget FY 2025	Budget FY 2026	Budget FY 2027
Engineering & Design-Main Apron Strengthening	\$ 70,000	\$ -	\$ -	\$ -	\$ -
Airport Master Plan & ALP Update	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Engineering & Construction- West Side Game Fencing	\$ 270,000	\$ -	\$ -	\$ -	\$ -
Engineering & Design-Runway Overlay	\$ -	\$ 200,000	\$ -	\$ -	\$ -
Construction- Main Apron Strengthening	\$ -	\$ 693,000	\$ -	\$ -	\$ -
Construction- Runway Overlay	\$ -	\$ -	\$ 3,818,000	\$ -	\$ -
<b>Airport Projects Subtotals</b>	<b>\$ 540,000</b>	<b>\$ 893,000</b>	<b>\$ 3,818,000</b>	<b>\$ -</b>	<b>\$ -</b>

### Building & Improvements

Construction Professional Services- T-Hangars	\$ -	\$ -	\$ -	\$ -	\$ 600,000
Construction- Row A T-Hangar	\$ -	\$ -	\$ -	\$ -	\$ 1,032,000
Construction- Row B T-Hangar	\$ -	\$ -	\$ -	\$ -	\$ 1,032,000
Construction- Row C T-Hangar	\$ -	\$ -	\$ -	\$ -	\$ 1,032,000
Construction- Maintenance Shop Structure	\$ -	\$ -	\$ -	\$ -	\$ 968,000
Construction- Row D T-Hangar	\$ -	\$ -	\$ -	\$ -	\$ 1,032,000
<b>Bldg. &amp; Improvements Subtotals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,696,000</b>
<b>Equipment Subtotals</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Source of Funds:

Operating Budget	\$ 54,000	\$ 89,300	\$ 81,800	\$ -	\$ -
Grants (EDA,TDA,H-GAC,LCRA,TXDOT)	\$ 486,000	\$ 803,700	\$ 3,436,200	\$ -	\$ -
American Rescue Plan	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Bond/ Loan Proceeds	\$ -	\$ -	\$ 300,000	\$ -	\$ 5,696,000
<b>Total Resources Planned</b>	<b>\$ 740,000</b>	<b>\$ 893,000</b>	<b>\$ 3,818,000</b>	<b>\$ -</b>	<b>\$ 5,696,000</b>

CAPITAL

Internal Service Fund

Project Description	Budget FY 2023	Budget FY 2024	Budget FY 2025	Budget FY 2026	Budget FY 2027
Information Technology	\$ -	\$ 80,000	\$ -	\$ -	\$ -
Equipment Maintenance	\$ 15,000	\$ 26,500	\$ 55,000	\$ 150,000	\$ -
Facilities Maintenance	\$ -	\$ 75,000	\$ -	\$ -	\$ -
<b>Internal Service Fund CIP Subtotals</b>	<b>\$ 15,000</b>	<b>\$ 181,500</b>	<b>\$ 55,000</b>	<b>\$ 150,000</b>	<b>\$ -</b>

Source of Funds:

Transfers	\$ 15,000	\$ 181,500	\$ 55,000	\$ 150,000	\$ -
<b>Total Resources Planned</b>	<b>\$ 15,000</b>	<b>\$ 181,500</b>	<b>\$ 55,000</b>	<b>\$ 150,000</b>	<b>\$ -</b>

CAPITAL OUTLAY

Fiscal Year 2023 Capital Expenditures

GOVERNMENTAL FUNDS  
GENERAL FUND

Vehicles and Equipment

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
155	Animal Impound	½ Ton Truck (Interlocal)	1	25,500
170	Recycling Center	Automatic Bailing System	1	108,000*
175	Street & Bridge	Backhoe	1	150,000*
175	Street & Bridge	Skid Steer	1	55,000*
175	Street & Bridge	Mini Excavator	1	60,000*
175	Street & Bridge	Haul Trailer	1	30,000*
175	Street & Bridge	Asphalt Patcher Truck	1	250,000*
180	Parks	Mower	1	25,000**
<b>Total General Fund Equipment</b>				<b>703,500</b>

Supported by Current Revenues- \$50,500; \*Supported by Grants- \$628,000

\*\*Fixed Asset Replacement Fund- \$25,000

Capital Projects

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
110	General	City Hall Roof	1	150,000
150	Police	Architectural Services	1	30,000
155	Animal Impound	Portable Building (Interlocal)	1	7,500
175	Streets	Street Rehab- LeTulle Park	1	850,000*
175	Streets	Street Rehab- Highland (Design)	1	415,636
175	Streets	Nile Valley Road Project (SH60 to Nichols- Design)	1	50,000**

## CAPITAL

175	Streets	Drainage Improvements (Hamman Road)	1	963,700*
175	Streets	Diversion Channel Improvements	1	287,006*
175	Streets	Cottonwood Creek Improvements (Bank Stabilization)	1	200,000*
175	Streets	Sidewalk Project Downtown (Hwy 35-Ave I to H)	1	575,000*
180	Parks	USO Windows	1	200,000
180	Parks	Trailway- Cottonwood Area	1	300,000
180	Parks	Armory Roof	1	40,000
180	Parks	Ball Field Lighting- Hardeman Park	1	300,000*
<b>Total General Fund Projects</b>				<b>4,368,842</b>

Supported by Current Revenues- \$227,500; Operational Reserves- \$275,000; Street Reserve- \$415,636  
TIRZ- \$300,000; \*Supported by Grants- \$3,100,706; \*\*Supported by Other Financing Sources \$50,000

## GOVERNMENTAL FUNDS SPECIAL REVENUE FUND

### HOTEL/MOTEL FUND

#### Vehicles and Equipment

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
252	Civic Center	New Projector & Screen	1	35,000
<b>Total Hotel Fund Equipment</b>				<b>35,000</b>

Supported by Current Revenues- \$ 35,000

## INTERNAL SERVICE FUNDS

### MAINTENANCE FUND

#### Vehicles & Equipment

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
820	Equipment	Diagnostic Equipment	1	15,000
<b>Total Equipment</b>				<b>15,000</b>

Funded ½ by General Fund and ½ Utility Fund Current Revenues

## PROPRIETARY FUNDS

### ENTERPRISE FUNDS

#### UTILITY FUND

##### Vehicles and Equipment

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
615	Utility Maintenance	¾ Ton Truck	1	75,000
615	Utility Maintenance	Skid Steer	1	55,000
620	WWTP	Mower	1	25,000
<b>Total Utility Equipment</b>				<b>155,000</b>

*Supported by Current Revenues- \$ 130,000; Operational Reserves- \$25,000*

##### Capital Projects

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
615	Utility Maintenance	6" Waterline- Hillcrest Dr.	1	155,000**
615	Utility Maintenance	12" Waterline- SH 35 East	1	350,000**
615	Utility Maintenance	Extend Sewerline- Palm Village	1	100,000
615	Utility Maintenance	12" Waterline- North Side- Design	1	250,000**
615	Utility Maintenance	12" Sewerline-SH35 East- Design	1	100,000**
615	Utility Maintenance	Rehab to 8" Sewerline- Laurel	1	200,000
620	Water & WWTP	New Water Plant- North Side	1	2,000,000**
620	Water & WWTP	New Water Plant- East Side	1	2,000,000**
620	Water & WWTP	WWTP System Rehab	1	12,000,000**
620	Water & WWTP	Sewer Main Trunkline	1	450,000**
620	Water & WWTP	Mockingbird Plant Rehab	1	2,000,000*
<b>Total Utility Projects</b>				<b>19,605,000</b>

*Supported by Current Revenues- \$75,000; Operational Reserves- \$1,225,000; \*Supported by Grant- \$1,000,000*

*\*\*Supported by Other Financing Sources (TWDB) \$17,305,000*

## AIRPORT

##### Vehicles and Equipment

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
640	Airport	Fuel System	1	200,000
<b>Total Airport Equipment</b>				<b>200,000</b>

##### Capital Projects

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
640	Airport	Main Apron Strengthening	1	70,000*
640	Airport	Game Fence	1	270,000*
640	Airport	Master Plan	1	200,000*
<b>Total Airport Projects</b>				<b>540,000</b>

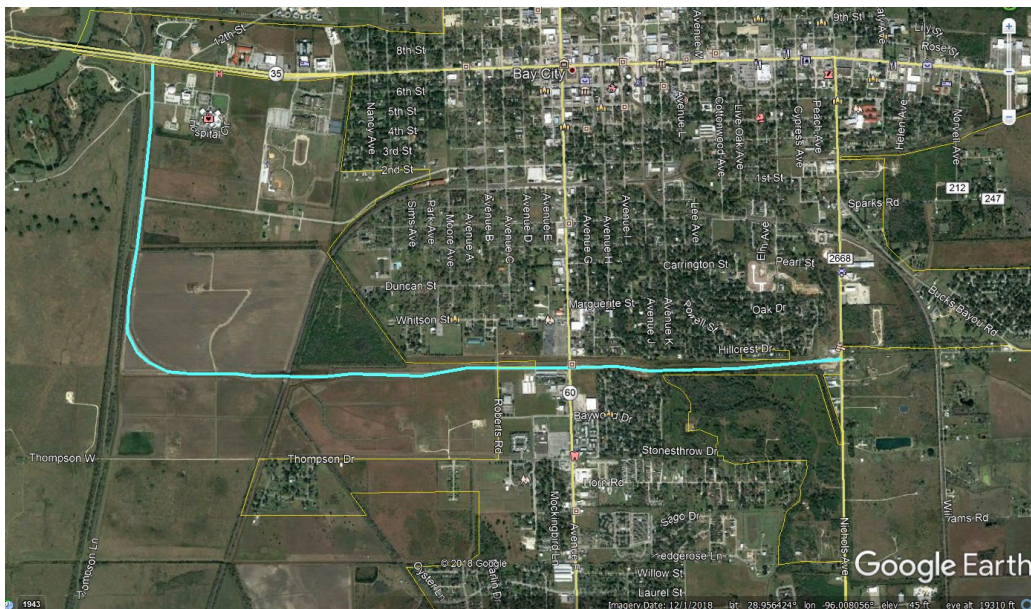
*Supported by Current Revenues- \$54,000*

*\*Supported by Grant- \$486,000*

## General Fund – Nile Valley Drive – UPRR Bridge Rehab FY 2023

Infrastructure (Strategic Focus)

Project Scope		Approved Project Funding	
This project will address the rehabilitation and coating of the steel girders on the Nile Valley Dr Bridge that spans over the UPRR.		<b>Funding Source</b>	<b>Fiscal Year 2022</b>
Project Name:	Nile Valley Dr UPRR Bridge Rehab	Grant Funds	N/A
Construction Start:	TBD	Certificate of Obligations	\$500,000
Project Completion:	TBD	<b>Project Budget &amp; Expenditures</b>	
Current Phase:	N/A	Project Budget:	\$500,000
<b>Project Contact Information</b>		Expended to Date:	\$0
City Project Manager:	Barry Calhoun	<b>Operational Impact</b>	
Phone Number:	(979) 323-1659	Recoating the steel girders will help preserve the structural integrity of the bridge. Recoating will also ensure the longevity of the bridge and keep maintenance cost low.	
Email Address:	<a href="mailto:bcalhoun@cityofbaycity.org">bcalhoun@cityofbaycity.org</a>	<b>Current Activity</b>	
Grant Administrator:	N/A	Staff preparing bid docs to bid project early 2022	
Engineer:	N/A		
General Contractor:	TBD		
City Construction Inspection:	Wesslee Davis		
City Engineering Tech:	Gabriel Lopez		



## General Fund – Diversion Channel Improvements CDBG-DR Grant (Harvey) FY 2023

Infrastructure (Strategic Focus)

Project Scope	Approved Project Funding	
When flood waters flow into the diversion channel from Cottonwood Creek, debris/trash is carried and caught on a “bar screen.” The improvements will be to put a “trash rake” on the bar screen to prevent inundation caused by a blocked diversion channel. This trash rack/rake will be manual and allow for staff to clean the pipes of debris. Phase 2 will be for automatic renovations.	<b>Funding Source</b>	<b>Fiscal Year 2023</b>
Project Name: Diversion Channel Improvements (C142)	Grant Funds	\$287,006
Construction Start: December 2022	Certificate of Obligations	
Project Completion: April 2023	<b>Project Budget &amp; Expenditures</b>	
Current Phase: 1	Project Budget:	\$287,006
<b>Project Contact Information</b>	Expended to Date:	\$0
City Project Manager: Barry Calhoun	<b>Operational Impact</b>	
Phone Number: 979-323-1659	With the diversion channel free from trash/debris build up, the city (especially downtown) will be relieved of flooding due to mitigation improvements.	
Email Address: <a href="mailto:bcalhoun@cityofbaycity.org">bcalhoun@cityofbaycity.org</a>	<b>Current Activity</b>	
Grant Administrator: GLO - CDBG-DR Grant (Harvey) (GrantWorks)	Preconstruction meeting held in November-2022. Construction to begin December-2022	
Engineer: Quiddity (Jones and Carter )		
General Contractor: JTM Construction		
City Construction Inspection: Wesslee Davis		
City Engineering Tech: Gabriel Lopez		



## General Fund – Cottonwood Creek Improvements RESTORE Act Grant FY 2023

Infrastructure (Strategic Focus)

Project Scope		Approved Project Funding	
Cottonwood Creek bank has vegetation but is steep as it approaches the bridges for the city streets. There is ongoing erosion at the headwalls due to increase velocities through the bridge structures. This grant will provide funding to address these erosion control issues along Cottonwood Creek in the downtown area.		<b>Funding Source</b>	<b>Fiscal Year 2023</b>
Project Name: Cottonwood Creek Improvements RESTORE Act Grant		Grant Funds	\$200,000
Construction Start: TBD		Certificate of Obligations	N/A
Project Completion: TBD		<b>Project Budget &amp; Expenditures</b>	
Current Phase: N/A		Project Budget:	\$200,000
<b>Project Contact Information</b>		Expended to Date:	\$0
City Project Manager:	Barry Calhoun	<b>Operational Impact</b>	
Phone Number:	(979) 323-1659	This project will minimize future potential erosion issues which may require a large capital project to rehab. This project will also reduce the amount of time necessary for staff to closely monitor the eroding issues at several bridges in the downtown area.	
Email Address:	<a href="mailto:bcalhoun@cityofbaycity.org">bcalhoun@cityofbaycity.org</a>	<b>Current Activity</b>	
Grant Administrator:	GrantWorks	This grant has not been awarded to the City yet.	
Engineer:	TBD		
General Contractor:	TBD		
City Construction Inspection:	Wesslee Davis		
City Engineering Tech:	Gabriel Lopez		

8<sup>th</sup> St & Cottonwood Creek Bridge

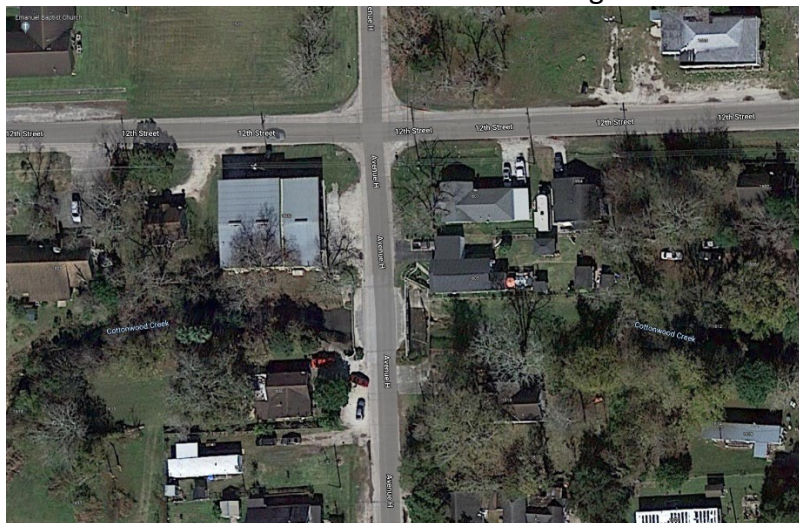


General Fund – Cottonwood Creek Improvements RESTORE Act Grant FY 2023

Ave H & Cottonwood Creek Bridge 1



Ave H & Cottonwood Creek Bridge 2





## General Fund – Hamman Rd Drainage Improvements FY 2023

Infrastructure (Strategic Focus)

Project Scope	Approved Project Funding	
<p>Alleviate flooding on Chateaux Drive from overland sheet flow through the area’s historic drainage corridor. Phase 1a will focus on collecting this sheet flow into newly installed storm sewer and inlets within an apartment complex west of Chateaux Drive, as well as upsize the inlets on Chateaux itself. There will be Phase 1b and Phase 2 to complete after this project.</p> <p>Project Name: Hamman Rd Drainage Improvements</p> <p>Construction Start: October-2022</p> <p>Project Completion: January-2023</p> <p>Current Phase: 1b Revised</p>	<b>Funding Source</b>	<b>Fiscal Year 2023</b>
	Grant Funds: ARPA	
	Certificate of Obligations	
	<b>Project Budget &amp; Expenditures</b>	
	Project Budget:	\$743,883
Expended to Date:	\$0	
	<b>Operational Impact</b>	
	<p>Chateaux Drive will be relieved of flash flood effects due to the sheet flow being directed into newly installed storm sewer and larger inlets. Once the whole project is complete, the area will be able to drain into Cottonwood Creek without any ‘bottleneck’/flooding affect. Hamman Road Drainage Improvements will set a fine example for Bay City’s drainage goals.</p>	
	<b>Current Activity</b>	
	<p>Project is currently underway and tentatively will be complete in January 2023.</p>	
<b>Project Contact Information</b>		
City Project Manager: Barry Calhoun		
Phone Number: 979-323-1659		
Email Address: bcalhoun@cityofbaycity.org		
Grant Administrator: N/A		
Engineer: Quiddity (Jones and Carter)		
General Contractor: JTM Construction		
City Construction Inspection: Wesslee Davis		
City Engineering Tech: Gabriel Lopez		

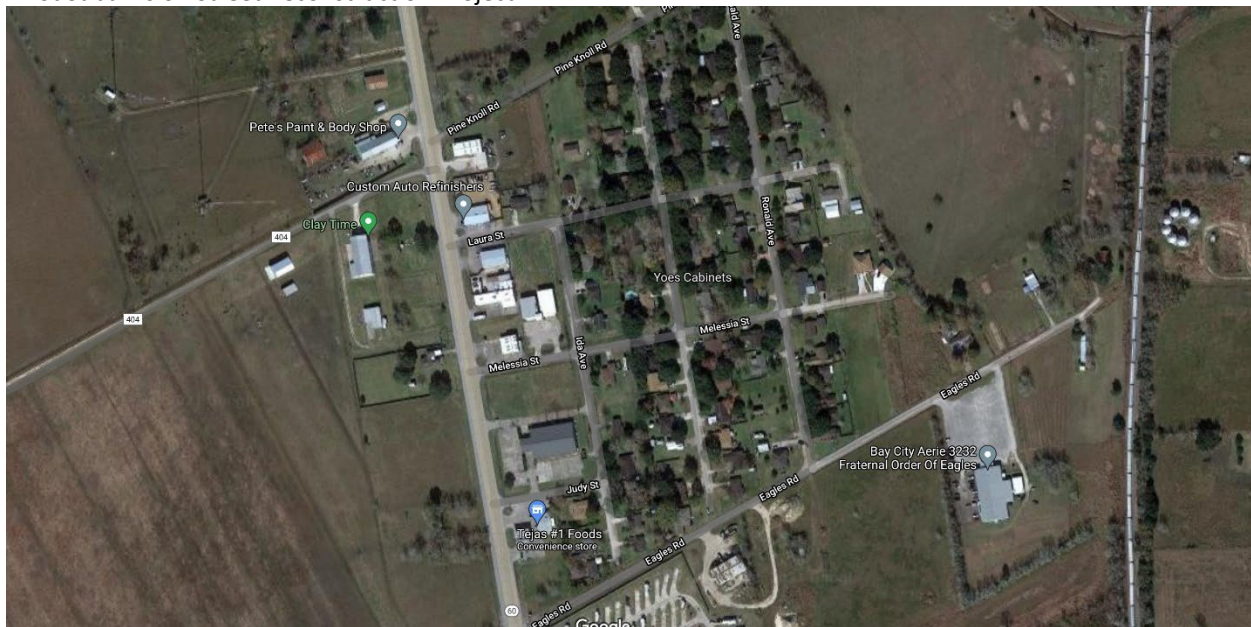


## General Fund – Street Reconstruction Projects FY 2023

Infrastructure (Strategic Focus)

Project Scope		Approved Project Funding	
The City as allocated \$1,500,000 to street reconstruction project in 2022. The current street reconstruction project is Elliot Subdivision Reconstruction and Waterline Improvements.		<b>Funding Source</b>	<b>Fiscal Year 2022</b>
Project Name: Street Reconstruction Projects		Grant Funds	N/A
Construction Start: May-2022		Certificate of Obligations	N/A
Project Completion: January-2023		<b>Project Budget &amp; Expenditures</b>	
Current Phase: N/A		Project Budget:	\$1,600,000
<b>Project Contact Information</b>		Expended to Date:	\$1,200,000
City Project Manager:	Barry Calhoun	<b>Operational Impact</b>	
Phone Number:	(979) 323-1659	To uphold a quality standard of life for Bay City citizens, maintenance of streets is a necessity. Elliot Subdivision is in dire need of rehabilitation. The Elliot Subdivision Reconstruction and Waterline Improvement project will enhance living standards for this area.	
Email Address:	bcalhoun@cityofbaycity.org	<b>Current Activity*</b>	
Grant Administrator:	N/A	Project should be completed in January 2023	
Engineer:	Civil Corp		
General Contractor:	Lester Contracting		
City Construction Inspection:	Wesslee Davis		
City Engineering Tech:	Gabriel Lopez		

Elliot Subdivision Street Reconstruction Project



**CAPITAL**

**General Fund – New Baler - Recycling Center FY 2023**

*Infrastructure (Strategic Focus)*

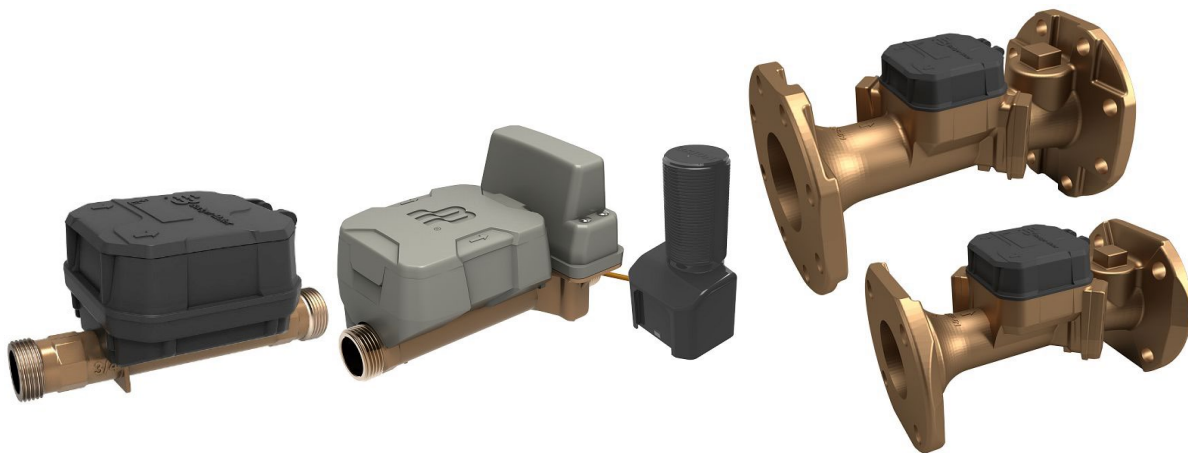
Project Scope		Approved Project Funding	
The recycling center needs a new baler to help keep up with the increase in recyclable materials. HGAC has awarded the city with funds to purchase a brand new vertical baler with a conveyor.		<b>Funding Source</b>	<b>Fiscal Year 2023</b>
Project Name: Recycling Center New Baler		Grant Funds	\$83,000
Construction Start: N/A		Certificate of Obligations	
Project Completion: N/A		<b>Project Budget &amp; Expenditures</b>	
Current Phase: N/A		Project Budget:	\$83,000
<b>Project Contact Information</b>		Expended to Date:	\$0
City Project Manager: Brandon Mckissick		<b>Operational Impact</b>	
Phone Number: 979-943-8758		This new baler will help with the increased inflow of material coming through the recycling center. It will also be more efficient than the current two balers therefore production and distribution will increase.	
Email Address: <a href="mailto:bmckissick@cityofbaycity.org">bmckissick@cityofbaycity.org</a>		<b>Current Activity</b>	
Grant Administrator: H-GAC		Awarded. Staff is currently in the process of procuring the machine.	
Engineer: N/A			
General Contractor: N/A			
City Construction Inspection: Krystal Mason			
City Engineering Tech: Gabriel Lopez			



## Utility Fund – AMI Meter Replacement Program FY 2023

Infrastructure (Strategic Focus)

Project Scope		Approved Project Funding	
The City desires to replace its existing water meters and meter reading system with a new system (including new meters, cellular network transmitters/receivers, software, and other ancillary components) to automatically read water meters and bill customers on a monthly basis. The meters must be ultrasonic-type water meters and the transmitters must have cellular capability.		<b>Funding Source</b>	<b>Fiscal Year 2022</b>
Project Name: AMI Water Meter Replacement Project		TWDB Funds	\$3,800,000
Construction Start: November 8, 2021		Certificate of Obligations	N/A
Project Completion: November 30, 2022		<b>Project Budget &amp; Expenditures</b>	
Current Phase: N/A		Project Budget:	\$4,729,485
<b>Project Contact Information</b>		Expended to Date:	\$3,818,210
City Project Manager:	Louis Rodriguez	<b>Operational Impact</b>	
Phone Number:	(979) 323-1659	This project is necessary to provide accurate meter reading records and billing for our customers. Completion of this project will also reduce the amount of workhours needed to manual read meters due to the current meter system that has failed.	
Email Address:	<a href="mailto:lrodriguez@cityofbaycity.org">lrodriguez@cityofbaycity.org</a>	<b>Current Activity</b>	
Grant Administrator:	N/A	Pre-Bid Conference: May 25, 2021	
Engineer:	Garver	Bid Opening: June 10, 2021	
General Contractor:	Accurate Utility Supply	Award Bid: July 13, 2021	
City Construction Inspection:	Ozzie Martinez	Pre-Construction Conference: November 3, 2021	
City Engineering Tech:	Gabriel Lopez	Notice to Proceed: November 8, 2021	
		Actual Construction Start: November 8, 2021	
		Target Construction End: November 30, 2022	



## General Fund – Mockingbird Water Plant No.2 - Electrical Improvements FY 2023

Infrastructure (Strategic Focus)

Project Scope		Approved Project Funding	
Mockingbird Water Plant No.2 needs new electrical improvements. This project includes, new electrical service entrance and system, as well as a new natural gas generator with new natural gas line, also a new pre-cast concrete building with HVAC system and site lighting. During the FY 2022, the city has budgeted \$1,000,000 towards these improvements.		<b>Funding Source</b>	<b>Fiscal Year 2022</b>
		Grant Funds	N/A
		Certificate of Obligations	
		<b>Project Budget &amp; Expenditures</b>	
		Project Budget:	\$1,000,000
		Expended to Date:	\$155,000
		<b>Operational Impact</b>	
		To protect the health and safety of the citizens of Bay City and to continue providing a superior water supply, routine maintenance measures are to be in place and regularly upgraded. With the electrical improvements completed, the plant will function at its optimal operation.	
		<b>Current Activity</b>	
		The construction portion of this project is currently unfunded. However, engineering is complete and the City is seeking grant opportunities to fund the construction of this project.	
Project Name: Mockingbird Water Plant No.2 - Electrical Improvements			
Construction Start:	TBD		
Project Completion:	TBD		
Current Phase:	N/A		
<b>Project Contact Information</b>			
City Project Manager: Louis Rodriguez			
Phone Number: 979-323-1659			
Email Address: lrodriguez@cityofbaycity.org			
Grant Administrator: N/A			
Engineer:	Garver		
General Contractor:	TBD		
City Construction Inspection: Ozzie Martinez			
City Engineering Tech: Gabriel Lopez			



**Capital Improvement Plan**  
**FY 2024-2027 Project Outlook**

**General Fund**

Street Reconstruction Project Engineering- Highland (\$4,156,355)  
Street Reconstruction Project Engineering- Highland (\$639,596)  
Street Resurface Projects (\$200,000)  
Sidewalk New/Replace Project (\$150,000)  
Nile Valley Drive- Phase II Design SH60 to Nichols (\$720,000)  
Nile Valley Drive- Phase II Construction (\$7,200,000)  
Drainage Construction-Grant (\$3,000,000)  
12<sup>th</sup> Street (County Interlocal) (\$3,600,000)  
Southern Pacific Trailway (TxDOT Grant) (\$1,400,000)  
Park Improvements- Neighborhood Playgrounds (\$150,000)  
Park Improvements- 5 Riverside Cabins (\$250,000)  
Park Lighting- All Parks (\$350,000)  
Building Improvements- New Sports Complex (\$2,500,000)  
Building Improvements- Sports Complex Roof (\$250,000)  
Building Improvements- Recreation Center (\$4,000,000)  
Park Improvements- Splash Pad, Other Amenities (\$100,000)  
Aquatics- Hilliard Pool Plaster (\$200,000)  
Aquatics- New Aquatic Center (\$3,000,000)  
Aquatics- New Aquatics Center- Splash Pad (\$1,000,000)  
Renovation- Old Texas Theater (\$5,000,000)  
Public Safety Building (Police, Fire, etc.) (\$14,300,000)  
Building Improvements- New Downtown Restroom (\$125,000)

**Utility Fund**

**Water**

Arsenic Removal Project (\$1,500,000)  
Duncan St. & Whitson St. 1.2" to 6" Water Main (\$75,000)  
Ave F. & Ave G. 4" Water Main Rear Easement (\$275,000)  
Ave A. & Moore Ave. 2" to 6" Water Main Rear Easement (\$35,000)  
Walnut Ave. 2" to 6" Water Main (\$90,000)  
B/T Golden Ave. & Kilowatt Remove 2" Water Main (\$100,000)  
Traveler's Paradise RV Park 2" to 6" Water Main (\$90,000)  
Holly, Shantilly and Renwick 2" Water Main No Access (\$200,000)  
NW Quadrant Phase II Upsize Water Mains (\$1,800,440)  
Install Master Meters All RV Parks, Trailer Parks and Apartments (\$200,000)  
Water Plant Recoatings 6<sup>th</sup> St. & Ave I. Ground Storage Tank (\$500,000)  
Water Plant Recoatings Whitson Elevated Storage Tank (\$500,000)  
Water Plant Recoatings Liberty Elevated Storage Tank (\$500,000)  
Public Water System- Airport Well (\$1,295,000)  
Mockingbird Water Well No. 7 Rework (\$529,500)  
6<sup>th</sup> St. & Ave I. Water Well No. 9 Rework (\$552,000)  
4<sup>th</sup> St. & Ave B. Water Plant No. 1 Electrical Improvements (\$804,430)

## CAPITAL

New Water Plant- North Side (\$750,000)  
New Water Plant- East Side (\$750,000)  
12-Inch Water Transmission Line (New Water Plant-North Side) (\$2,250,000)  
12-Inch New Waterline Extension, 7,500 LF- SH 35 East (\$650,000)  
12-Inch Waterline Replacement, 7,000 LF- 5<sup>th</sup> Street (\$2,100,000)  
12-Inch New Waterline Extension, 4,500 LF- SH 60 North- Phase I (\$1,159,000)  
12-Inch New Waterline, 5,500 LF- 12<sup>th</sup> Street East (\$1,210,000)  
12-Inch New Waterline Extension, 5,000 LF- SH 60 South (\$1,354,000)

### Wastewater

Manhole Rehab Program (\$120,000)  
Lift Station Rehab Program (\$100,000)  
Ave B. to Ave E. 8" Sewer Main/Add Manholes (\$135,000)  
B/T Horn Rd. & Baywood St. 8" Sewer Main (\$90,000)  
WWTP Rehabilitation Phase II Construction (\$15,900,000)  
Gravity Sewer Rehabilitation Main Trunkline to Sewer Plant- (\$2,275,000)  
12-Inch New Sewerline Extension SH35 East (\$900,000)  
13 LS 16 DelNorte Rehabilitation (\$300,000)  
15 LS 17 FM457 Rehabilitation (\$300,000)  
14 LS 2 11<sup>TH</sup> St. & Ave I. Rehabilitation (\$320,000)  
19 LS 15 Bell Rehabilitation (\$280,000)

### Building & Improvements

Municipal Services Building Renovations-Remodel Women's Restroom (\$50,000)  
Extend Equipment/Material Storage Buildings (\$207,600)  
Replace MSB Shop Roof (\$130,000)  
Coat MSB Shop Ceiling (\$40,000)  
Municipal Services Building Renovations- New Lobby Restrooms (\$100,000)

### Airport Fund

Engineering & Design- Runway Overlay (\$200,000)  
Construction- Main Apron Strengthening (\$693,000)  
Construction- Runway Overlay (\$3,818,000)

### Building & Improvements

Construction Professional Services- T-Hangars (\$600,000)  
Construction- Row A T-Hangars (\$1,032,000)  
Construction- Row B T-Hangars (\$1,032,000)  
Construction- Row C T-Hangars (\$1,032,000)  
Construction- Row D T-Hangars (\$1,032,000)  
Construction- Maintenance Hangar (\$968,000)





## Long Term Debt

**General Obligation Bonds (G.O.'s)** are payable from the proceeds on an annual property tax, levied within the limitations of the law. The payment of General Obligation Bonds is guaranteed by the full faith and credit of the city. G.O.'s must be authorized by a vote of the citizens.

**Certificates of Obligations (C.O.'s)** do not require voter approval and, though used largely for the same projects as General Obligation Bonds, are ordinarily sold to finance smaller, less expensive, projects which tend to have shorter pay-out periods on the debt. General Obligation Bonds, as well as Certificates of Obligation, are backed by the full faith and credit of the City and are paid from property tax receipts.

**Revenue Bonds** are payable from specific sources of non-tax revenue and do not affect the property tax rate. Coverage Ratios of Revenue Bonds will always be in compliance with the minimum coverage ratio required by the revenue bond ordinances. It shall be the goal of the City to achieve a budgeted coverage ratio of 1.60.

The City's practice is to fund capital improvement projects on a "pay as you go" basis whenever possible. If a debt issue is required, then key factors such as an asset's life and future debt payments will be considered carefully. Issues will not extend longer than an asset's expected life.

The City currently holds an A+ rating from Standard and Poor's Corporation for both General Obligation and Tax Revenue Certificates of Obligations. A credit rating is an assessment of the city's ability and willingness, as well as its legal obligation, to make full and timely payments of principal and interest on the debt security over the course of its maturity schedule. Ratings are designed exclusively for the purpose of granting debt instruments according to their credit qualities and do not constitute a recommendation to buy or sale a security. When applying for a credit rating, the items required of the City include audit reports, current budget document, current capital improvement program (CIP), statement of long-and short-term debt and indication of appropriate authority for debt issuance.

There is no direct limit on debt in the City Charter. Statutes of the State of Texas do not provide any limitations on the dollar amount of debt cities can float; however, as a matter of policy, the Attorney General of Texas, will not approve the issuance of bonds where the total debt service of all tax supported debt requires a tax rate of more than \$1.50 per \$100 assessed valuation. The truth-in-taxation criterion specifies that debt (Interest & Sinking) requirements must be met first, and then the operations can be funded. The property tax rate to meet these needs cannot exceed \$2.50 per \$100 valuation.

**CITY WIDE DEBT**

Debt service requirements for the City of Bay City are currently \$ .15425 of the current property tax rate of \$.63500. The City currently has ten outstanding debt issues most of which are Tax and Revenue Certificates of Obligations. Various percentages of the debt payments are self-supporting or paid by the Public Utility Fund. Those particular issues have an operational impact equal to the annual debt service payment in the Public Utility Fund. **The City has plans to issue debt within the next 12 months to fund water and sewer improvements through the Texas Water Development Board.** More information on these projects can be found in the capital section of this book.

Assessed value, 2022 tax roll	\$1,031,909,146	Actual amount of tax-secured debt service - Year ended September 30, 2023	\$4,066,064
Limit on amount designated for debt service per \$100 assessed valuation	<u>x \$ 1.50</u>	<b>Legal Debt Margin</b>	<u>\$11,412,573</u>
<b>Legal Debt Service Limit</b>	<b>15,478,637</b>		

After fiscal year 2023 payments, outstanding general obligation bond and certificates of obligation bonds will be \$42,510,000 however only \$8,690,050 is currently supported by property taxes. The long- term debt policy along with the history of tax rates can be found in the appendix section of this book.

Combined Principal and Interest By Payment Sources												
FYE	Total Debt Service			Total Self-Supported Debt Service			Total Partner Paid Debt Service			Total Tax Supported Debt Service		
9/30	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2023	\$ 3,009,000	\$ 1,057,464	\$ 4,066,464	\$ 1,401,292	\$ 608,599	\$ 2,009,891	\$ 340,000	\$ 133,581	\$ 473,581	\$ 1,267,709	\$ 315,283	\$ 1,582,992
2024	3,103,000	974,941	4,077,941	1,436,608	573,057	2,009,665	355,000	123,381	478,381	1,311,392	278,502	1,589,894
2025	2,772,000	885,198	3,657,198	1,473,375	535,899	2,009,274	365,000	112,731	477,731	933,626	236,568	1,170,193
2026	2,622,000	807,406	3,429,406	1,513,241	497,255	2,010,496	375,000	101,781	476,781	733,759	208,369	942,128
2027	2,696,000	728,560	3,424,560	1,553,774	456,447	2,010,221	385,000	90,531	475,531	757,226	181,581	938,807
2028	1,965,000	644,894	2,609,894	1,021,091	413,312	1,434,403	395,000	78,981	473,981	548,910	152,600	701,510
2029	2,029,000	598,409	2,627,409	1,043,024	397,029	1,440,052	410,000	67,131	477,131	575,977	134,249	710,225
2030	2,068,000	549,477	2,617,477	1,055,157	380,012	1,435,169	420,000	54,831	474,831	592,844	114,634	707,477
2031	1,793,000	505,513	2,298,513	940,490	362,636	1,303,126	430,000	46,431	476,431	422,511	96,446	518,956
2032	1,842,000	472,159	2,314,159	960,323	351,282	1,311,605	440,000	37,831	477,831	441,678	83,045	524,723
2033	1,867,000	437,693	2,304,693	969,489	339,617	1,309,106	445,000	29,031	474,031	452,511	69,045	521,556
2034	1,896,000	402,483	2,298,483	978,072	327,707	1,305,779	455,000	20,131	475,131	462,928	54,645	517,573
2035	1,712,000	364,334	2,076,334	933,655	314,071	1,247,726	465,000	10,463	475,463	313,345	39,801	353,146
2036	1,273,000	331,888	1,604,888	949,655	300,887	1,250,542	-	-	-	323,346	31,000	354,346
2037	916,000	307,880	1,223,880	836,000	286,180	1,122,180	-	-	-	80,000	21,700	101,700
2038	934,000	293,510	1,227,510	849,000	273,810	1,122,810	-	-	-	85,000	19,700	104,700
2039	953,000	277,864	1,230,864	868,000	260,289	1,128,289	-	-	-	85,000	17,575	102,575
2040	968,000	261,045	1,229,045	878,000	245,595	1,123,595	-	-	-	90,000	15,450	105,450
2041	984,000	243,120	1,227,120	894,000	229,920	1,123,920	-	-	-	90,000	13,200	103,200
2042	1,010,000	223,903	1,233,903	915,000	213,178	1,128,178	-	-	-	95,000	10,725	105,725
2043	1,028,000	203,356	1,231,356	933,000	195,244	1,128,244	-	-	-	95,000	8,113	103,113
2044	1,046,000	181,804	1,227,804	946,000	176,304	1,122,304	-	-	-	100,000	5,500	105,500
2045	1,065,000	159,284	1,224,284	965,000	156,534	1,121,534	-	-	-	100,000	2,750	102,750
2046	989,000	135,815	1,124,815	989,000	135,815	1,124,815	-	-	-	-	-	-
2047	1,009,000	114,156	1,123,156	1,009,000	114,156	1,123,156	-	-	-	-	-	-
2048	1,034,000	91,685	1,125,685	1,034,000	91,685	1,125,685	-	-	-	-	-	-
2049	1,055,000	68,317	1,123,317	1,055,000	68,317	1,123,317	-	-	-	-	-	-
2050	1,077,000	44,082	1,121,082	1,077,000	44,082	1,121,082	-	-	-	-	-	-
2051	804,000	19,019	823,019	804,000	19,019	823,019	-	-	-	-	-	-
Total	\$45,519,000	\$11,385,257	\$56,904,257	\$30,281,242	\$ 8,367,938	\$38,649,180	\$ 5,280,000	\$ 906,838	\$ 6,186,838	\$ 9,957,758	\$ 2,110,481	\$12,068,239

- \$45,519,000 City Wide Debt Outstanding Principal before FY 2023 Payment**
- \$42,510,000 Outstanding Principal at Fiscal Year End 2023**
- \$8,690,050 Outstanding Principal of Tax Supported Debt at Fiscal Year End 2023**
- \$28,879,951 Outstanding Principal of Self -Supported Debt (Paid by Water and Sewer Revenues)**
- \$4,940,000 Outstanding Principal of Nile Valley Road Project paid by BC Gas Company and BCCDC**

## Property Tax Supported Debt

### 2013 General Obligation Refunding Bonds

**\$5,125,000** – 2013 General Obligation Refunding Bond was issued to take advantage of the low interest rate environment by refunding the callable portion of the General Obligation Bonds, Series 2003 and the Combination Tax and Revenue Certificates of Obligation, Series 2004 that were originally issued to fund various street projects. The payments are secured by property taxes due in annual installments ranging from \$405,000 to \$413,000 through September 1, 2024; interest fixed at 2.00%. *Callable 9-1-2022*

### \*2014 Tax and Revenue Certificates of Obligation (CO)

**\$3,995,000** – 2014 Tax and Revenue Certificate of Obligation Bond was issued for construction and improvement of streets, sidewalks, water and sewer system, and to purchase public works equipment. The payments are secured by property taxes due in annual installments ranging from \$222,000 to \$247,000 through September 1, 2034 funded by both Utility revenues (25%) and property taxes (75%); interest varying between 2.00% and 4.00%. *Callable 9-1-2024*

### \*2016 Tax and Revenue Certificates of Obligation (CO)

**\$5,665,000** – 2016 Tax and Revenue Certificate of Obligation Bond was issued for construction and improvement of streets, sidewalks, water and sewer system, and to purchase park equipment. The payments are secured by property taxes due in annual installments ranging from \$371,000 to \$376,000 through September 1, 2036 funded by both Utility revenues (33.33%) and property taxes (66.67%); interest varying between 2.00% and 3.00%. *Callable 9-1-2026*

### 2018 Tax Note

**\$1,285,000** – 2018 Tax Note was issued for the acquisition of road equipment. The payments are secured by property taxes due in annual installments ranging from \$195,000 to \$230,000 through March 1, 2025; interest fixed at 3.01%.

### 2020 Tax and Revenue Certificates of Obligation (CO)

**\$8,965,000**- 2020 Tax and Revenue Certificate of Obligation Bond was issued for the purchase of street equipment, renovation of the Bay City Regional Airport hangars, and construction of the Nile Valley Road. These payments are secured by property taxes due in annual installments ranging from \$80,000 to \$620,000 through September 1, 2045 funded by property taxes and the City's two component units - Bay City Gas Company and Bay City Community Development Corporation (BCCDC); interest varying between 2.00% and 3.00%. *Callable 9-1-2029*

### \*2021 General Obligation Refunding Bonds

**\$6,205,000** – 2021 General Obligation Refunding Bond was issued to take advantage of the low interest rate environment by refunding the callable portion of the General Obligation Bonds, Series 2010 and the Combination Tax and Revenue Certificates of Obligation, Series 2012. The Series 2010 was originally issued to fund street and drainage improvements, park improvements, and civic center improvements. The Series 2012 was issued to the replacement of all the City's water meters and to upgrade to an Automated Meter Reading System. The payments are secured by both Utility revenues (71%) and property taxes (29%) due in annual installments ranging from \$184,000 to \$1,000,000. through September 1, 2030; interest at 5.00%. *Callable 9-1-2029*

## CITY WIDE DEBT

Interest and Sinking Fund (I & S)	Actual FY 2020	Actual FY 2021	Budget FY 2022	Projected FY 2022	Adopted FY 2023
<b>Taxes</b>					
Property Taxes- Current	1,299,533	1,519,779	1,576,202	1,550,650	1,582,992
Property Taxes- Delinquent	17,342	20,750	1,000	13,000	1,000
Property Taxes- P & I Fees	17,571	18,723	1,000	15,000	1,000
<b>Total Taxes</b>	<b>1,334,446</b>	<b>1,559,252</b>	<b>1,578,202</b>	<b>1,578,650</b>	<b>1,584,992</b>
<b>Miscellaneous</b>					
Interest Income	11,965	1,422	1,316	3,700	1,428
Other Funds- Gas Co.	21,282	239,116	236,741	236,741	236,790
Other Funds- BCCDC	21,282	239,116	236,741	236,741	236,790
<b>Total Miscellaneous</b>	<b>54,529</b>	<b>479,653</b>	<b>474,798</b>	<b>477,182</b>	<b>475,008</b>
<b>Other Sources</b>					
Other Financing Sources	-	2,121,072	-	-	-
<b>Total Other Sources</b>	<b>-</b>	<b>2,121,072</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total I &amp; S Revenue</b>	<b>1,388,975</b>	<b>4,159,977</b>	<b>2,053,000</b>	<b>2,055,832</b>	<b>2,060,000</b>
<b>Debt Service</b>					
Debt Service Principal	986,258	1,553,042	1,555,475	1,555,475	1,607,708
Debt Service Interest	387,190	506,859	494,208	494,208	448,864
Debt Service Admin. Fee	1,700	1,615	2,000	2,000	2,000
Bank Charges	2,525	1,517	1,317	1,250	1,428
Payment to Escrow	-	2,068,282	-	-	-
Bond Issue Costs	-	52,790	-	-	-
<b>Total Debt Service</b>	<b>1,377,673</b>	<b>4,184,105</b>	<b>2,053,000</b>	<b>2,052,933</b>	<b>2,060,000</b>
<b>Total I &amp; S Expenditures</b>	<b>1,377,673</b>	<b>4,184,105</b>	<b>2,053,000</b>	<b>2,052,933</b>	<b>2,060,000</b>

FY 2023 Requirements:			
<u>Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Series 2013 GO	395,000	16,000	411,000
*Series 2014 CO	108,750	60,009	168,759
*Series 2016 CO	170,008	78,704	248,712
2018 Tax Note	210,000	19,866	229,866
**Series 2020 CO	505,000	206,425	711,425
*Series 2021 GO	218,950	67,860	286,810
<b>Total</b>	<b>1,607,708</b>	<b>448,864</b>	<b>2,056,572</b>

\*Payments paid by both property taxes and utility system revenue

\*\*A portion of the CO 2020 payment (\$473,581) is related to the Nile Valley Road Project and is paid in equal payments by the Bay City Gas Co. and Bay City Community Development Corporation.

## Public Utility Fund Supported Debt

### **2021A Tax and Revenue Certificates of Obligation (CO)-TWDB CWSRF**

\$4,742,000 – 2021A Tax and Revenue Certificates Bond is 1<sup>st</sup> of 4 issues for improvements to the City's sanitary sewer system, sewer lines, and design/construction of the City's wastewater treatment plant and lift stations. The payments are secured by both property tax revenues and Utility revenue; however, Utility pays at 100%. Principal payments are due in annual installments ranging from \$209,000 to \$211,000 through September 1, 2050; interest varying between .80% and 2.29%. *Callable 9-1-2031*

### **2021B Tax and Revenue Certificates of Obligation (CO)- TWDB DWSRF**

\$2,125,000 – 2021B Tax and Revenue Certificate Bond is 1<sup>st</sup> of 5 issues for improvements to the City's water system, construction of two water plants, including water wells, ground storage tanks, water transmission lines, water meter replacements, and other related infrastructure and equipment. The payments are secured by both property tax revenues and Utility revenue; however, Utility pays at 100%. Principal payments are due in annual installments ranging from \$65,000 to \$90,000 through September 1, 2050; interest varying between .80% and 2.34%. *Callable 9-1-2031*

### **2022A Tax and Revenue Certificates of Obligation (CO)-TWDB CWSRF**

\$12,707,000 – 2021A Tax and Revenue Certificates Bond is 2<sup>nd</sup> of 4 issues for improvements to the City's sanitary sewer system, sewer lines, and design/construction of the City's wastewater treatment plant and lift stations. The payments are secured by both property tax revenues and Utility revenue; however, Utility pays at 100%. Principal payments are due in annual installments ranging from \$373,000 to \$554,000 through September 1, 2051; fixed payment with interest coupons varying between .80% and 2.35%. *Callable 9-1-2032*

### **2022B Tax and Revenue Certificates of Obligation (CO)- TWDB DWSRF**

\$5,645,000 – 2021B Tax and Revenue Certificate Bond is 2<sup>nd</sup> of 5 issues for improvements to the City's water system, construction of two water plants, including water wells, ground storage tanks, water transmission lines, water meter replacements, and other related infrastructure and equipment. The payments are secured by both property tax revenues and Utility revenue; however, Utility pays at 100%. Principal payments are due in annual installments ranging from \$165,000 to \$250,000 through September 1, 2051; fixed payments with interest coupons varying between .80% and 2.40%. *Callable 9-1-2032*

## CITY WIDE DEBT

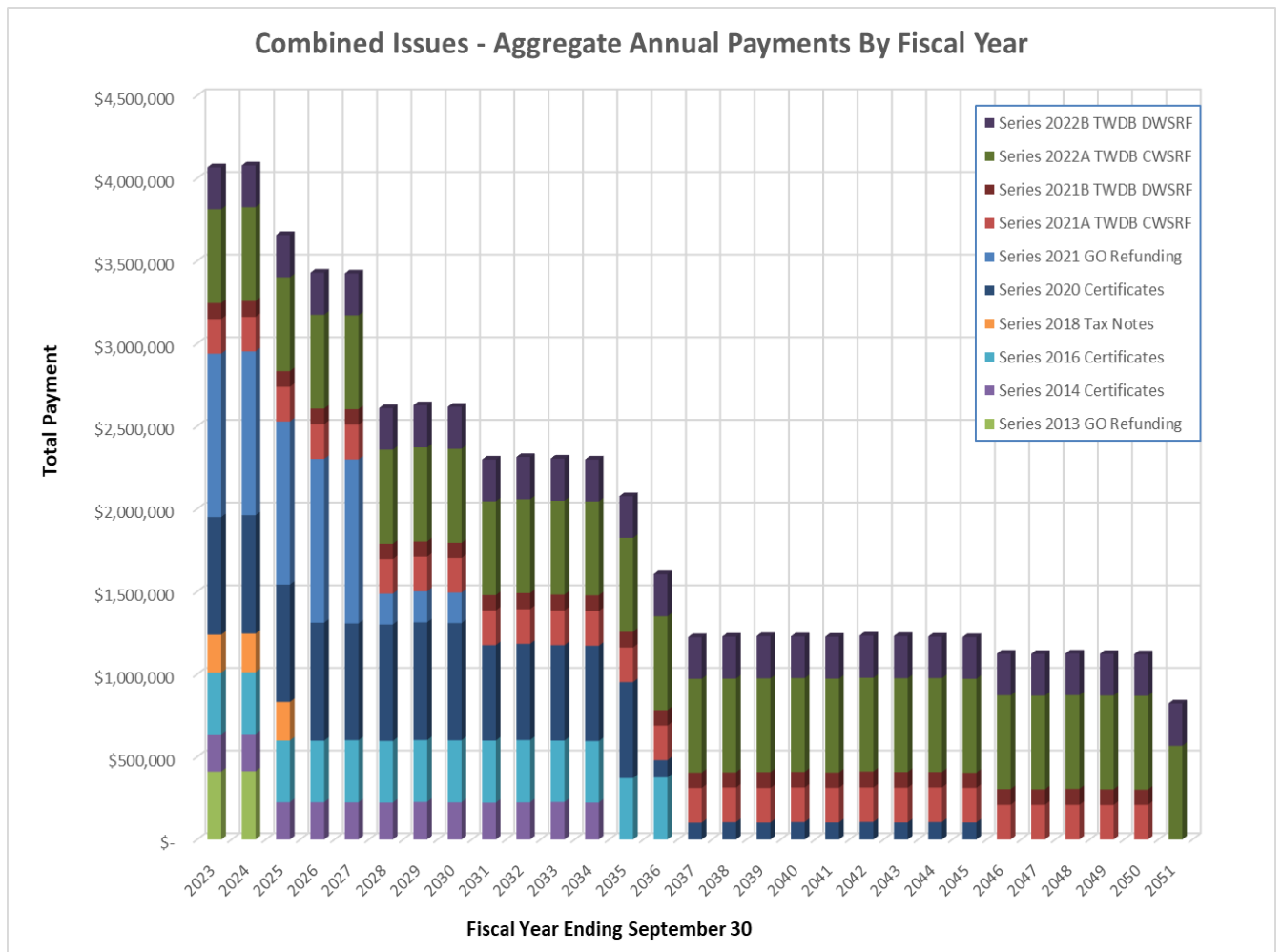
Utility Debt Service	Actual FY 2020	Actual FY 2021	Budget FY 2022	Projected FY 2022	Adopted FY 2023
<b>Miscellaneous</b>					
Interest Income	1,563	228	300	470	109
<b>Total Miscellaneous</b>	<b>1,563</b>	<b>228</b>	<b>300</b>	<b>470</b>	<b>109</b>
<b>Intergovernmental</b>					
Transfer In- Utility Fund	988,128	988,301	1,189,509	1,189,509	2,536,891
<b>Total Intergovernmental</b>	<b>988,128</b>	<b>988,301</b>	<b>1,189,509</b>	<b>1,189,509</b>	<b>2,536,891</b>
<b>Prior Fund Balance</b>					
Prior Fund Balance	-	-	1,191	-	-
<b>Total Prior Fund Balance</b>	<b>-</b>	<b>-</b>	<b>1,191</b>	<b>-</b>	<b>-</b>
<b>Total Water Debt Service</b>	<b>989,691</b>	<b>988,529</b>	<b>1,191,000</b>	<b>1,189,979</b>	<b>2,537,000</b>
<b>Debt Service</b>					
Debt Service Principal	-	-	834,525	834,525	1,401,291
Debt Service Interest	227,611	156,865	354,984	354,984	863,599
Debt Service- Admin Fee	500	-	500	500	500
Bank Charges	1,519	770	991	705	610
Cost of Issuance	-	377,910	-	-	-
Reserved Debt Retirement	-	-	-	-	271,000
Amortization Expense	-	19,774	-	-	-
<b>Total Debt Service</b>	<b>229,630</b>	<b>555,319</b>	<b>1,191,000</b>	<b>1,190,714</b>	<b>2,537,000</b>
<b>Total Utility Debt Service</b>	<b>229,630</b>	<b>555,319</b>	<b>1,191,000</b>	<b>1,190,714</b>	<b>2,537,000</b>

FY 2023 Requirements:			
Issue	Principal	Interest	Total
*Series 2014 CO	36,250	20,003	56,253
*Series 2016 CO	84,991	39,346	124,337
*Series 2021 GO	536,050	166,140	702,190
Series 2021A CO	141,000	68,335	209,335
Series 2021B CO	65,000	31,244	96,244
Series 2022A CO	373,000	194,944	567,944
Series 2022B CO	165,000	88,587	253,587
<b>Total</b>	<b>1,401,291</b>	<b>608,599</b>	<b>2,009,890</b>

\*Payments paid by both property taxes and utility system revenue

## Outstanding Debt Issue by Series

Supporting Fund	General Fund	General Fd- 75% Utility- 25%	General Fd- 66.67% Utility- 33.33%	General Fd- 100% Utility- 0%	General Fd- 33.8% Utility- 0% Partners - 66.2%	General Fd- 29% Utility- 71%	General Fd- 0% Utility- 100%	General Fd- 0% Utility- 100%	General Fd- 0% Utility- 100%	General Fd- 0% Utility- 100%	Total
FYE	Series 2013	Series 2014	Series 2016	Series 2018	Series 2020	Series 2021	Series 2021A	Series 2021B	Series 2022A	Series 2022B	Total
9/30	GO Refunding	Certificates	Certificates	Tax Notes	Certificates	GO Refunding	TWDB CWSRF	TWDB DWSRF	TWDB CWSRF	TWDB DWSRF	Total
2023	\$ 411,000	\$ 225,013	\$ 373,050	\$ 229,866	\$ 711,425	\$ 989,000	\$ 209,335	\$ 96,244	\$ 567,944	\$ 253,587	\$ 4,066,464
2024	413,100	225,663	372,950	233,545	716,275	991,250	209,207	95,724	567,960	252,267	4,077,941
2025	-	225,788	372,750	233,462	710,525	986,500	209,071	95,204	567,952	255,947	3,657,198
2026	-	225,363	372,450	-	714,475	990,000	209,927	94,684	567,920	254,587	3,429,406
2027	-	224,763	375,700	-	707,825	991,250	209,767	94,164	567,864	253,227	3,424,560
2028	-	223,575	372,300	-	705,875	185,250	209,599	93,644	567,784	251,867	2,609,894
2029	-	227,200	373,750	-	713,475	187,250	209,423	93,124	567,680	255,507	2,627,409
2030	-	225,000	374,900	-	710,325	183,750	209,239	92,604	567,552	254,107	2,617,477
2031	-	222,600	375,750	-	577,925	-	210,047	92,084	567,400	252,707	2,298,513
2032	-	225,000	376,300	-	582,925	-	209,839	96,564	567,224	256,307	2,314,159
2033	-	227,000	371,550	-	577,625	-	209,623	96,004	568,024	254,867	2,304,693
2034	-	223,600	371,650	-	577,225	-	209,399	95,444	567,792	253,373	2,298,483
2035	-	-	371,450	-	580,963	-	209,921	94,737	567,763	251,501	2,076,334
2036	-	-	375,950	-	103,700	-	209,096	93,883	567,954	254,305	1,604,888
2037	-	-	-	-	101,700	-	210,023	92,924	567,463	251,771	1,223,880
2038	-	-	-	-	104,700	-	209,703	91,874	567,274	253,959	1,227,510
2039	-	-	-	-	102,575	-	209,160	95,740	567,528	255,862	1,230,864
2040	-	-	-	-	105,450	-	209,421	94,450	567,237	252,488	1,229,045
2041	-	-	-	-	103,200	-	209,465	93,085	567,431	253,939	1,227,120
2042	-	-	-	-	105,725	-	209,320	96,660	567,080	255,119	1,233,903
2043	-	-	-	-	103,113	-	209,981	95,076	567,168	256,019	1,231,356
2044	-	-	-	-	105,500	-	209,441	93,436	567,755	251,672	1,227,804
2045	-	-	-	-	102,750	-	209,733	91,748	567,854	252,199	1,224,284
2046	-	-	-	-	-	-	209,851	95,020	567,454	252,491	1,124,815
2047	-	-	-	-	-	-	209,790	93,141	567,641	252,585	1,123,156
2048	-	-	-	-	-	-	209,585	96,237	567,385	252,477	1,125,685
2049	-	-	-	-	-	-	209,215	94,185	567,730	252,187	1,123,317
2050	-	-	-	-	-	-	209,695	92,106	567,593	251,688	1,121,082
2051	-	-	-	-	-	-	-	-	567,019	256,000	823,019
<b>Total</b>	<b>\$ 824,100</b>	<b>\$ 2,700,563</b>	<b>\$ 5,230,500</b>	<b>\$ 696,873</b>	<b>\$ 9,625,275</b>	<b>\$ 5,504,250</b>	<b>\$ 5,867,880</b>	<b>\$ 2,639,778</b>	<b>\$ 16,460,429</b>	<b>\$ 7,354,610</b>	<b>\$ 56,904,257</b>





## STATISTICAL INFORMATION

### CITY OF BAY CITY, TEXAS

#### WATER PRODUCED AND CONSUMED AND WASTEWATER TREATED

Last ten fiscal years

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Fiscal Year	Gallons of Water Produced	Gallons of Water Consumed	Gallons of Water Unbilled	Average Percent Unbilled	Gallons of Wastewater Treated
2012	809,245,000	749,527,000	59,718,000	7.38%	573,170,000
2013	798,353,000	725,058,000	73,295,000	9.18%	571,850,000
2014	780,403,000	623,508,400	156,894,600	20.10%	545,020,000
2015	824,901,000	627,451,200	197,449,800	23.94%	691,614,000
2016	842,451,000	635,604,500	207,846,500	24.67%	717,629,000
2017	812,961,000	609,958,200	203,002,800	24.97%	581,611,000
2018	743,714,000	603,790,221	139,923,779	18.81%	657,579,000
2019	713,562,000	537,363,274	176,198,726	24.69%	707,134,000
2020	850,124,700	549,790,300	300,334,400	35.33%	536,280,000
2021	885,002,000	570,433,900	314,568,100	35.54%	706,391,000

## STATISTICAL INFORMATION

### CITY OF BAY CITY, TEXAS

#### NET POSITION BY COMPONENT (1)

Last ten fiscal years

	Fiscal Year			
	2012	2013	2014	2015
Governmental activities				
Net investment in capital assets	\$ 7,904,146	\$ 8,444,943	\$ 7,050,325	\$ 6,540,844
Restricted	410,945	132,143	1,073,579	646,117
Unrestricted	<u>5,054,417</u>	<u>3,865,608</u>	<u>2,807,480</u>	<u>3,391,400</u>
Total governmental activities net position	<u>\$ 13,369,508</u>	<u>\$ 12,442,694</u>	<u>\$ 10,931,384</u>	<u>\$ 10,578,361</u>
Business-type activities				
Net investment in capital assets	\$ 10,948,774	\$ 12,245,026	\$ 9,681,894	\$ 13,826,216
Restricted	-	-	-	-
Unrestricted	<u>2,952,528</u>	<u>2,668,278</u>	<u>6,217,963</u>	<u>1,518,085</u>
Total business-type activities net position	<u>\$ 13,901,302</u>	<u>\$ 14,913,304</u>	<u>\$ 15,899,857</u>	<u>\$ 15,344,301</u>
Primary government				
Invested in capital assets, net of related debt	\$ 18,852,920	\$ 20,689,969	\$ 16,732,219	\$ 20,367,060
Restricted	410,945	132,143	1,073,579	646,117
Unrestricted	<u>8,006,945</u>	<u>6,533,886</u>	<u>9,025,443</u>	<u>4,909,485</u>
Total primary government activities net position	<u>\$ 27,270,810</u>	<u>\$ 27,355,998</u>	<u>\$ 26,831,241</u>	<u>\$ 25,922,662</u>

(1) Accrual basis of accounting

NOTES: The City implemented GASB Statement No. 68 "Accounting and Financial Reporting for Pensions" in fiscal year 2015. The amounts for all prior fiscal years have not been restated for the effects of this standard.

The City implemented GASB Statement No. 75 "Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions" in fiscal year 2018. The amounts for all prior fiscal years have not been restated for the effects of this new standard.

STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

*NET POSITION BY COMPONENT (1)*

*Last ten fiscal years*

Fiscal Year					
2016	2017	2018	2019	2020	2021
\$ 9,638,245	\$ 10,607,667	\$ 11,656,559	\$ 13,287,618	\$ 21,205,583	\$ 18,917,264
994,641	1,034,228	813,690	857,834	1,199,626	1,856,278
783,252	(93,799)	160,683	512,916	2,151,111	3,267,133
<u>\$ 11,416,138</u>	<u>\$ 11,548,096</u>	<u>\$ 12,630,932</u>	<u>\$ 14,658,368</u>	<u>\$ 24,556,320</u>	<u>\$ 24,040,675</u>
\$ 15,011,700	\$ 14,799,364	\$ 14,675,677	\$ 14,858,787	\$ 15,909,542	\$ 17,403,926
-	-	-	-	-	-
2,926,172	3,541,009	4,098,316	4,067,830	4,066,694	4,273,998
<u>\$ 17,937,872</u>	<u>\$ 18,340,373</u>	<u>\$ 18,773,993</u>	<u>\$ 18,926,617</u>	<u>\$ 19,976,236</u>	<u>\$ 21,677,924</u>
\$ 24,649,945	\$ 25,407,031	\$ 26,332,236	\$ 28,146,405	\$ 37,115,125	\$ 36,321,190
994,641	1,034,228	813,690	857,834	1,199,626	1,856,278
3,709,424	3,447,210	4,258,999	4,580,746	6,217,805	7,541,131
<u>\$ 29,354,010</u>	<u>\$ 29,888,469</u>	<u>\$ 31,404,925</u>	<u>\$ 33,584,985</u>	<u>\$ 44,532,556</u>	<u>\$ 45,718,599</u>

STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

*CHANGES IN NET POSITION (1)*

*Last ten fiscal years*

	Fiscal Year			
	2012	2013	2014	2015
<b>Governmental activities</b>				
Expenses				
General government	\$ 1,992,271	\$ 2,321,123	\$ 2,295,602	\$ 2,147,396
Public safety	4,073,513	4,303,562	4,662,949	4,661,538
Public works	2,377,316	2,656,096	5,854,434	5,595,487
Cultural and recreation	1,920,640	2,100,338	2,137,429	2,220,915
Interest on long-term debt	331,816	495,527	305,880	340,100
Total expenses	<u>10,695,556</u>	<u>11,876,646</u>	<u>15,256,294</u>	<u>14,965,436</u>
Program revenues				
Charges for services				
General government	94,793	81,818	999,059	235,881
Public safety	620,749	538,848	149,354	326,125
Public works	-	59,130	1,832,671	2,657,519
Cultural and recreation	161,334	154,573	260,195	154,741
Operating grants and contributions	111,982	281,587	280,889	200,000
Capital grants and contributions	-	-	-	386,329
Total program revenues	<u>988,858</u>	<u>1,115,956</u>	<u>3,522,168</u>	<u>3,960,595</u>
Total governmental activities net program (expense) revenue	(9,706,698)	(10,760,690)	(11,734,126)	(11,004,841)
General revenues and other changes in net position				
Taxes				
Property taxes	3,728,127	3,769,351	3,749,040	4,098,134
Sales taxes	3,385,962	3,440,988	3,469,272	4,077,195
Franchise taxes	1,099,039	1,087,598	984,607	1,047,005
Other taxes	474,242	497,136	614,073	668,601
Unrestricted investment earnings	6,163	5,779	3,653	2,660
Miscellaneous	924,999	685,286	709,694	1,077,904
Special item - discontinued operations	-	-	-	(1,208,541)
Transfers	1,134,962	501,909	692,477	2,903,367
Total general revenues and other changes in net position	<u>10,753,494</u>	<u>9,988,047</u>	<u>10,222,816</u>	<u>12,666,325</u>
<b>Total governmental activities change in net position</b>	<u>\$ 1,046,796</u>	<u>\$ (772,643)</u>	<u>\$ (1,511,310)</u>	<u>\$ 1,661,484</u>

STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**  
**CHANGES IN NET POSITION (1)**  
*Last ten fiscal years*

Fiscal Year					
2016	2017	2018	2019	2020	2021
\$ 2,534,500	\$ 2,489,768	\$ 2,570,638	\$ 2,525,947	\$ 2,543,235	\$ 3,191,169
5,383,527	5,633,913	5,129,141	5,329,122	5,434,064	5,508,076
5,216,175	5,500,397	5,513,362	6,347,218	5,630,596	6,390,932
2,483,518	2,576,955	2,534,887	2,720,126	2,962,822	2,790,759
<u>450,012</u>	<u>376,732</u>	<u>391,428</u>	<u>329,979</u>	<u>636,430</u>	<u>522,913</u>
<u>16,067,732</u>	<u>16,577,765</u>	<u>16,139,456</u>	<u>17,252,392</u>	<u>17,207,147</u>	<u>18,403,849</u>
429,269	421,190	610,361	602,332	546,080	502,838
276,229	16,762	18,332	18,705	42,283	65,382
2,779,000	2,413,138	2,394,073	2,467,600	2,528,436	2,616,208
239,908	237,775	128,710	124,532	152,478	238,636
317,050	571,157	807,058	2,207,235	3,441,951	1,648,408
<u>828,794</u>	<u>911,963</u>	<u>798,666</u>	<u>376,144</u>	<u>7,844,725</u>	<u>416,419</u>
<u>4,870,250</u>	<u>4,571,985</u>	<u>4,757,200</u>	<u>5,796,548</u>	<u>14,555,953</u>	<u>5,487,891</u>
(11,197,482)	(12,005,780)	(11,382,256)	(11,455,844)	(2,651,194)	(12,915,958)
4,462,235	4,618,958	5,268,946	5,603,015	5,677,751	5,844,703
4,060,320	4,295,598	4,277,863	4,447,508	4,966,859	4,934,706
1,040,631	1,127,475	1,253,205	1,266,666	1,258,458	1,263,438
694,611	845,778	801,926	779,523	698,939	685,845
16,254	37,960	110,943	134,570	107,377	50,980
756,915	213,350	289,684	483,211	501,621	354,982
-	-	-	-	-	-
<u>1,004,293</u>	<u>998,619</u>	<u>1,007,784</u>	<u>768,787</u>	<u>(661,859)</u>	<u>(734,341)</u>
<u>12,035,259</u>	<u>12,137,738</u>	<u>13,010,351</u>	<u>13,483,280</u>	<u>12,549,146</u>	<u>12,400,313</u>
<u>\$ 837,777</u>	<u>\$ 131,958</u>	<u>\$ 1,628,095</u>	<u>\$ 2,027,436</u>	<u>\$ 9,897,952</u>	<u>\$ (515,645)</u>

STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

*CHANGES IN NET POSITION (1)*

*Last ten fiscal years*

	Fiscal Year			
	2012	2013	2014	2015
<b>Business-type activities</b>				
Expenses				
Water and sewer	\$ 5,026,141	\$ 5,134,720	\$ 5,775,681	\$ 6,063,713
Sanitation	2,482,660	2,446,553	503,196	-
Airport	389,402	459,418	540,255	550,555
Total expenses	<u>7,898,203</u>	<u>8,040,691</u>	<u>6,819,132</u>	<u>6,614,268</u>
Program revenues				
Charges for services				
Water and sewer	6,521,880	6,367,177	6,582,946	6,873,149
Sanitation	2,632,229	2,768,743	449,082	-
Airport	239,173	250,113	327,899	340,572
Operating grants and contributions	220,997	27,468	10,914	-
Capital grants and contributions	-	584,651	975,226	1,115,799
Total program revenues	<u>9,614,279</u>	<u>9,998,152</u>	<u>8,346,067</u>	<u>8,329,520</u>
Total business-type activities net program (expense) revenue	1,716,076	1,957,461	1,526,935	1,715,252
General revenues and other changes in net position				
Unrestricted investment earnings	5,422	3,507	3,680	1,729
Miscellaneous	3,608	3,487	148,415	-
Special item - discontinued operations	-	-	-	(2,903,367)
Transfers	(1,134,962)	(501,909)	(692,477)	1,134,457
Total general revenues and other changes in net position	<u>(1,125,932)</u>	<u>(494,915)</u>	<u>(540,382)</u>	<u>(1,767,181)</u>
<b>Total business-type activities change in net position</b>	<u>\$ 590,144</u>	<u>\$ 1,462,546</u>	<u>\$ 986,553</u>	<u>\$ (51,929)</u>
<b>Total primary government change in net position</b>	<u>\$ 1,636,940</u>	<u>\$ 689,903</u>	<u>\$ (524,757)</u>	<u>\$ 1,609,555</u>

(1) Accrual basis of accounting

NOTES: The City implemented GASB Statement No. 68 "Accounting and Financial Reporting for Pensions" in fiscal year 2015. The amounts for all prior fiscal years have not been restated for the effects of this standard.

The City implemented GASB Statement No. 75 "Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions" in fiscal year 2018. The amounts for all prior fiscal years have not been restated for the effects of this new standard.

STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**  
 CHANGES IN NET POSITION (1)  
 Last ten fiscal years

Fiscal Year					
2016	2017	2018	2019	2020	2021
\$ 6,681,343	\$ 6,121,251	\$ 6,431,453	\$ 6,993,425	\$ 7,655,910	\$ 7,443,424
-	-	-	-	-	-
<u>588,537</u>	<u>707,869</u>	<u>584,476</u>	<u>644,192</u>	<u>778,555</u>	<u>890,695</u>
<u>7,269,880</u>	<u>6,829,120</u>	<u>7,015,929</u>	<u>7,637,617</u>	<u>8,434,465</u>	<u>8,334,119</u>
7,108,017	7,438,810	7,779,321	7,849,327	7,700,198	8,476,372
-	-	-	-	-	-
276,533	305,074	304,191	313,835	284,031	405,920
68,197	48,351	15,870	84,130	50,000	89,247
<u>3,384,479</u>	<u>406,561</u>	<u>417,799</u>	<u>219,828</u>	<u>730,209</u>	<u>326,500</u>
<u>10,837,226</u>	<u>8,198,796</u>	<u>8,517,181</u>	<u>8,467,120</u>	<u>8,764,438</u>	<u>9,298,039</u>
3,567,346	1,369,676	1,501,252	829,503	329,973	963,920
5,966	23,244	51,731	86,208	30,887	2,552
24,552	8,200	-	5,800	26,900	875
-	-	-	-	-	-
<u>(1,004,293)</u>	<u>(998,619)</u>	<u>(1,007,784)</u>	<u>(768,787)</u>	<u>661,859</u>	<u>734,341</u>
<u>(973,775)</u>	<u>(967,175)</u>	<u>(956,053)</u>	<u>(676,779)</u>	<u>719,646</u>	<u>737,768</u>
<u>\$ 2,593,571</u>	<u>\$ 402,501</u>	<u>\$ 545,199</u>	<u>\$ 152,724</u>	<u>\$ 1,049,619</u>	<u>\$ 1,701,688</u>
<u>\$ 3,431,348</u>	<u>\$ 534,459</u>	<u>\$ 2,173,294</u>	<u>\$ 2,180,160</u>	<u>\$ 10,947,571</u>	<u>\$ 1,186,043</u>

(concluded)

## STATISTICAL INFORMATION

### CITY OF BAY CITY, TEXAS

#### FUND BALANCES, GOVERNMENTAL FUNDS (1)

Last ten fiscal years

	Fiscal Year			
	2012	2013	2014	2015
General Fund				
Nonspendable				
Prepaid items	\$ 108,116	\$ 16,879	\$ 55,374	\$ 120,664
Assigned	7,201	-	-	-
Unassigned	<u>2,821,025</u>	<u>2,719,997</u>	<u>1,727,220</u>	<u>2,945,445</u>
Total general fund	<u>\$ 2,936,342</u>	<u>\$ 2,736,876</u>	<u>\$ 1,782,594</u>	<u>\$ 3,066,109</u>
All Other Governmental Funds				
Nonspendable				
Prepaid items	\$ -	\$ -	\$ -	\$ -
Restricted				
Retirement of long-term debt	11,275	30,568	550,221	31,305
Capital project funds	1,337,295	1,191,190	2,022,383	2,877,230
Special revenue funds	823,579	-	-	-
Arts, tourism, and conventions	-	221,561	302,436	372,746
Municipal court	-	101,575	96,262	102,994
Culture and recreation	-	42,270	71,538	60,336
Public safety	-	610,912	615,582	631,515
Public works	-	-	-	-
Unassigned	-	-	(40,379)	(98,700)
Total all other governmental funds	<u>\$ 2,172,149</u>	<u>\$ 2,198,076</u>	<u>\$ 3,618,043</u>	<u>\$ 3,977,426</u>

(1) Modified accrual basis of accounting

NOTE: The City implemented GASB Statement No. 54 "Fund Balance Reporting and Governmental Fund Type Definitions" in fiscal year 2011.



STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

*FUND BALANCES, GOVERNMENTAL FUNDS (1)*

*Last ten fiscal years*

Fiscal Year					
2016	2017	2018	2019	2020	2021
\$ 44,589	\$ 31,665	\$ 49,261	\$ 44,540	\$ 64,211	\$ 76,727
-	-	-	-	-	-
<u>1,930,425</u>	<u>1,331,488</u>	<u>2,169,106</u>	<u>3,165,690</u>	<u>4,568,759</u>	<u>4,839,191</u>
<u>\$ 1,975,014</u>	<u>\$ 1,363,153</u>	<u>\$ 2,218,367</u>	<u>\$ 3,210,230</u>	<u>\$ 4,632,970</u>	<u>\$ 4,915,918</u>
\$ -	\$ -	\$ 14,849	\$ 13,799	\$ 19,990	\$ 20,468
233,825	199,330	191,351	224,645	235,947	211,819
3,899,359	3,183,380	2,583,241	621,267	6,890,626	2,237,608
-	-	-	-	-	-
449,295	568,200	404,406	473,619	591,966	672,789
83,196	71,500	65,170	59,591	47,902	29,194
92,576	118,928	52,213	-	-	-
94,804	54,276	40,023	44,280	48,307	598,527
-	-	15,851	9,968	230,274	288,659
-	-	-	(710,973)	(2,014,216)	(91,681)
<u>\$ 4,853,055</u>	<u>\$ 4,195,614</u>	<u>\$ 3,367,104</u>	<u>\$ 736,196</u>	<u>\$ 6,050,796</u>	<u>\$ 3,967,383</u>

## STATISTICAL INFORMATION

### CITY OF BAY CITY, TEXAS

#### CHANGES IN FUND BALANCES, GOVERNMENTAL FUNDS (1)

Last ten fiscal years

	Fiscal Year			
	2012	2013	2014	2015
<b>Revenues</b>				
Taxes	\$ 8,764,173	\$ 8,845,091	\$ 8,894,495	\$ 9,988,557
Licenses and permits	8,947	5,706	205,321	235,881
Fines and forfeitures	466,970	378,455	339,905	326,125
Fees and charges for services	408,908	444,908	2,585,325	2,809,761
Intergovernmental	111,982	281,587	342,057	420,857
Investment income	6,159	5,773	3,647	2,660
Miscellaneous	954,226	713,618	805,993	998,560
<b>Total revenues</b>	<b>10,721,365</b>	<b>10,675,138</b>	<b>13,176,743</b>	<b>14,782,401</b>
<b>Expenditures</b>				
<b>Current</b>				
General government	1,862,353	2,031,233	2,343,485	2,083,129
Public safety	3,840,767	4,118,972	4,472,587	4,581,482
Public works	981,178	1,142,463	2,895,565	3,163,745
Cultural and recreation	1,764,783	1,869,035	2,022,110	2,102,214
Capital outlay	467,801	1,005,219	1,072,074	2,245,491
<b>Debt service</b>				
Principal retirement	653,759	775,707	847,110	1,496,153
Interest and fiscal charges	398,754	348,511	257,997	368,026
Paying agents' fees and issue cost	-	154,249	71,973	-
<b>Total expenditures</b>	<b>9,969,395</b>	<b>11,445,389</b>	<b>13,982,901</b>	<b>16,040,240</b>
Excess (deficiency) of revenues over expenditures	751,970	(770,251)	(806,158)	(1,257,839)
<b>Other financing sources (uses)</b>				
Debt issued	-	4,672,000	1,598,000	1,398,250
Premium on debt issuance	-	65,470	67,893	-
Payment to escrow	-	(3,960,250)	-	-
Transfers in	568,493	874,319	1,684,648	3,058,627
Transfers out	(576,872)	(1,054,827)	(2,078,698)	(1,556,140)
<b>Total other financing sources (uses)</b>	<b>(8,379)</b>	<b>596,712</b>	<b>1,271,843</b>	<b>2,900,737</b>
<b>Changes in fund balances</b>	<b>\$ 743,591</b>	<b>\$ (173,539)</b>	<b>\$ 465,685</b>	<b>\$ 1,642,898</b>
Debt service as a percentage of noncapital expenditures	<u>11.09%</u>	<u>11.23%</u>	<u>8.84%</u>	<u>13.64%</u>

(1) Modified accrual basis of accounting

STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

CHANGES IN FUND BALANCES, GOVERNMENTAL FUNDS (1)

Last ten fiscal years

Fiscal Year					
2016	2017	2018	2019	2020	2021
\$ 10,375,097	\$ 10,972,108	\$ 11,692,838	\$ 12,169,745	\$ 12,653,131	\$ 12,849,533
255,511	154,409	396,638	281,795	205,985	193,014
322,166	268,378	215,278	218,133	253,564	253,375
2,898,210	2,675,326	2,553,631	2,690,027	2,799,645	2,958,252
264,635	1,141,371	437,982	1,528,833	1,033,091	3,797,468
16,240	37,941	110,753	134,381	106,954	50,924
<u>892,115</u>	<u>490,118</u>	<u>685,503</u>	<u>1,020,763</u>	<u>929,003</u>	<u>1,261,451</u>
<u>15,023,974</u>	<u>15,739,651</u>	<u>16,092,623</u>	<u>18,043,677</u>	<u>17,981,373</u>	<u>21,364,017</u>
2,335,155	2,263,841	2,444,796	2,284,868	2,259,594	3,076,155
4,986,001	5,140,028	4,819,143	4,853,722	5,147,126	5,648,947
3,425,770	3,241,311	3,429,104	3,950,358	3,476,267	4,044,731
2,396,240	2,350,942	2,350,388	2,381,035	3,174,094	2,776,032
3,704,716	2,024,539	2,384,427	3,957,938	3,334,455	5,196,584
1,553,752	1,432,357	1,419,841	1,465,175	986,258	1,553,042
344,650	402,072	362,729	364,072	387,190	506,859
<u>123,195</u>	<u>5,495</u>	<u>59,101</u>	<u>4,341</u>	<u>263,595</u>	<u>55,922</u>
<u>18,869,479</u>	<u>16,860,585</u>	<u>17,269,529</u>	<u>19,261,509</u>	<u>19,028,579</u>	<u>22,858,272</u>
(3,845,505)	(1,120,934)	(1,176,906)	(1,217,832)	(1,047,206)	(1,494,255)
3,776,667	-	1,285,000	-	9,122,532	1,799,450
235,643	-	-	-	419,757	321,622
-	-	-	-	-	(2,068,282)
2,920,044	2,162,044	1,841,923	1,822,325	1,946,639	1,102,289
<u>(3,302,315)</u>	<u>(2,310,412)</u>	<u>(1,923,313)</u>	<u>(2,243,538)</u>	<u>(3,704,382)</u>	<u>(1,461,289)</u>
<u>3,630,039</u>	<u>(148,368)</u>	<u>1,203,610</u>	<u>(421,213)</u>	<u>7,784,546</u>	<u>(306,210)</u>
<u>\$ (215,466)</u>	<u>\$ (1,269,302)</u>	<u>\$ 26,704</u>	<u>\$ (1,639,045)</u>	<u>\$ 6,737,340</u>	<u>\$ (1,800,465)</u>
<u>13.88%</u>	<u>12.61%</u>	<u>12.72%</u>	<u>11.89%</u>	<u>9.18%</u>	<u>12.10%</u>

## STATISTICAL INFORMATION

### CITY OF BAY CITY, TEXAS

#### ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY

Last ten fiscal years

Fiscal Year	Tax Roll	Residential Property	Commercial and Industrial Property	Personal Property	Less: Tax-Exempt Real Property	Total Taxable Assessed Value	Total Direct Tax Rate
2012	2011	\$321,373,344	\$373,573,725	\$72,696,140	\$113,301,648	\$ 654,341,561	\$ 0.56981
2013	2012	317,325,756	375,135,265	69,127,650	106,208,499	655,380,172	0.57191
2014	2013	312,442,879	383,121,147	71,745,470	106,655,617	660,653,879	0.60209
2015	2014	319,956,588	393,514,710	71,784,570	107,744,036	677,511,832	0.60209
2016	2015	330,005,930	440,810,448	88,166,790	115,450,676	743,532,492	0.60209
2017	2016	342,546,022	455,655,624	81,557,591	116,289,064	763,470,173	0.60209
2018	2017	350,930,628	500,023,135	77,641,605	117,627,963	810,967,405	0.65500
2019	2018	366,542,154	540,269,770	77,800,324	128,887,212	855,725,036	0.65500
2020	2019	372,695,204	549,611,757	78,508,945	131,854,932	868,960,974	0.65500
2021	2020	378,389,457	566,492,601	87,061,140	134,241,420	897,701,778	0.65500

NOTE: Property in the City is reassessed annually. The City assesses property at 100% of actual taxable value for all types of real and personal property. Tax rates are per \$100 of assessed value.

SOURCE: Matagorda County Appraisal District



STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

*DIRECT AND OVERLAPPING PROPERTY TAX RATES*

*PER \$100 OF ASSESSED VALUE*

*Last ten fiscal years*

Fiscal Year	City Direct Rates			Overlapping Rates		
	Debt Service	General Fund	Total	Bay City ISD	Matagorda County	Port of Bay City
2012	\$ 0.04521	\$ 0.52460	\$ 0.56981	\$ 1.32000	\$ 0.28162	\$ 0.03175
2013	0.04516	0.52675	0.57191	1.32000	0.29878	0.03284
2014	0.05866	0.54343	0.56794	1.32394	0.32099	0.03645
2015	0.05866	0.54343	0.60209	1.34064	0.35867	0.04044
2016	0.11047	0.49162	0.60209	1.34064	0.39568	0.04539
2017	0.11398	0.48811	0.60209	1.33120	0.41998	0.04856
2018	0.14400	0.51100	0.65500	1.43701	0.41898	0.05072
2019	0.14460	0.51040	0.65500	1.55220	0.41758	0.05389
2020	0.14460	0.51040	0.65500	1.53731	0.43342	0.05477
2021	0.17288	0.48212	0.65500	1.43140	0.42223	0.05628

SOURCE: Tax department records of the various taxing authorities

STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

*DIRECT AND OVERLAPPING PROPERTY TAX RATES*

*PER \$100 OF ASSESSED VALUE*

*Last ten fiscal years*

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Overlapping Rates			
<u>Matagorda Co. Hospital District</u>	<u>Matagorda Co. Drainage District #1</u>	<u>Matagorda Co. Conservation &amp; Reclaim. Distr.</u>	<u>Total</u>
\$ 0.20003	\$ 0.09628	\$ 0.00456	\$ 2.50405
0.23163	0.09524	0.00470	2.55510
0.25600	0.08600	0.00522	2.59654
0.27624	0.07750	0.00577	2.70135
0.30147	0.07158	0.00646	2.76331
0.31270	0.06554	0.00691	2.78698
0.32096	0.05138	0.00721	2.94126
0.32159	0.04178	0.00765	3.04969
0.32159	0.04169	0.00776	3.05154
0.31815	0.04201	0.00831	2.93338

STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**  
**PRINCIPAL PROPERTY TAXPAYERS**  
**(UNAUDITED)**  
*Current Year and Nine Years Ago*

2021		
Taxpayer	Taxable Assessed Valuation	Percentage of Total City Taxable Assessed Valuation
Nichols Square Partners LTD	\$ 15,544,210	1.73%
Oak Manor Bay City LLC	12,172,292	1.36%
Wal-Mart Real Estate Business Trust	11,987,930	1.34%
Cypressbrook Palm Village LP	11,800,500	1.31%
AEP Texas Central Company	11,256,290	1.25%
IMFI CB Apartments LP	7,000,000	0.78%
Bay City Community Development Corp.	7,290,990	0.81%
Interurban Riverway LLP	5,951,750	0.66%
H E Butt Grocery Company	5,875,200	0.65%
Gulf Coast Hardware LLC	5,598,090	0.62%
	<u>\$ 94,477,252</u>	<u>10.51%</u>

2012		
Taxpayer	Taxable Assessed Valuation	Percentage of Total City Taxable Assessed Valuation
Wal-Mart Real Estate Business Trust	\$ 8,859,870	1.35%
Wal-Mart Store #01-1405	7,815,610	1.19%
Nichols Square Partners LLC	4,913,340	0.75%
AEP Texas Central Company	4,517,400	0.69%
W R H Bay City LTD	4,088,890	0.62%
H E Butt Grocery Company	3,596,290	0.55%
H E Butt Grocery Company	3,460,800	0.53%
Fortress Lodging LLC	3,252,880	0.50%
Barretts Minerals Inc	2,885,270	0.44%
Pasupatinath LLC	2,800,000	0.43%
	<u>\$ 46,190,350</u>	<u>7.05%</u>

SOURCE: Matagorda Central Appraisal District



## STATISTICAL INFORMATION

### CITY OF BAY CITY, TEXAS

#### PROPERTY TAX LEVIES AND COLLECTIONS

Last ten fiscal years

Fiscal Year	Taxes Levied for the Fiscal Year (Adjusted Levy)	Collections within the Fiscal Year of the Levy		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percentage of Levy		Amount	Percentage of Levy
2012	\$ 3,725,154	\$ 3,608,960	96.88%	\$ 104,806	\$ 3,713,766	99.69%
2013	3,748,271	3,629,326	96.83%	108,238	3,737,564	99.71%
2014	3,754,937	3,625,489	96.55%	116,763	3,742,252	99.66%
2015	4,087,452	3,980,062	97.37%	91,290	4,071,352	99.61%
2016	4,471,231	4,356,460	97.43%	96,614	4,453,074	99.59%
2017	4,622,218	4,508,161	97.53%	91,506	4,599,667	99.51%
2018	5,305,066	5,189,424	97.82%	84,863	5,274,287	99.42%
2019	5,611,038	5,497,009	97.97%	71,626	5,568,635	99.24%
2020	5,683,218	5,558,188	97.80%	56,930	5,615,118	98.80%
2021	5,878,943	5,762,943	98.03%	-	5,762,943	98.03%

NOTES: Collections do not include penalty and interest.

The information above is presented to illustrate the City's ability to collect the amount it levies for a fiscal year, rather than provide a detailed breakdown of the revenue recognized in a fiscal year.

SOURCE: Tax assessor/collector's records

STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

*RATIOS OF OUTSTANDING DEBT BY TYPE*

*Last ten fiscal years*

Fiscal Year	Governmental Activities				
	Certificates of Obligation	General Obligation Bonds	Tax Notes	Direct Borrowing: Capital Leases	Plus: Issuance Premiums
2012	\$ 4,947,500	\$ 4,155,000	\$ 290,461	\$ -	\$ 47,782
2013	4,595,000	3,995,000	819,255	-	92,872
2014	5,828,000	3,665,000	667,185	199,845	149,646
2015	7,566,250	3,330,000	511,101	151,690	212,081
2016	10,290,611	2,990,000	349,849	101,617	424,826
2017	9,353,103	2,645,000	200,000	49,549	391,643
2018	8,387,262	2,290,000	1,386,000	-	358,459
2019	7,408,087	1,930,000	1,260,000	-	325,276
2020	15,951,829	1,560,000	1,065,000	116,468	713,715
2021	13,177,238	2,751,000	865,000	78,735	960,198

NOTES: Details regarding the City's outstanding debt can be found in the notes to financial statements.

N/A denotes information not available.

STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

*RATIOS OF OUTSTANDING DEBT BY TYPE*

*Last ten fiscal years*

<u>Business-type Activities</u>					
<u>Certificates of Obligation</u>	<u>General Obligation Bonds</u>	<u>Plus: Issuance Premiums</u>	<u>Total Primary Government</u>	<u>Percentage of Personal Income</u>	<u>Per Capita</u>
\$ 11,357,500	\$ 1,530,000	\$ 119,508	\$ 22,447,751	N/A	\$ 1,274
10,675,000	225,000	88,080	20,490,207	N/A	1,163
12,297,000	-	157,645	22,964,321	N/A	1,312
8,883,750	-	68,697	20,723,569	N/A	1,193
10,074,583	-	181,502	24,412,988	N/A	1,387
9,381,907	-	171,344	22,192,546	N/A	1,246
8,667,748	-	161,185	21,250,654	N/A	1,206
7,941,922	-	151,026	19,016,311	N/A	1,085
7,193,180	-	140,867	26,741,059	N/A	1,525
8,929,771	3,834,000	830,704	31,426,646	N/A	1,740

STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

*RATIOS OF NET GENERAL BONDED DEBT OUTSTANDING*

*Last ten fiscal years*

Fiscal Year	General Bonded Debt Outstanding			
	Certificates of Obligation	General Obligation Bonds	Plus: Issuance Premiums	Total
2012	\$ 16,305,000	\$ 5,685,000	\$ 167,290	\$ 22,157,290
2013	15,270,000	4,220,000	180,952	19,670,952
2014	18,125,000	3,665,000	307,291	22,097,291
2015	16,450,000	3,330,000	280,778	20,060,778
2016	20,365,194	2,990,000	606,328	23,961,522
2017	18,735,010	2,645,000	562,987	21,942,997
2018	17,055,010	2,290,000	519,644	19,864,654
2019	15,350,009	1,930,000	476,302	17,756,311
2020	23,145,009	1,560,000	854,582	25,559,591
2021	22,107,009	6,585,000	1,790,902	30,482,911

NOTE: Details regarding the City's outstanding debt can be found in the notes to financial statements.

STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

*RATIOS OF NET GENERAL BONDED DEBT OUTSTANDING*

*Last ten fiscal years*

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<u>Debt Service Monies Available</u>	<u>Net Bonded Debt</u>	<u>Percentage of Actual Taxable Value of Property</u>	<u>Per Capita</u>
\$ 11,275	\$ 22,146,015	100.00%	\$ 1,244
30,567	19,640,385	100.00%	1,113
542,496	21,554,795	100.00%	1,214
31,305	20,029,473	100.00%	1,154
233,825	23,727,697	100.00%	1,348
199,330	21,743,667	100.00%	1,221
191,351	19,673,303	100.00%	1,117
224,645	17,531,666	100.00%	1,000
235,947	25,323,644	100.00%	1,444
211,819	30,271,092	100.00%	1,676

STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

*DIRECT AND OVERLAPPING GOVERNMENTAL ACTIVITIES DEBT*

*(UNAUDITED)*

*September 30, 2021*

	<u>Gross Debt Outstanding</u>		<u>Percentage</u>	<u>Amount</u>
	<u>Date</u>	<u>Amount</u>	<u>Applicable</u>	<u>Applicable</u>
			<u>To City</u>	<u>To City</u>
Direct Debt:				
City of Bay City (1)	9/30/2021	\$ 17,832,171	100.00%	\$ 17,832,171
Overlapping Debt:				
Matagorda County	9/30/2021	2,551,558	18.15%	463,108
Bay City Independent School District	9/30/2021	<u>6,426,492</u>	61.49%	<u>3,951,650</u>
Total Overlapping Debt		<u>8,978,050</u>		<u>4,414,758</u>
Total		<u>\$ 26,810,221</u>		<u>\$ 22,246,929</u>

(1) Figures do not include accrued compensated absences, net pension liability or OPEB liability.

NOTES: There is no legal debt limit for the City. Texas municipalities are not bound by any direct constitutional or statutory maximums as to the amount of obligation bonds which may be issued; however, all local bonds must be submitted to and approved by the State Attorney General. It is the established practice of the Attorney General not to approve a prospective bond issue if it will result in a tax levy for general bonded debt of over \$1.00 for cities under 5,000 population, or \$1.50 for cities over 5,000 population.

The percentage of overlapping debt applicable is estimated using taxable property values. Applicable percentages were estimated by determining the portion of another governmental unit's taxable value that is within the City's boundaries and dividing it by each government's total taxable value.

SOURCES: Bay City Independent School District  
Matagorda County



STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

*OPERATING INDICATORS BY FUNCTION/PROGRAM*

*Last ten fiscal years*

Function/Program	Fiscal Year			
	2012	2013	2014	2015
General government				
Building permits issued	231	459	1,227	1,039
Building inspections conducted	431	1,222	1,735	2,238
Fire inspection conducted	6	22	8	13
Public safety				
Police				
Arrests	893	1,722	1,520	1,364
Accident Reports	199	304	325	471
Citations	1,196	1,621	1,862	1,784
Offense reports	1,327	2,669	2,231	3,427
Calls for service	19,333	32,155	31,544	32,864
Fire				
Emergency responses:	175	233	178	170
Fire incidents	95	101	66	64
Service calls and other calls	80	132	112	106
Automatic aid, mutual aid given	39	21	19	23
Streets and highways				
Street resurfacing (lane miles)	-	-	-	5.20
Water and wastewater				
Water				
Average daily consumption (millions)	2.217	2.187	1.707	2.251
Total consumption (millions)	809.245	798.353	623.508	824.901
Peak daily consumption (millions)	3.799	3.485	2.001	3.338
Wastewater				
Average daily sewage treatment (millions)	1.570	1.566	N/A	1.774
Total consumption (millions)	573.170	571.850	545.020	691.614
Peak daily consumption (millions)	11.916	11.755	N/A	6.287

NOTE: N/A denotes information not available



STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

*OPERATING INDICATORS BY FUNCTION/PROGRAM*

*Last ten fiscal years*

Fiscal Year					
2016	2017	2018	2019	2020	2021
1,012	1,246	1,373	1,224	1,037	1,536
2,256	2,366	2,040	1,696	1,631	1,358
16	23	14	18	10	12
1,405	1,356	1,234	1,280	959	1,051
521	505	476	515	434	471
1,736	1,707	956	1,863	1,539	1,609
2,820	2,892	2,744	3,071	2,861	2,826
29,618	31,320	28,448	31,842	31,645	34,090
167	204	254	181	165	202
74	111	130	79	70	109
93	93	124	102	86	78
32	44	31	14	9	15
3.49	9.52	1.00	0.50	-	-
1.692	1.563	2.024	1.470	1.502	1.553
635.604	609.958	743.714	537.300	549.790	570.433
2.569	2.445	2.418	2.050	2.030	2.213
1.954	1.634	1.634	1.938	1.469	1.931
717.629	581.611	657.579	707.134	536.280	706.391
6.532	3.520	3.526	5.264	4.060	6.187

STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

*CAPITAL ASSET STATISTICS BY FUNCTION/PROGRAM*

*Last ten fiscal years*

Function/Program	Fiscal Year			
	2012	2013	2014	2015
Public safety				
Police				
Stations	1	1	1	1
Police units	31	35	33	37
Fire				
Fire stations	1	1	1	1
Public works				
Streets				
Streets (lane miles)	109	109	109	109
Parks				
Acreage	360	360	360	348
Parks	22	22	22	22
Swimming pools	2	2	2	2
Water and wastewater				
Water				
Water mains (miles)	94	94	115	115
Fire hydrants	600	600	600	650
Maximum daily capacity (thousands of gallons)	4	4	4	4
Wastewater				
Sanitary sewers (miles)	88	88	88	88
Storm sewers (miles)	80	80	80	80
Maximum daily treatment capacity (thousands of gallons)	4.3	4.3	4.3	4.3
Sanitation				
Collection trucks	8	8	-	-

STATISTICAL INFORMATION

**CITY OF BAY CITY, TEXAS**

*CAPITAL ASSET STATISTICS BY FUNCTION/PROGRAM*

*Last ten fiscal years*

Fiscal Year					
2016	2017	2018	2019	2020	2021
1	1	1	1	1	1
34	34	34	32	32	31
1	1	1	1	1	1
109	109	109	109	110	110
348	348	299	314	326	326
23	23	23	26	26	26
2	2	2	2	2	2
115	113	113	113	113	113
650	650	650	650	650	650
4	3	3	3	3	3
88	108	108	108	108	108
80	80	80	80	80	80
4.3	4.3	4.3	4.3	4.3	4.3
-	-	-	-	-	-



## Budgetary Process and Guidelines

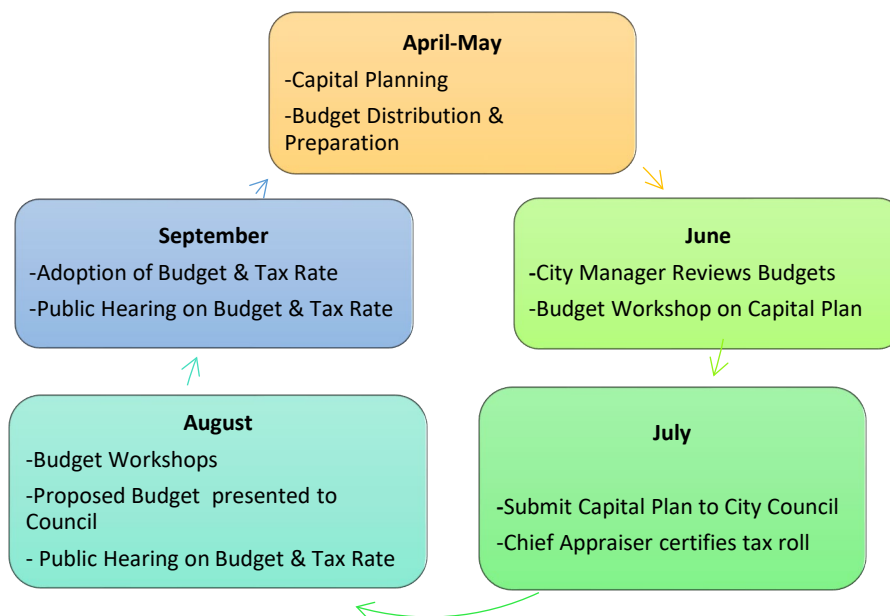
The purpose of this segment is to explain the budgetary policies and process of the City of Bay City. This narrative describes the legal requirements, budgeting standards and basic rationale of the budget process.

### Purpose of the Budget

The purpose of the annual operating budget of the City of Bay City is to:

- Act as a financial plan which describes the activities that will be undertaken during the current fiscal year.
- Define the resources available for the completion of those activities.
- Determine the level of taxation necessary to generate required revenue resources.
- Act as an operations guide by providing levels of expenditures allowed for the accomplishment of departmental and program objectives.
- Provide the public with information about the activities and objectives of the various city departments and programs and the financial condition of the City.

### Budget Calendar Cycle



## Fiscal Year 2023

## Summary Budget Calendar

Date	Activity	Responsible Party
Jan-May	Goal Visioning Workshops Develop/Adopt Strategic Priorities	City Council, City Manager Department Heads
March	Capital Planning	City Manager, Department Heads
April-May	Mailing of notices of appraised value	Matagorda County Appraisal District
May 17	<b>Budget Workshops – Goal Visioning- 4:30 PM</b>	City Council, City Manager Department Heads
<b>May 20</b>	Turn in budget package to Finance Director	Department Heads
May 24	<b>Budget Workshop – Goal Visioning- 4:00 PM</b> <b>Regular Council Meeting</b>	City Council, City Manager Department Heads
June 14	<b>Budget Workshop- Rate Study- 4:00 PM</b> <b>Regular Council Meeting</b> -Approve Strategic Plan (City Council Goals)	City Council, City Manager Department Heads
June 8-16	Budget review with Department Heads	City Manager, Finance Director Department Heads
<b>June 28</b>	<b>Budget Workshop - Compensation</b> <b>Regular Meeting</b>	City Council
July 7	<b>Budget Workshop- Capital Planning- 4:00</b>	City Council, City Manager Department Heads
July 12	<b>Budget Workshop–Hotel/Motel, Outside</b> <b>Organizations- 4:00 PM</b> <b>Regular Council Meeting</b>	City Council, City Manager Department Heads
July 25	Certification of appraisal roll	Chief Appraiser
July 26	<b>Budget Workshop- BCCDC, Benefits- 4:00 PM</b> <b>Regular Meeting</b>	City Council
August 5	Publishes no-new revenue tax rate, etc.	Matagorda County Tax Office
August 9	<b>Budget Workshop- 5 -year capital plan- 4:00 PM</b> <b>Regular Meeting</b>	City Council
August 11	<b>Budget Workshop- All Funds- 4:00 PM</b>	City Council, City Manager Department Heads
August 14	Last day to file Proposed Budget with City Secretary	Finance Director
August 16	<b>Budget Workshop- 4:00 PM (Tentative)</b>	City Council, City Manager Department Heads
August 23	<b>Budget Workshop (Tentative)</b> <b>Regular Meeting</b> -Discuss tax rate- Propose desired rate -Set Public Hearings on tax rate (if required) -Set Public Hearings on budget & Capital Plan	City Council, City Manager Finance Director
September 8	<b>Special Called Meeting- 6:00</b> -Public Hearings on budget -Public Hearing on Capital Plan (Charter 10.16) -Public Hearing on tax rate (if required)	City Council
September 13	<b>Regular Council Meeting</b> -Approve Capital Plan -Approval of budget and tax rate ordinance -First and final reading of fee ordinance	City Council
September 27	Distribute budgets	Finance Director

## Fiscal Year 2023

## Detailed Budget Calendar

Date	Description	Notes
Jan-May	Goal Visioning Workshops	<i>Workshops with City Council and Department Heads</i>
April	Capital Project Planning Departments Prepare Business Plans	<i>Preparing for Capital Workshop with City Council Goals for 2023 / Accomplishments 2022</i>
April-May	Mailing of Notices of appraised value	<i>Matagorda County Appraisal District</i>
May 10 (Tues)	Review budget packets with staff	<i>Budget Kick off with Department Heads</i>
<b>May 13 (Fri)</b>	<b>72 Hour Notice</b>	
May 17 (Tues)	<b>Budget Workshop- Goal Visioning</b>	<i>Review Strategic Plan/Vision Statement Strategic Plan Update- Set New Priorities and Goals</i>
May 20 (Fri)	Turn in budget packet to Finance Director	
May 24 (Tues)	<b>Budget Workshop- Goal Visioning Regular Council Meeting</b>	<i>Capital Plans, Budget, Business Plans, Accomplishments</i>
June 7 (Tues)	Submit first draft to City Manager	<i>Strategic Plan Update- Set New Priorities and Goals Review Accomplishments and discuss Business Plans</i>
June 8-16	Budget Review with Department Heads	
June 14 (Tues)	<b>Budget Workshop- Rate Study Regular Meeting (Approve Strategic Plan)</b>	<i>Approve City Council Goals FY 2023</i>
June 21 (Tues)	Budget Review with Department Heads Capital Plan Review with City Manager	<i>Review Capital Plan to be presented to City Council</i>
June 28 (Tues)	<b>Regular Council Meeting</b>	
<b>July 1 (Fri)</b>	<b>72 Hour Notice</b>	
July 7 (Thur)	Budget Workshop- Capital Planning	<i>Present Capital Plan and receive input from Council of Ranking (10-year Plan)</i>
July 12 (Tues)	<b>Budget Workshop- BCCDC Regular Council Meeting</b>	<i>BCCDC, Hotel/Motel and Outside Organizations</i>
July 25 (Mon)	Deadline for Certification of Roll (MCAD)	<i>Chief appraiser certifies the approved appraisal roll</i>
July 26-Aug 5	Calculation of No-New Revenue Tax Rate	<i>August 7 Deadline per Texas Tax Code 26.04(e)</i>
July 26 (Tues)	<b>Budget Workshop- Benefits Regular Council Meeting</b>	<i>Review RFP for Benefit Plans</i>

**APPENDIX**

August 5 (Fri)	Publication of no-new revenue tax rate, etc (Matagorda Tax Assessor/Collector)	<i>Place information on City's Website No-new revenue &amp; voter-approval tax rates (Deadline is Aug. 7)</i>
<b>August 5 (Fri)</b>	<b>72 Hour Notice (August 9 &amp; 11 Meeting)</b>	
August 9 (Tues)	<b>Budget Workshop-5-year plan Regular Council Meeting</b>	<i>Narrow 10-year plan down to 5-Year Capital plan</i>
August 11 (Thur)	<b>Budget Workshop</b> -General Fund -Utility -Budget Calendar deadlines -Proposed Fee Ordinance -Budgetary & Financial Policy	<i>Kick Off Budget Workshop</i>
<b>August 12 (Fri)</b>	<b>72 Hour Notice (August 16 &amp; 18 Meeting)</b>	
August 14 (Sun)	Last Day to File Proposed Budget with City Secretary	
August 16 (Tues)	<b>Budget Workshop (Tentative)</b>	<i>Continuation of August 11 Workshop if needed</i>
August 23 (Tues)	<b>Budget Workshop (Tentative) Regular Council Meeting</b>	<i>"Consider and/or approve placing a proposal to adopt a tax rate for the 2023 fiscal year as an action item"</i>



APPENDIX

	<p>Discussion of tax rate; If proposed tax rate exceeds the no new revenue rate-take record of vote and schedule PH's.</p> <p>Set public hearing on <u>capital plan</u> per Charter</p>	<p><i>on the agenda of a future meeting, specifying therein the desired rate and publishing notice thereof."</i></p> <p><i>"Consider and/or approve setting public hearing on the proposed 2023 Tax Rate for September 8." Only required if proposed rate exceeds "No-New Revenue Rate"</i></p> <p><i>"Consider and/or approve setting public hearing on the proposed 2023 Budget for September 8."</i></p>
August 24 (Wed)	<p>Confirm placement with newspaper</p> <p>Put Notices on City's Website</p>	
<b>September 2 (Fri)</b>	<b>72 Hour Notice for Public Hearings</b>	<p><i>"Notice of 2022 Tax Year Proposed Tax Rate" if applicable "Notice Public Hearing on Proposed Budget"</i></p> <p><i>Ads to run Sun Aug. 28</i></p>
September 8 (Thurs)	<p><b>Special Called Meeting</b> <i>Public Hearing Capital Plan (Citizen Input)</i></p> <p>Public Hearings on tax rate (if needed) &amp; Proposed Budget &amp; Capital Plan</p> <p>Tax rate hearings are only needed if proposed tax rate exceeds the effective tax rate.</p> <p>Budget Hearings are always required</p>	<p><i>The governing body may not adopt a tax rate at the Public Hearing. However, the governing body must announce the date, time, and place of the meeting at which it will vote on the tax rate</i></p> <p><i>Announce the date &amp; time for final approval for the budget and tax rate ordinance (September 13 @ 6:00 at CH Council Chambers)</i></p> <p><i>There must be some sort of action on the budget after the budget hearing, therefore (LGC 102.007) This action could be the adoption of the budget or else vote to postpone the final budget vote.</i></p>
September 13 (Tues)	<p><b>Regular Council Meeting</b> -Adopt Budget and Vote on Tax Rate -Approve Fee Ordinance</p>	<p><i>"Consider reading an ordinance approving the annual budget"</i></p> <p><i>A separate vote is needed to "ratify" the property tax revenue increase reflected in the budget</i></p> <p><i>"Consider ratification of the property tax revenue increase reflected in the 2023 budget."</i></p> <p><i>"Consider an ordinance fixing the tax rate...."</i> <i>Approve Fee Ordinance if applicable</i></p>
September 27 (Tues)	Distribute Budgets	
Oct. 1	Budget becomes effective	

## Summary Description of the Budget Process

As previously stated, the City Charter, under Article 10.01 provides, “the fiscal year of the City of Bay City shall begin on the first day of October of each calendar year and shall end on the last day of September of each following calendar year. Such fiscal year shall also constitute the budgeted and accounting year.”

The Charter requires that a proposed budget shall be submitted to Council by July 1<sup>st</sup> in advance of each fiscal year containing a financial plan for the next fiscal year. The plan must contain, among other things, a budget message explanatory of the budget and any significant changes, an analysis of property valuation and tax rate, and detail concerning fund revenues and expenditures.

Upon receipt of the proposed budget, the Council orders a public hearing on the budget. By State law (Section 102.003 of the Local Government Code), the Council is required to hold a public hearing on the budget not less than fifteen (15) days after the budget is filed. By Charter, at least seven (7) days prior to the date of the budget hearing, a public notice of such hearing must be published. The Charter requires that the Council adopt a budget prior to the beginning of the fiscal year. Normally, the Council sets the tax rate for the coming fiscal year during the same meeting in which they adopt the budget ordinance.

The City Manager and Finance Director prepare estimates of revenues and cash balances for the coming budget year. Departments are asked to submit budget requests to the Finance Director during May or early June. In June and July, the City Manager and Director of Finance meet with departments to discuss their budget requests and develop line-item funding proposals for each department and fund. Then the City Manager submits his proposed budget to the City Council. The Council will then examine the Budget and have one or more hearings and/or work sessions on the budget. The Council normally votes on the budget ordinance in the first or second week of September.

After the budget is adopted by the Council, copies are available for public inspection with the City Secretary’s Office, the County Clerk of Matagorda County, and the Bay City Public Library.

On the effective date of the budget, October first (1<sup>st</sup>), the amounts adopted by the City Council for each line item become appropriated. That is to say, an authorization is made by the City Council which permits the City to incur obligations and make expenditures of resources based on an amount of money adopted by Council.

## Legal Requirements

### A. City Charter.

The budgetary process of the City of Bay City shall comply with the provisions of Article X of the City Charter relating to the preparation and execution of the City budget.

### B. State Law.

The budgeting process of the City of Bay City shall comply with the Texas Uniform Budget Law (articles 689a-13, 14, 15, and 16) and Section 102.003 of the local government code.

### C. Federal Law.

The budgetary procedures of the City of Bay City shall comply with the requirements of Federal Law as they apply to such programs and grants administered by the City.

## Budgeting Standards

The budgeting process of the City of Bay City generally conforms to the Governmental Accounting Standards Board (GASB): Principles of Budgeting, Budgetary Control, and Budgetary Reporting as published in the Governmental Accounting, Auditing and Financial Reporting (GAAFR). In addition, the budget document is believed to generally satisfy the evaluation criteria of the budget awards program of the Governmental Finance Officers Association.

## Budget Policies as set forth in the City Charter

### Fiscal Year

The fiscal year of the City of Bay City shall begin on the first day of October of each calendar year and shall end on the last day of September of each next following calendar year. Such fiscal year shall also constitute the budget and accounting year.

### Preparation, Submission and Content of Budget

The City Manager shall submit to the Council a proposed budget, of which the budget shall provide a complete financial plan for the fiscal year, and shall contain the following:

1. A budget message outlining the proposed financial policies and priorities of the City for the fiscal year and the impact those policies will have on future years. The message shall explain any significant changes in financial policies, debt, and revenue as compared to the previous fiscal year, and factors affecting the ability to raise resources through issuance of debt and include such other issues as deemed desirable.
2. A consolidated statement of anticipated receipts and proposed expenditures for all funds, departments, and tax income

## APPENDIX

3. Parallel columns opposite each revenue and expenditure line item shall show:
  - for prior fiscal year- amount budgeted and amount actually collected or spent;
  - for current fiscal year- amount budgeted, amount actually collected or spent by June 1<sup>st</sup>, and estimated deficit or excess; and
  - for next fiscal year- proposed budget amount
4. A summary estimate of deficits and excess funds for each department and the City as a whole for the current fiscal year.
5. Bonds and Loans- An individual schedule of requirements for all bond issues and loans outstanding, showing rates of interest, date of issue, maturity date, amount authorized, amount issued or spent, principal paid and due, interest paid and due, and purpose for the bond or loans.
6. Capital Improvements- Each capital improvement shall be a line item with parallel columns opposite showing:
  - for all past fiscal years appropriate- the amount budgeted, amount actually spent, source of funds (i.e. depreciation reserve, grant, bond, etc.), deficit or excess amount over budget;
  - for current fiscal year- amount budgeted, amount actually spent by June 1<sup>st</sup>, source of funds, and estimated deficit or excess;
  - for next fiscal year- amount to be budgeted, source of funds.
7. General fund and special fund resources in detail.
8. Property valuation analysis.
9. Tax rate analysis.
10. Tax levies and tax collections by year for the last five years.
11. The proposed appropriation ordinance.
12. The proposed tax levying ordinance.
13. Objectives as established by Council.
14. Goals to meet objectives of Council.
15. Methods to measure milestones, outcomes, and performance related to the goals.

**Anticipated Revenues and Proposed Expenditures Compared With Other Years**

The City Manager, in preparation of the budget, shall show in parallel columns, opposite the various properly classified items of revenues and expenditures, the actual amount budgeted and collected or spent for prior fiscal year; the actual amount budgeted and collected or spent by June 1st of the current fiscal year, and estimated deficit or excess; and the proposed budget for next fiscal year.

**Estimated Expenditures Shall Not Exceed Estimated Resources**

Per Article 10.08 of the City Charter “The total estimated expenditures of the general fund, available utility fund, and debt service fund shall not exceed the total estimated resources (prospective income plus cash on hand). The classification of revenue and expenditure accounts shall conform as nearly as local conditions will permit to the uniform classification as promulgated by the American Institute of Certified Public Accountants or some other nationally accepted classification.

**Budgetary Basis**

Basis of accounting refers to the point in time at which revenues and expenditures are recognized in the accounts and reported in the financial statements. The budget of each City fund, with the subsequently noted exceptions, is prepared consistently with the basis of accounting used for that fund.

**Budget Amendments**

The City Charter, under Article 10.14(a) (Supplemental Appropriations) provides, “If during the fiscal year, the City Treasurer certifies that there are available for appropriation revenues in excess of those estimated in the budget, the Council, by Ordinance, may make supplemental appropriations for the fiscal year up to the amount of the excess”.

**Basic Budgetary Units**

The budget of the City of Bay City is both an annual operating budget and a capital budget. The operating budget contains current operations and services, current maintenance, debt service and is funded by funds currently available. Current expenses for capital outlay are included as expenditures.

The organizational arrangement of the budget document is based upon the format reflecting the funds of the City, the departments associated with each fund, followed by revenue and expenditures.

## Fund Structure

### Governmental Funds

Governmental Funds are used to account for all or most of the City’s general activities. The **modified accrual basis of accounting** is used for governmental funds (general, special revenue, debt service and capital projects), expendable trust funds and agency funds. Revenues are recognized in the accounting period in which they become measurable and reliable as net current assets; that is, collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are generally recognized in the accounting period in which the related fund liability is incurred.

### Governmental Fund Structure – Modified Basis

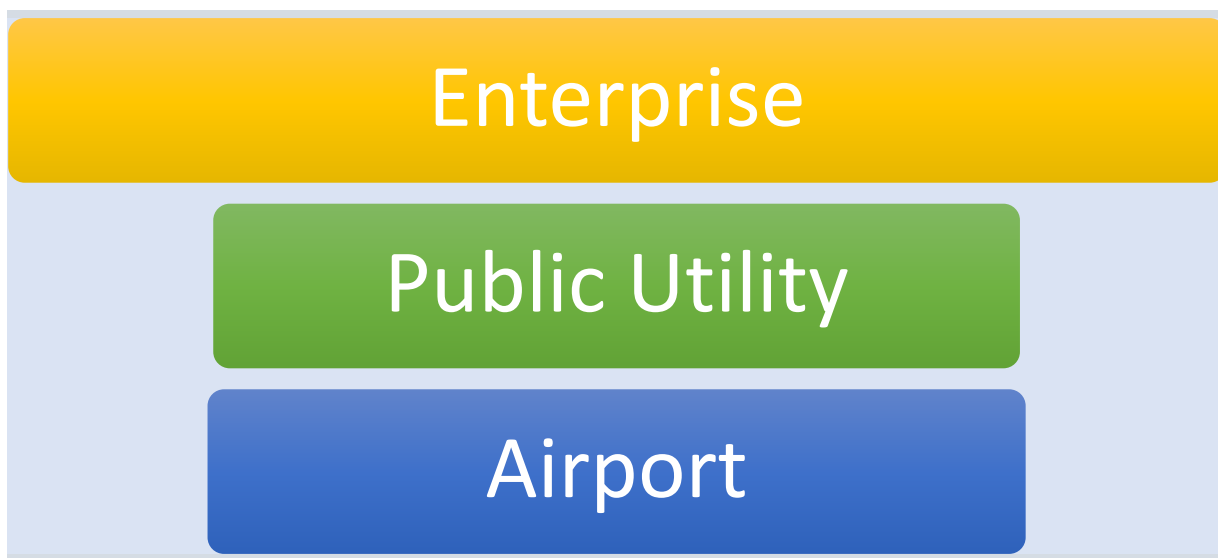


\*Although the City has a number of funds shown above, only the General Fund, Hotel/Motel and Debt Service Fund(s) are appropriated. All City funds are audited annually.

## Proprietary Funds

Proprietary funds are used to account for the operations and maintenance of City facilities and services. The **accrual basis of accounting** is used for proprietary funds (enterprise funds and internal service funds). Revenues are recognized in the accounting period in which they are earned and expenses recognized in the period in which they are incurred. The City budgets to cover depreciation expense. Capital leases, capital outlay and debt principal payments are budgeted as expenditures and then reclassified at year-end.

### Proprietary Fund Structure – Accrual Basis



\*All funds above are appropriated and audited annually.

## Budget Ordinance

AN ORDINANCE ADOPTING AN OPERATING BUDGET FOR THE CITY OF BAY CITY, TEXAS FOR FISCAL YEAR 2023 AND ALL DESIGNATED, SPECIFIED, NOTED, AND INDICATED LEVIES, RATES, RESERVES, REVENUE PROVISIONS, AND PLANNED EXPENDITURE INHERENT, EXPRESSED AND INCLUDED THEREIN; PROVIDING FOR A CUMULATIVE CLAUSE: PROVIDING FOR SEVERABILITY: AND PROVIDING FOR AN EFFECTIVE DATE.

**WHEREAS**, the City Council of the City of Bay City, Texas, is desirous of adopting an Operating Budget for the fiscal year of 2023 and

**WHEREAS**, the proposed Operating Budget was placed on file with the City Secretary on the 11th day of August 2022; and

**WHEREAS**, a public hearing on the Operating Budget for the City of Bay City for the fiscal year 2023 has heretofore been published in accordance with the law; and

**WHEREAS**, the required time has passed since the last public hearing as required by state law and the City of Bay City Home Rule Charter; and

**WHEREAS**, it is necessary, at this time that said budget is adopted.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BAY CITY THAT:

**Section one. Operating Budget Approved.** The Operating Budget for the fiscal year 2023 is hereby approved and adopted and does include:

- a) all designated, specified, noted, and indicated levies, rate, reserves, revenues provisions, and planned expenditures inherent, expressed, and included therein; and
- b) a contingent appropriation of 0.5 percent of the total budget to be used for unforeseen expenditures. Expenditures from this appropriation shall be made only with Council approval, and a detailed account of all expenditures shall be recorded and reported.

**Section two. Cumulative and Conflicts.** This Ordinance shall be cumulative of all provisions of ordinances of the City of Bay City, Texas, except where the provisions of the Ordinance are in direct conflict with the provisions of such ordinances, in which event the conflicting provisions of such ordinances are hereby repealed. Any and all previous versions of this Ordinance to the extent that they are in conflict herewith are repealed.

**Section three. Severability.** It is hereby declared to be the intention of the City Council that the phrases, clauses, sentences, paragraphs, and sections of this Ordinance are severable, and if any phrase, clause, sentence, paragraph or section of this Ordinance shall be declared unconstitutional by the valid judgment or decree of any court of competent jurisdiction, such unconstitutionality shall not affect any of the remaining phrases, clauses, sentences, paragraphs, and sections of this Ordinance, since the same would have been enacted by the City Council without the incorporation in this Ordinance of any such unconstitutional phrase, clause, sentence, paragraph or section.



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**Section four.** City Council directs the Director of Finance to file the Operating Budget with the Municipal Clerk.

**Section five.** City Council directs the Director of Finance to ensure the Operating Budget, including the Cover Page, is posted on the City's website.

**Section six.** Effective Date. This Ordinance shall become effective October 1, 2022.

**PASSED AND APPROVED** on this 13th day of September 2022.

### Tax Rate Ordinance

AN ORDINANCE ADOPTING THE TAX RATE OF \$0.63500 PER \$100.00 OF ASSESSED VALUATION FOR THE CITY OF BAY CITY, TEXAS, FOR THE PURPOSE OF PAYING THE CURRENT EXPENSES OF THE CITY FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2023, LEVYING A MAINTENANCE AND OPERATIONS RATE OF \$.48075 AND FOR THE FURTHER PURPOSE OF CREATING A SINKING FUND TO RETIRE THE PRINCIPAL AND INTEREST OF THE BOND INDEBTEDNESS OF THE CITY LEVYING A DEBT SERVICE RATE OF \$.15425; PROVIDING FOR A LIEN ON ALL REAL AND PERSONAL PROPERTY TO SECURE PAYMENT OF TAXES DUE THEREON; PROVIDING A SEVERABILITY CLAUSE HEREWITH; AND PROVIDING FOR AN EFFECTIVE DATE.

**WHEREAS**, the City Council of Bay City, Texas, has on this date, by way of separate Ordinance, duly approved, adopted an Operating Budget for the operation of the City for fiscal year 2023; and

**WHEREAS**, the aforesaid Ordinance anticipates and requires the levy of an *ad valorem* tax on taxable property in the City of Bay City; and

**WHEREAS**, the Chief Appraiser of Matagorda County Tax Appraisal District has prepared and certified the appraisal roll for the City of Bay City, Texas, that roll being that portion of the approved appraisal roll of the Bay City Tax Appraisal District which lists property taxable by the City of Bay City, Texas; and

**WHEREAS**, it is necessary to levy such an *ad valorem* tax at a given rate to generate revenues sufficient to meet the projected expenses of the City for fiscal year 2023; and

**WHEREAS**, the City has acknowledged that:

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE; AND

THE TAX RATE WILL EFFECTIVELY BE RAISED BY 8.97 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$9.38.

**WHEREAS**, the City has fully and timely complied with all notice and other requirements relative to the adoption of a tax rate for fiscal year 2023.

NOW THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BAY CITY, TEXAS THAT:

**Section one.** There is hereby levied for the fiscal year 2023 upon all real property situated within the corporate limits of the City of Bay City, Texas, and upon all personal property which is owned within the

## APPENDIX

corporate limits of the City of Bay City, Texas on January 1, 2022, except so much thereof as may be exempt by the Constitution or laws of the State of Texas, a total tax of \$0.63500 on each \$100 of assessed valuation on all taxable property, which total tax herein so levied shall consist and be comprised of the following components:

- a) An *ad valorem* tax rate of \$0.48075 on each \$100 of assessed valuation of all taxable property is hereby levied for general City purposes and to pay the current operating expenses of the City of Bay City, Texas, for the fiscal year ending September 30, 2023, which tax, when collected shall be appropriated to and for the credit of the General Fund of the City of Bay City, Texas.
- b) An *ad valorem* tax rate of \$0.15425 on each \$100 of assessed valuation of taxable property is hereby levied for the purpose of creating an Interest and Sinking Fund with which to pay the interest and principal of the valid bonded indebtedness, and related fees of the City of Bay City, now outstanding and such tax, when collected, shall be appropriated and deposited in and to the credit of the General Debt Service Fund of the City of Bay City, Texas, for fiscal year ending September 30, 2023.

**Section two.** The City of Bay City shall have lien on all taxable property located in the City of Bay City to secure the payments of taxes, penalty, and interest, and all costs of collection, assessed and levied hereby.

**Section three.** Taxes are payable in Bay City, Texas at the Office of the Tax Assessor/Collector of Matagorda County. The City shall have available all the rights and remedies provided by law for the enforcement of the collection of taxes levied under this Ordinance.

**Section four.** The tax roll presented to the City Council, together with any supplements thereto, are hereby accepted and approved.

**Section five.** A copy of the "Vote Results" sheet for this Ordinance, reflecting the record vote of the City Council on this Ordinance, shall be attached to this Ordinance by the City Secretary, and shall constitute a part of this Ordinance for all purposes.

**Section six.** Should any paragraph, sentence, provision, clause, phrase or section of this Ordinance be adjudged or held to be unconstitutional, illegal, or invalid, the same shall not affect the validity of this Ordinance, as a whole or any part or provision thereof, other than the part or parts adjudged to be invalid, illegal, or unconstitutional.

**Section seven.** This ordinance shall be in full force and effect from and after its adoption by the City Council and publication of its caption as the law and the City Charter provide in such cases.

**Section eight.** All other ordinances and Code provisions in conflict herewith are hereby repealed, but only to the extent of any such conflict or inconsistency and all other provisions of the Bay City Code and ordinances not in conflict herewith shall remain in full force and effect.

**Section nine.** The repeal of any ordinance or parts thereof by the enactment of this Ordinance, shall not be construed as abandoning any action now pending under or by virtue of such ordinance; nor shall it have the effect of discontinuing, abating, modifying, or altering any penalty accruing or to accrue, nor as affecting any rights of the City under any section or provision of any ordinance at the time of passage of this Ordinance.

**PASSED AND APPROVED** on this 13th day of September 2022.



## **Budgetary & Financial Management Policies**

The goal of formally adopting financial management and budgetary policies is to provide sound guidelines in planning the City's financial future. The adoption and adherence to these policies will help ensure long-term financial stability and a healthy financial position for the City of Bay City.

### **General Budgetary Policies**

#### **Budget Preparation**

The City Budget shall be prepared in accordance with all applicable Charter requirements and State laws. The goal each year shall be to present the Proposed Budget to Council no later than six weeks prior to the end of the fiscal year and for the final approval of the Budget to be ready for Council action no later than two weeks before the end of the fiscal year. The Budget shall be comprehensive in nature and address all major funds of the City.

#### **Government Finance Officer Association Distinguished Budget Program**

The goal this year and each year following will be for the City's Budget to conform to the requirements of the Distinguished Budget Program of the G.F.O.A. and be submitted thereto for peer review.

#### **Balanced Budget**

It shall be a requirement each year for the budget of each fund to be balanced. This means that total resources available, including prior year ending resources plus projected revenues, shall be equal to or greater than the projected expenditures for the coming year. In a case where a deficit fund balance does occur, the goal shall be to limit deficits to only those amounts representing one-time capital expenditures and/or to adjust revenues and/or expenses so that the deficit is eliminated in no more than two budget years.

#### **Public Hearings, Availability of Budget to Public**

Upon completion of the Proposed Budget to Council, the City holds public hearings in August and September. A copy of the Proposed Budget is made available in the City Secretary's Office, the Bay City Library, and on the City's website. These hearings provide the Citizens of Bay City a chance to ask questions as well as an opportunity for Council to hear any recommendations before final approval of the budget.

### **Cost Center Accounting and Budgeting**

It shall be the policy of the City to allocate cost, and budget accordingly, to the various funds to the extent practical. This includes such items as utility costs, fuel costs, vehicle lease charges, overhead manpower and insurance fees.

### **Bond Ratings**

It shall be the City's long-term goal to improve its bond ratings for general obligation bonds and revenue bonds. The City's policy shall be to manage its budget and financial affairs in such a way so as to promote enhancement of its bond ratings. This financial management includes the following:

- *Develop and maintain a multi-year operating budget*
- *Develop and maintain a multi-year capital improvements plan*
- *Implement financial procedures to quickly identify financial problems & limit budget shortfalls*
- *Review projected revenue methodologies annually*
- *Review method of determining appropriate cash reserve levels annually*

### **Administrative Overhead Fee to Enterprise Funds**

It shall be the budgetary policy of each enterprise fund to pay to the General Fund an amount as set by the Budget each year. This charge shall be set as a percent of fund revenues and shall be construed as a payment for general administrative overhead, including management, accounting, legal, and personnel services. From an accounting perspective, such fee shall be treated as a fund operating transfer.

### **Budget Projections for Revenues and Expenditures**

Most individual budget projections are a collaborative effort between the Division Heads, the Director of Finance, and the City Manager. The Director of Finance will note the methodology for estimating each major revenue or expense item budgeted; taking into consideration the insight of the respective Division Head. Revenue and expense estimates are always to be conservative so as to reduce any potential for budget shortfalls.

### **Maintenance of Plant and Equipment**

The operating budget will provide for the adequate maintenance and replacement of the capital plant, building, infrastructure, and equipment. Deferral of such costs on a long-term continued basis will not be an acceptable policy to use in balancing the budget.

## Financial Management Policies

### Fund Balance Policy

#### Purpose

The purpose of this policy is to establish a key element of the financial stability of the City of Bay City by setting guidelines for fund balance in accordance with Governmental Accounting Standards Board (GASB) Statement No. 54. Unassigned fund balance is an important measure of economic stability, and it is essential that the City maintain adequate levels of unassigned fund balance to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and other similar circumstances. This policy will ensure the City maintains adequate fund balances in the operating fund with the capacity to:

1. Provide sufficient cash flow for daily financial needs,
2. Secure and maintain investment grade bond ratings,
3. Offset significant economic downturns or revenue shortfalls, and
4. Provide funds for unforeseen expenditures related to emergencies.

#### Definitions

*Fund Equity* – A fund’s equity is generally the difference between its assets and its liabilities.

*Fund Balance* – The fund equity of a governmental fund for which an accounting distinction is made between the portions that are spendable and nonspendable.

***Fund Balance reporting in governmental funds:*** Fund balance will be reported in governmental funds under the following categories using the *definitions* provided by GASB Statement No. 54:

- 1) Nonspendable fund balance** – includes the portion of net resources that cannot be spent because of their form (i.e. inventory, long-term loans, or prepaids) or because they must remain in-tact such as the principal of an endowment.
- 2) Restricted fund balance** – includes the portion of net resources on which limitations are imposed by creditors, grantors, contributors, or by laws or regulations of other governments (i.e. externally imposed limitations). Amounts can be spent only for the specific purposes stipulated by external resource providers or as allowed by law through constitutional provisions or enabling legislation. Examples include impact fees, grants, and debt covenants.

- 3) **Committed fund balance** – includes the portion of net resources upon which the Council has imposed limitations on use. Amounts that can be used only for the specific purposes determined by a *formal action* of the council. Commitments may be changed or lifted only by the Council taking the same *formal action* that originally imposed the constraint. The formal action must be approved before the end of the fiscal year in which the commitment will be reflected on the financial statements. An example would be committing hotel/motel tax funds for future consideration of a reconstruction project. (i.e. Visitor' Center)
  
- 4) **Assigned fund balance** – includes the portion of net resources for which an *intended use* has been established by the City Council or the City Official authorized to do so by the City Council. Assignments of fund balance are much less formal than commitments and do not require formal action for their imposition or removal. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed which indicates that resources are, at a minimum, intended to be used for the purpose of that fund. An example would be encumbrances (i.e. Purchase Orders) for purchase of goods and/or supplies and/or construction services.

*Authority to Assign* - The City Council delegates the responsibility to assign funds to the City Manager or their designee to be used for specific purposes. City Council shall have the authority to assign any amount of funds to be used for specific purposes. Such assignments cannot exceed the available (spendable, unrestricted, uncommitted) fund balance in any particular fund. The assignments may occur subsequent to fiscal year-end.

- 5) **Unassigned fund balance** – includes the amounts in the general fund in excess of what can properly be classified in one of the other four categories of fund balance. It is the residual classification of the general fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

### ***Minimum Unassigned Fund Balance***

*General Fund* - Being a City on the Gulf Coast, it shall be the goal of the City to maintain a fund balance in the General Fund equal to 120 days of the operating expenditures and a policy to maintain a **unassigned** fund balance of no less than 90 days of operating expenditures and outgoing transfers as to provide operating liquidity and contingency funding for non-specific unscheduled expenditures such as natural disasters or major unexpected expenditures. In the event that the unassigned fund balance is calculated to be less than the policy stipulates, the City shall plan to adjust budget resources in subsequent fiscal years to restore the balance.

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*Hotel/Motel Tax Fund* – Since the City’s Convention Center qualifies for use of Hotel/Tax, it shall be the goal of the City to maintain a fund balance in the Hotel/Motel Fund to support the annual cost for repairs and maintenance of the Civic Center. The proper level of this unassigned fund balance will be based on the most recent three-year average cost of building maintenance plus the most recent insurance payment for the Civic Center or \$50,000 whichever is greater.

### ***Committed Fund Balances***

*Fixed or Capital Asset Replacement*- The City Council commits an additional portion of the General Fund Reserve for fixed asset replacement related to machinery and equipment. On an annual basis, the City strives to commit dollars equal to one year’s depreciation expense of machinery and equipment for assets on record as of the previous fiscal year end. The balance at year end in this account will be the committed fund balance.

### ***Replenishment of Minimum Fund Balance Reserves***

If unassigned fund balance unintentionally falls below 90 days or if it is anticipated that at the completion of any fiscal year the projected unassigned fund balance will be less than the minimum requirement, the City Manager shall prepare and submit a plan to restore the minimum required level as soon as economic conditions allow. The plan shall detail the steps necessary for the replenishment of fund balance as well as an estimated timeline for achieving such.

These steps may include, but are not limited to, identifying new, nonrecurring, or alternative sources of revenue; increasing existing revenues, charges and/or fees; use of year end surpluses; and/or enacting cost saving measures such as holding capital purchases, reducing departmental operating budgets, freezing vacant positions, and/or reducing the workforce. The replenishment of fund balance to the minimum level shall be accomplished within a three to four-year period. If restoration of the reserve cannot be accomplished within such a period without severe hardship to the City of Bay City, then the Council shall establish an extended timeline for attaining the minimum balance.

### ***Order of Expenditure of Funds***

When multiple categories of fund balance are available for expenditure (for example, a construction project is being funded partly by a grant, funds set aside by the Council, and unassigned fund balance), the Council will first spend the most restricted funds before moving down to the next most restrictive category with available funds.

### ***Appropriation of Unassigned Fund Balance***

Appropriation from the minimum unassigned fund balance shall require the approval of the City Council and shall be utilized only for one-time expenditures, such as capital purchases, and not

## APPENDIX

for ongoing operating expenditures unless a viable revenue plan designed to sustain the expenditure is simultaneously adopted.

The Council may appropriate unassigned fund balances for emergency purposes, as deemed necessary, even if such use decreases the fund balance below the established minimum.

### ***Monitoring and Reporting***

The Director of Finance shall be responsible for monitoring and reporting the City's reserve balances. The City Manager is directed to make recommendations to the Council on the use of reserve funds both as an element of the annual operating budget submission and from time to time throughout the fiscal year as needs may arise.

Compliance with the provisions of the policy shall be reviewed as a part of the annual operating budget adoption process and subsequent review will be included in the annual audit and financial statement preparation procedures.

### ***Fund Balance Policy for Component Units***

Each Component Unit (i.e. Bay City Community Development, Bay City Gas Company) shall create a fund balance/reserve policy that shall be approved by the City Council.

## **Revenue Management Policy**

The City strives for the following optimum characteristics in its revenue system:

- ***Simplicity and Certainty.*** The City shall strive to keep the revenue classification system simple to promote understanding of the revenue sources. The City shall describe its revenue sources and enact consistent collection policies to provide assurances that the revenue is collected according to budgets and plans.
- ***Equity.*** The City shall make every effort to maintain equity in its revenue system structure. The City shall minimize all forms of subsidization between entities, funds, services, utilities, and customers.
- ***Realistic and Conservative Estimates.*** Revenues are to be estimated realistically. Revenues of volatile nature shall be budgeted conservatively.
- ***Centralized Reporting.*** Receipts will be submitted daily to the Finance Department for deposit and investment. Daily transaction reports and supporting documentation will be prepared.
- ***Review of Fees and Charges.*** The City shall review all fees and charges annually in order to match fees and charges with the cost of providing that service.



- **Aggressive Collection Policy.** The City shall follow an aggressive policy of collecting revenues. Utility services will be discontinued (i.e. turned off) for non-payment in accordance with established policies and ordinances. The Matagorda County Tax Office is responsible for delinquent tax collection, through the central collection agency, shall be encouraged to collect delinquent property taxes using an established tax suit policy and sale of real and personal property to satisfy non-payment of property taxes. A warrant officer in the Police Division will aggressively pursue outstanding warrants, and the Court will use a collection agency to pursue delinquent fines.

### **Use of Fund Balance and Non-Recurring Revenues**

The City will use non-recurring revenues and excess fund balance for capital expenditures or for non-recurring expenditures. These non-recurring revenues will not be used to fund recurring type maintenance and operating costs. *For example, the City receives annual contributions from the City's two component units- the Bay City Gas Company and the Bay City Community Development Corporation. These appropriations are treated as non-recurring in the sense that they are committed for capital expenditures (i.e. park amenities and/or street projects).*

### **Property Tax Revenue**

All real and business personal property located within the City shall be valued at 100% of the fair market value based on the appraisal supplied by the Matagorda County Appraisal District. Reappraisal and reassessment is provided by the Appraisal District. A ninety-eight percent (98%) collection rate shall serve each year as a goal for tax collections and the budgeted revenue projection shall be based in average collection rate calculated by the Matagorda County Appraisal District. Property tax rates shall be maintained at a rate adequate to fund an acceptable service level. Based upon taxable values, rates will be adjusted to fund this service level. Collection services shall be contracted out with a collection agency, currently the Matagorda County Tax Office.

### **Interest Income**

Interest earned from investment of available monies, whether pooled or not, shall be distributed to the funds in accordance with the equity balance of the fund from which monies were invested.

### **User Based Fees and Service Charges**

For services associated with a user fee or charge, the direct and indirect costs of that service shall be offset wholly or partially by a fee where possible. There shall be an annual review of fees and charges to ensure that the fees provide adequate coverage of costs of services.

### **Water and Wastewater Rates and other fees for Services**

Water and wastewater shall be set to generate revenues required to cover operating expenditures, meet the legal requirements of applicable bond covenants, and provide for an adequate level of working capital. It is the goal of the City that the Water and Wastewater Fund, and other enterprise funds, not be subsidized by property tax revenue.

### **Intergovernmental Revenues/Grants/Special Revenues**

Grant revenues and other special revenues shall be spent for the purpose(s) intended. The City shall review grant match requirements and include in the budget all grant revenues and expenditures.

### **Collection of Charges**

The City will follow a policy of collecting, on a timely basis, all fees, charges, taxes and other revenues properly due to the City. The City will follow an aggressive policy of collecting all delinquencies due to the City.

### **Revenue Monitoring**

Revenues actually received are to be regularly compared to budgeted revenues (at least monthly) with a formal report to City Council at least quarterly. If revenue estimates are down, the Director of Finance shall recommend to Council a corrective action to minimize the impact on the budget at the next available Council Meeting.

### **Expenditure Control Policy**

#### **Appropriations**

The responsibility for budgetary control lies with the Department Head. Department Heads may not approve expenditures that exceed monies available at the departmental budget level excluding personnel and capital expenditures. Capital expenditures are approved by the City Council on a per project basis normally during the annual budget process.

#### **Amendments to the Budget**

In accordance with the City Charter, under Article 10.14 (Budget Amendments after Adoption) provides, that if, during the fiscal year, the City Treasurer certifies that there are available for appropriation revenues in excess of those estimated in budget, the Council, by ordinance, may make supplemental appropriations for the fiscal year up to the amount of the excess.

#### **Central Control**

Unspent funds in salary and capital allocation object codes may not be spent for any purpose other than their specifically intended purpose without prior authorization of City Manager.

#### **City Manager's Authority to Amend the Budget**

The City Manager is authorized to transfer budgeted amounts within and among departments; however any revisions that alter the total expenditures/expenses must be approved by the City Council.

#### **Purchasing**

All purchases shall be made in accordance with the Purchasing Policies approved by the City Council.

### **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 state law. Proper procedures shall be established that enables the City to take advantage of all purchase discounts, except in the instance where payments can be reasonably and legally delayed in order to maximize the City's investable cash.

### **Long-Term Debt Policy**

#### **Revenue Bond Debt Service Account**

It shall be the policy of the City to always be in strict compliance with the requirements of the ordinance that created the Revenue Bond Debt Service Fund. Monthly transfers are to be made to this account each year in accordance with the bond debt service payment schedule. The balance in the account must be adequate to cover semi-annual payments as they become due.

#### **General Obligation Bond Debt Service Account**

It shall be the policy of the City to always be in strict compliance with the requirements of the ordinance that created the General Obligation Bond Interest and Sinking Fund Account. Taxes, as applicable shall be distributed to this account monthly as received. Utility Revenues transferred to the Interest and Sinking Fund Account shall occur, as needed prior to the semi-annual payment dates. The balance in the account must be adequate to cover semi-annual payments as they become due.

#### **Capital Improvement Plan (CIP)**

The City will develop a multi-year plan to present to Council each year for approval. The City will provide a list of proposed capital improvements, funding recommendations, and prospective timing of projects. CIP projects shall be for equipment over \$20,000, infrastructure over \$50,000 and facilities over \$25,000. Any maintenance and operational cost shall be disclosed that could impact future operating budgets.

#### **Debt Policy Guidelines**

- The City will limit long-term debt to only those capital projects that cannot be financed from current revenues.
- The City will not use long-term debt to finance recurring maintenance and operating costs.
- The City will not issue long-term debt for a period longer than the estimated useful life of the capital project.
- Decisions will be made based on long term goals rather than a short- term fix.

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- Debt Service Funds will be managed and invested according to all federal, state, and local laws
- Coverage Ratios of Revenue Bonds will always be in compliance with the minimum coverage ratio required by the revenue bond ordinances. It shall be the goal of the City to achieve a budgeted coverage ratio of 1.60.

### Other Fund Use Information

#### Governmental Funds

Most government functions are financed through governmental funds. The acquisition, use, and balances of the City's expendable resources and related current liabilities are accounted for through governmental funds. Long-term liabilities and fixed assets are not accounted for through governmental funds.

#### Proprietary Funds

These funds listed below are used to account for the ongoing activities of the City that are similar to those found in the private sector. These funds are financed through user charges to recover costs of services provided. Proprietary funds use accrual accounting, which means revenues are recognized when they are earned by the City and expenses are recognized when they are incurred. Enterprise funds are considered proprietary funds and are used to account for operations for the City's Public Utility Fund and Airport Fund.

**Working Capital Position-** the goal shall be to maintain a working capital position equal to 120 days of the operating budget and a policy to maintain a working capital position no less than 90 days of the operating budget.

#### Public Utility Fund

It shall be the general policy of the City to commit a portion of the reserve for fixed asset replacement as it strives to budget for revenue to cover depreciation.

#### Airport Fund

It will be the general policy of the City that the fees collected will be spent on maintenance of the facilities grounds, and other structures. The goal shall be to reduce the reliance of the general fund tax dollars for this purpose.

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#### **Implementation and Review**

Upon adoption of this policy the City Council authorizes the City Manager to establish any standards and procedures which may be necessary for its implementation. The Director of Finance shall review this policy at least annually and make recommendations for changes to the Mayor and City Council.



## Investment Policy Summary

### I. POLICY STATEMENT

It is the policy of the City that the administration of its funds and the investment of those funds shall be handled as its highest public trust. Investments shall be made in a manner which will provide the maximum security of principal invested through limitations and diversification while meeting the daily cash flow needs of the City and conforming to all applicable state statutes governing the investment of public funds.

### II. SCOPE

This investment policy applies to all the financial assets and funds of the City. The City commingles its funds into one pooled investment fund for investment purposes to provide efficiency and maximum investment opportunity. These funds are defined in the City's Comprehensive Annual Financial Report (CAFR).

Any new funds created by the City shall be included unless specifically exempted by the City Council and this policy.

### III. OBJECTIVES

It is the policy of the City that all funds shall be managed and invested with four primary objectives, listed in order of their priority: safety, liquidity, diversification, and yield.



**Ordinance of the City of Bay City, Texas**  
**No. 1436**

**FIXED ASSETS CAPITALIZATION POLICY**

- 1) Purpose: The purpose of this policy is to provide definitions and procedures for recording and accounting for the various types of fixed assets of the City of Bay City, Texas (the City), in accordance with generally accepted accounting principles, as applied to governmental entities.
- 2) Definition: A fixed asset is defined as tangible or intangible assets of significant value having a useful life of more than three years and costs more than \$10,000, except as otherwise provided herein.
- 3) The items meeting the following criteria are considered fixed assets:
  - a) Land – includes all land parcels purchased donated, or otherwise acquired for building sites, parks, etc. All land should be capitalized without regard to its size or value.
  - b) Buildings – includes all City-owned buildings (or structures which serve as buildings, such as permanently established trailers) exceeding \$10,000 in original cost. Permanently attached fixtures installed during construction are considered a part of the building. Subsequent addition of equipment will be recorded as machinery and equipment. Major improvements are capitalized as a part of the original structure. All additions to existing structures exceeding \$10,000 in original cost shall also be capitalized as a part of the original structure.
  - c) Improvements Other than Buildings – includes improvements exceeding \$10,000 such as park facilities, parking lots and infrastructure assets. (Infrastructure assets include streets, roads, sidewalks, bridges, underground structures, and piping, etc.) Improvements Other Than Buildings are generally not individually identifiable as specific assets. As a result, the cost of these assets are generally grouped in general categories.
  - d) Machinery & Equipment – includes all motor vehicles, trailers, and construction and maintenance equipment where the unit cost exceeds \$10,000.

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- e) Office Machinery & Equipment – includes all office equipment and machinery, including computers, computer software, typewriters, telephones, etc., where the unit cost exceeds \$10,000.
  - f) Furniture & Fixtures – includes all office furniture and fixtures such as desks, tables, file cabinets, chairs, where the cost exceeds \$10,000.
  - g) Construction Work-in-Progress – includes all partially completed projects, except roads and bridges. Upon completion, these assets are transferred to one of the above classifications.
- 4) The following costs associated in determining the total acquisition of a fixed asset are to be capitalized, i.e., added to the cost of the asset:
- a) Purchase cost before trade-in allowances and less discounts; or a qualified appraisal of the value at the time of acquisition if the asset is donated.
  - b) Professional fees of attorneys, architects, engineers, appraisers, surveyors, etc.
  - c) Site preparation costs such as clearing, leveling, filling, and demolition of unwanted structures.
  - d) Fixtures attached to a building or other structure.
  - e) Transportation, installation and training costs.
  - f) Any other expenditure required to put the asset into its intended state of use.
  - g) The acquisition cost of any asset shall be reduced by receipts for the sale or reimbursements of salvage materials or work initially charged to the cost of acquisition or construction.
  - h) For assets for which no records of acquisition exist, the Finance Director and Department Head shall ascertain the original cost of the asset using accepted accounting methods.
- 5) The following guidelines with respect to the treatment of costs that are incurred subsequent to the acquisition or construction of an asset are as follows:
- a) Maintenance – expenditures that neither materially add to the value of an asset nor appreciably prolong its life. Maintenance costs keep an asset in an ordinary, efficient operating condition. As a result, maintenance costs should not be capitalized.
  - b) Replacements – replacing an existing asset with an improved or superior unit or component part, usually resulting in a more productive, efficient, or longer useful life.

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Replacement of an existing unit or component part thereof, by another of like quality is not generally considered a replacement of the asset for accounting purposes. Only when the value of the original asset is increased, or the useful life is significantly prolonged, should the new value or replacement cost be capitalized.

- c) Additions – new and separate assets, or extensions of existing assets. The cost of significant additions to assets should be capitalized and added to the value of the existing asset(s).
  - d) Alterations – changes in the physical structure of an asset which neither materially adds to the value of the asset nor prolongs its expected life. As such, alterations should not be capitalized.
- 6) Accounting for Assets; Annual physical inventory required.
- a) All fixed assets in excess of the established minimums shall be capitalized.
  - b) Property inventory records will be maintained by the Finance Department.
  - c) Each Department Head shall be accountable for all assets assigned to their department, and knowledgeable at all times of the physical location of all assets issued to the department.
  - d) Upon receipt of an asset, the department receiving the asset shall notify the Finance Department. The Finance Department will be responsible for tagging the asset and assigning an asset number.
  - e) Transfer of assets between departments shall be initiated by completion of a “Fixed Asset Transfer” form. The form shall be forwarded to the Finance Department for recording purposes.
  - f) Disposal of assets shall be processed by completing a “Fixed Asset Disposal” form. The form shall also be forwarded to the Finance Department for recording purposes. Disposal of an asset shall be necessary when the asset is either sold or is no longer in service.
  - g) Physical inventories of assets shall be conducted annually by each department and submitted to the Finance Department.



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### 7) Depreciation.

- a) General Fixed Assets. General fixed assets are those assets purchased or in use by all funds other than proprietary and trust funds. Depreciation shall be recorded for general fixed assets. For purposes of depreciation, no salvage values shall be estimated, and the method of depreciation shall be designated as the straight-line method. Depreciation shall begin on the date the asset is placed in service.
- b) Proprietary and Trust Funds. Depreciation shall be recorded in all proprietary and trust funds (if applicable). For purposes of depreciation, no salvage values shall be estimated, and the method of depreciation shall be designated as the straight-line method. Depreciation shall begin on the date the asset is placed in service. The following is a representative list of estimated lives for depreciation purposes:
  - i) Infrastructure (mains, services, improvements) – 40 years
  - ii) Buildings – 40 years
  - iii) Furniture and fixtures – 5 to 15 years
  - iv) Motor vehicles – 4 to 10 years
  - v) Heavy machinery and equipment – 10 to 20 years
  - vi) Light and medium mobile equipment – 7 to 15 years
  - vii) Office and other equipment – 5 to 10 years
  - viii) Computer hardware and software – 5 to 10 years

All of the above useful lives are dependent upon the actual use of the asset. Some assets may be used more frequently than others, and would require a shorter useful life for depreciation purposes.

#### Lease, Sale or Disposal of City Property:

- 1) Purpose: This policy shall be established with regard to lease, sale or disposal of personal property owned by the City.
- 2) Non-applicability: This policy shall not apply to the following:
  - a) The lease, sale or disposal of property obtained from grants or other sources, whereby the procedures for lease, sale or disposal of such property are determined by other policies, or are prescribed by separate contract or agreement;
  - b) Temporary lease or rental of City facilities or real property, such as the Civic Center;
  - c) Property to be leased, sold or disposed under laws of the State of Texas or the United States of America. In such instances, the policies, rules or laws of the appropriate agency or organization governing the lease, sale or disposal of property shall apply; or

## APPENDIX

d) Property valued at \$1,000 or more not sold at a public auction, or any lease or sale of City-owned real property for any amount. Sale or lease of such property shall be authorized only by the City Council.

### 3) Definitions:

a) Property – shall refer to assets, supplies, or any other tangible item or property, other than real property, owned by the City, or in its legal possession.

### 4) Lease of Property:

a) Property may be leased by the City, provided the City executes a lease agreement which has been approved by the City Council and the City Attorney.

b) Proceeds or revenue from the lease of City property may be used to offset any expenses for maintenance and other related costs of the property being leased and shall be credited to the appropriate fund or account, as determined by the Finance Director, or his designee.

### 5) Sale or Disposal of Personal Property:

a) Annual Sale (Public Auction). Annually, each department of the City shall submit to the City Manager and Finance Director a detailed listing of the property for sale or disposal. The City Manager and Finance Director shall review the lists and make a recommendation to City Council of the items to be sold or disposed. A public auction shall be the primary means of disposal or sale of property.

i) The City Manager or Finance Director shall submit the list of items or property for sale or disposal to the City Council for approval. Upon approval by the City Council, the items or property may, be advertised for sale at a public auction or may be declared as surplus property and donated in accordance with all federal, state and local laws.

ii) Subsequent to the authorization by the City Council, the City Secretary shall provide public notice of the sale. The notice shall be published in a local newspaper of general circulation at least one (1) time, and at least seven (7) days prior to the date set for such public sale. Sale or disposal of property obtained from grants or other sources shall follow established notice requirements in accordance with the State of Texas or Federal statutes.

iii) The annual auction shall be conducted by a legal agent of the City (an auction firm), or by acceptance of sealed bids by the City Manager. In order for an agent to be used by the City, the City Council must select a firm based upon competitive proposals. For sealed public auctions, the type and method of receipt of sealed bids shall be determined by the City Manager.

## APPENDIX

- b) **As-Needed Sale.** At other times during the year, a department may request sale or disposal of an item or items without the use of a public auction. An as-needed sale may be necessary in the event that (1) damage or significant deterioration of the item(s) or property would result from a delay in disposal; (2) where no proper storage area for the item(s) or property is available; or (3) where the value of the property would be significantly reduced as a result of a delay in disposal. The City Manager shall review all requests for as-needed sales, and make a final determination authorizing the sale or disposition.
    - i) The City Manager, or authorized agent of the City, shall be authorized to sell such property to the highest and most responsible bidder. Only sealed bids will be accepted, except where other types of bids may be recognized during a public auction.
    - ii) Prior to an as-needed sale, the City Secretary shall publish a notice of the City's interest to sell property in accordance with Section (4)(a)(ii) above.
    - iii) The City shall reserve the right to reject any and all sealed bids. In the event no bid is received or bid(s) are not responsible bids, the City Manager is authorized to dispose of the property in the most economical means possible, up to and including the sale or disposal for scrap material. In the event of a tie bid, where two or more sealed bids are identical, the first bid submitted shall be awarded.
    - iv) City employees or officials may bid on items to be sold, or disposed, provided that the method for submitting a bid is the same as the bidding method used for receipt of all other bids. No preferential treatment of bidding procedures shall be permitted for an employee or official of the City.
  - c) The sale and lease of land and certain personal property shall be done in accordance with Local Government Code Chapter 272.
- b. Expenses and Proceeds of Sale or Disposal:
- a) Expenses related to the sale or disposal of property, such as advertising and bidding supplies, shall be charged against proceeds of the sale. If proceeds of the sale are not sufficient to cover the expenses of the sale, the Finance Director shall allocate any remaining expenses of the sale according to departmental budgetary allocations.
  - b) Proceeds of sale or disposal of property not otherwise designated or reserved by contract or other agreement shall be deposited into the appropriate account or fund from which the item was originally purchased or used for other purposes as may be designated by the City Council.



**Resolution of the City of Bay City, Texas  
No. R-2022-011**

**A RESOLUTION ADOPTING A FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM  
(CIP) IN COMPLIANCE WITH THE CITY CHARTER**

**WHEREAS** the City Charter requires the City Manager to submit a plan for capital improvement covering the succeeding five years and proposed method of financing to the City Council prior to the beginning of each budget year; and,

**WHEREAS** the City Manager submitted a Five-Year Capital Program to the City Council on August 9th, 2022 in compliance with the City Charter and,

**WHEREAS** the City Council has reviewed the Five-Year Capital Program, found it to be in compliance with all City Charter and believes its approval by resolution is in the best interest of Bay City residents.

**NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF THE  
CITY OF BAY CITY, TEXAS:**

**THAT** the Five-Year Capital Program (October 1, 2022 – September 30, 2027), a copy of which is attached hereto and incorporated in the Fiscal Year Budget 2023, is hereby adopted in compliance with the City of Bay City Home Rule Charter.

**PASSED and APPROVED this 13<sup>th</sup> day of September 2022.**

## Compensation and Staffing Plan

The City is working to maintain a competitive compensation and staffing plan which will include schedules that need to be updated by the Council annually to keep the policy current. This document will outline some of the proposals to the plan.

### 2023 Business Plans (Objectives)

- Phase in additional certification pay
- Implement Merit and Cost of Living Adjustment (COLA) policy
- Create implementation plan for City-wide longevity
- Increase/broaden recruitment strategies
- Implement City-wide intranet

### 2022 Accomplishments of Prior Year Business Plans

- ✓ Streamlined a portion of the new hire process by creating online form completion
- ✓ Updated the salary scale after going to market and applied the findings
- ✓ Partially phased-in identified compression
- ✓ Completed partial phase-in of certification pay for additional City departments
- ✓ Moved to direct deposit for all employees and paperless direct deposit confirmation

### Salary Increase (City Council Annual Approval)

City Council approved a compensation pool of approximately 4.0%. On October 1, the City will provide each employee \$1,200 pay adjustment. In addition, beginning April 1, the City will implement merit pay as part of the employee's annual performance evaluation.

### Approved Positions for FY 2023 (City Council Annual Approval)

The City Council approves the number of part-time and full-time positions annually. The purpose of this schedule is to designate how many positions are authorized. The information about each department is included in the Staffing Levels Table. City Secretary decreased one temporary part-time position. **The City decreased overall staffing levels by 0.5 positions.**

### Approved by Council for 2023 Budget

- Amount of Salary Increase Allocated- \$350,000
- Number of Positions (161.5)

## Summary Personnel Listing

<i>Occupational Department</i>	<i>No. Of Positions FY 2020</i>	<i>No. Of Positions FY 2021</i>	<i>No. Of Positions FY 2022</i>	<i>No. Of Positions FY 2023</i>
<i>*Administration</i>	8	8	8	8
<i>*City Secretary</i>	1	1	1.5	1
<i>Human Resources</i>	2	2	2	2
<i>*Municipal Court</i>	6	6	6	6
<i>Finance</i>	4	4	4	4
<i>Code Enforcement</i>	0	3	4.5	4.5
<i>Police</i>	57	55	58	58
<i>Fire</i>	1	1	0	0
<i>Animal Impound</i>	3	3	3	3
<i>Streets</i>	16	15	16	16
<i>Recycling Center</i>	3.5	3.5	3.5	3.5
<i>*Parks</i>	12	12	12	12
<i>*Riverside Park</i>	3	3	3	3
<i>*Recreation</i>	3	3	3	3
<i>*Pools</i>	21	21	21	21
<i>Library</i>	7.5	7.5	7.5	7.5
<i>Tourism</i>	1	1	1	1
<i>Utility Billing</i>	10	3	4	4
<i>Utility Maintenance</i>	13	15	13	13
<i>Waste Water (WWTP)</i>	7	7	7	7
<i>Utility Operations</i>	0	5	5	5
<i>*Airport</i>	4	4	4.5	4.5
<i>Information Technology</i>	2	2	2	2
<i>Equipment Maintenance</i>	3	3	3	3
<i>Facility Maintenance</i>	4	5	5	5
<b><i>Total Budgeted Positions</i></b>	<b>193</b>	<b>193</b>	<b>197.5</b>	<b>197</b>
<b><i>*Temporary /Appointed Positions</i></b>	<b>36</b>	<b>35.5</b>	<b>36</b>	<b>35.5</b>
<b><i>Total Full Time/Part Time</i></b>	<b>157</b>	<b>157.5</b>	<b>161.5</b>	<b>161.5</b>
<b><i>Temporary/Appointed by Dept.</i></b>				
<i>Council Members- Administration</i>	6	6	6	6
<i>Appointed-Judges- Municipal Court</i>	2	2	2	2
<i>Temporary Workers-Administrative</i>	0	0	.5	0
<i>Temporary Workers-Parks</i>	2	2	2	2
<i>Temporary Worker-Riverside</i>	1	1	1	1
<i>Temporary Workers-Recreation</i>	3	3	3	3
<i>Temporary Workers-Pools</i>	20	20	20	20
<i>Temporary Workers- Library</i>	1	.5	.5	.5
<i>Temporary Worker- Airport</i>	1	1	1	1
<b><i>Total Budgeted Positions</i></b>	<b>193</b>	<b>193</b>	<b>197.5</b>	<b>197</b>

## Component Unit: Bay City Community Development Corporation (BCCDC)

The Bay City Community Development Corporation (BCCDC) is a legally separate unit from the City and is governed by a board appointed by the Bay City City Council. The BCCDC was formed to oversee revenues and expenditures of a special one-fourth cents sales tax for economic development pursuant to the Development Corporation Act of 1979. This revenue collected from sales tax revenues is one of the most useful tools in helping to promote economic development throughout the community. For financial reporting purposes, the BCCDC is reported as a component unit.



### **Our Mission**

The mission of Bay City Community Development Corporation is to retain and attract jobs, encourage investment, and enhance the quality of life for the citizens of Bay City.

### **Description of Our Services**

The Bay City Development Corporation promotes Bay City and improves the quality of place through the seven goals outlined below. The CDC works with City and County officials, City staff, constituents, business and industry, and schools to improve the daily lives of our citizens. We strive to bring business to our area, promote our local diversity, and meet the needs of our industry and citizens.

### **Vision 2040**

#### **2023 Strategic Focus\***

#### **Infrastructure/Transportation**

Bay City residents enjoy new community infrastructure and enhancements to the transportation network and systems.

- ❖ Infrastructure improvements

### Community & Economic Development

Bay City is known for encouraging economic development opportunities, creating a business development program that is responsive to existing business needs, and actively promoting tourism.

- ❖ Housing
  - Single Family Sub-Division
- ❖ Downtown Revitalization/Historic Preservation
  - North Downtown Plan
  - Business Recruitment in unoccupied spaces
- ❖ Land Use
  - Planning Commission
    - Incorporate in TIRZ process for future development
- ❖ Improve educational opportunities for citizens and students, including skills training and higher education

### BCCDC Goals:

- ❖ Encourage cooperation amongst county/city entities to further the best interests of Bay City and its residents regarding new business
- ❖ Continue to invest in the beautification of Bay City through new and existing programs, focusing on the public image and attitude of Bay City residents and visitors
- ❖ Expand continuing education and higher education courses to increase the diversity of degree plans offered in the area that complement the current and future workforce and business community.
- ❖ Continue efforts and secure single-family resident subdivision(s) to increase worker retention and direct efforts towards multifamily housing opportunities.
- ❖ Provide assistance and partner with local, state, and federal governments towards improving infrastructure in Bay City/Matagorda County
- ❖ Continue to address the vacant buildings and dilapidated structures that are not in line with the beautification of Bay City through partnership, ordinance, and enforcement.  
Strive to improve constituent knowledge of economic and community development and the benefits of being an informed citizen



### FY 2023 Business Plans (Objectives)

- Build coalitions of small business owners to provide resources for development and BRE programs
- Continue to work with local officials in supporting community development projects
- Refine the incentive package from BCCDC/City/Other entities for housing developers
- Develop programs that unite the business community with the school system
- Successfully recruit and assist a housing developer to create a residential subdivision
- Expand Wharton County Junior College Campus classes in Bay City
- Continue both the Business Retention and Expansion Façade Grant and the Business Resiliency Program
- Partner with other entities in the City of Bay City to educate potential work force
- Begin work on regional detention
- Continue to partner with the City of Bay City for Nile Valley Road construction, the MCEDC for industrial recruitment, and any other entity that behooves moving our goals forward.
- Begin new speaker project for downtown square
- Increase CamoFest funds through sponsorship and higher attendance to event
- Continue partnership with City of Bay City Public Works department on downtown beautification efforts
- Work with Code Enforcement on Vacant Building Ordinance and assist with enforcement
- Create Special Event ordinance for all downtown events

### FY 2022 Accomplishments of Prior Year Business Plans

- ✓ Developed BCISD entrepreneur program
- ✓ Funded the Virtual Library Resource Center
- ✓ Recruited 3 new subdivisions average of 600 homes total
- ✓ Continued to fund a significant portion of Nile Valley 1 Phase 1 to increase economic development in the area
- ✓ Awarded approximately \$75,000 to Business Retention and Expansion Grant funds to existing businesses and new businesses
- ✓ Partnered with the City of Bay City and Main Street Programs to award \$50,000 worth of grants to new and existing businesses targeting website development
- ✓ Represented BCCDC on a state and federal level by attending state and national conventions, and the Economic Development Institute
- ✓ Organized and updated Bay City's profile for retail recruitment
- ✓ Assisted the City in identifying and acquiring land for their next wastewater system
- ✓ Partnered with the Matagorda County Economic Development Corporation routinely to assist with the recruitment of economic impact projects
- ✓ Oversaw the management of the Main Street Project and staff
- ✓ Entered development stage for a regional economic development website
- ✓ Worked closely with the Small Business Development Center to recruit and assist new and existing businesses locating in Bay City
- ✓ Interviewed with local papers to keep our community up to date on our efforts
- ✓ Held successful CamoFest event with record number of attendees and sponsors
- ✓ Funded 15 façade grants to new and existing businesses

### Bay City Community Development Corporation (BCCDC) Budget Summary

	<i>Actual FY 2020</i>	<i>Actual FY 2021</i>	<i>Projected FY 2022</i>	<i>Adopted FY 2023</i>
<i>Training Center Lease Income</i>	75,600	80,695	85,661	88,144
<i>SMBG Lease Income</i>	350,000	275,000	300,000	100,000
<i>Sales Tax Collections</i>	1,577,000	1,575,000	1,650,000	1,675,000
<i>BDC Income</i>	6,000	4,800	9,600	9,600
<i>Main Street Income</i>	43,091	48,000	48,000	72,000
<i>Interest Income</i>	15,000	7,500	3,750	-
<i>Reduction in grant obligation</i>	13,620	-	-	-
<i>TIRZ #2 Income</i>	150,000	150,000	150,000	150,000
<b>Total Revenue</b>	<b>\$2,230,311</b>	<b>\$2,140,995</b>	<b>\$2,247,011</b>	<b>2,094,744</b>
<b><u>Administrative</u></b>				
<i>Salaries and Wages</i>	220,000	182,876	183,000	189,295
<i>Other Compensation</i>	2,052	2,052	2,052	2,052
<i>Payroll Taxes</i>	16,830	13,479	13,999	16,000
<i>Unemployment Taxes</i>	600	250	616	1,200
<i>Retirement Expense</i>	24,426	20,342	20,355	21,000
<i>Workers Compensation</i>	850	800	800	800
<i>Employee Health Insurance</i>	12,772	26,000	31,070	43,400
<i>Travel and Training</i>	1,795	4,000	4,000	6,000
<i>General Supplies</i>	3,500	3,500	4,800	4,800
<i>Dues and Subscriptions</i>	5,000	5,000	3,400	4,000
<i>Vehicle Expense</i>	4,000	1,614	3,000	4,000
<i>General Insurance</i>	36,171	50,000	50,000	57,500
<i>Telephone</i>	5,000	1,750	3,000	2,500
<i>Utilities</i>	4,500	4,500	4,000	4,000
<i>Legal and Professional Fees</i>	25,000	25,000	25,000	25,000
<i>Cleaning and Maintenance</i>	6,000	6,210	6,750	6,750
<i>Leaseholder Improvements</i>	2,000	40,000	-	500
<i>Equipment Rentals</i>	4,600	4,600	3,100	3,100

APPENDIX

<i>Continued</i>	<i>Actual FY 2020</i>	<i>Actual FY 2021</i>	<i>Projected FY 2022</i>	<i>Adopted FY 2023</i>
<i>Building Rental</i>	60,000	62,424	60,000	63,648
<i>Business Meals</i>	2,000	2,000	2,000	3,000
<i>Misc. Furniture and Equipment</i>	2,000	1,000	2,000	500
<i>Miscellaneous</i>	1,000	500	1,000	1,000
<i>Repairs and Maint. Equipment</i>	440	-	440	-
<b><i>Total Administrative</i></b>	<b>\$440,536</b>	<b>\$456,673</b>	<b>\$424,867</b>	<b>460,045</b>
<b><i>Prospect Development</i></b>				
<i>Travel and Training</i>	4,000	4,000	9,000	3,500
<i>Contracted Services</i>	600	1,000	1,000	8,000
<i>Advertising</i>	10,000	7,000	22,000	20,000
<i>Website Development &amp; Maint</i>	-	8,000	3,500	1,680
<i>Business Meals</i>	500	1,000	1,000	1,000
<i>Miscellaneous</i>	500	500	500	500
<b><i>Total Prospect Development</i></b>	<b>\$15,600</b>	<b>\$21,500</b>	<b>\$37,000</b>	<b>34,680</b>
<b><i>Project Expenses</i></b>				
<i>Mat. Co. Economic Devel. Corp.</i>	75,000	75,000	75,000	75,000
<i>Main Street</i>	30,000	30,000	25,000	25,000
<i>Website Grant</i>	49,970	-	50,000	40,000
<i>Family Entertainment Center (property taxes)</i>	-	240,000	200,000	-
<i>City Vision 2040 Plan</i>	20,000	5,000	5,000	100,000
<i>BR&amp;E Program</i>	310,000	75,000	150,000	100,000
<i>CED Insurance and Maintenance</i>	1,207,263	209,000	120,000	300,000
<i>Downtown Parking Lot</i>	3,200	-	400	1,400
<i>Aquatic Center Feasibility</i>	19,000	-	-	-
<i>McCoys Land</i>	11,379	-	-	-
<i>Detention Pond</i>	6,800	-	-	-
<i>Debt principal payments</i>	417,095	438,010	463,086	189,200
<i>Interest Expense</i>	437,285	412,480	349,690	57,200
<i>Debt Service-Nile Valley Road</i>	21,282	239,116	239,116	239,116
<b><i>Total Project Expenses</i></b>	<b>\$2,608,274</b>	<b>\$1,723,606</b>	<b>\$1,677,292</b>	<b>\$1,146,916</b>
<b><i>Total BCCDC Expenditures</i></b>	<b>\$3,064,410</b>	<b>\$2,201,779</b>	<b>\$2,139,159</b>	<b>\$1,641,641</b>
<b><i>Revenue over (under) expenditures</i></b>	<b>\$(834,099)</b>	<b>\$(60,784)</b>	<b>\$107,851</b>	<b>\$453,103</b>

## Long-Term Financial Planning OVERVIEW

The City must take into consideration many different facets when trying to plan for the future. The City’s first step was with the adoption of a Vision 2040 Plan in 2014. Next, the City implemented a Five-Year Capital Plan. This was an effort to look at the “big ticket” items and determine what funding sources would be needed for all the planned projects for the next five years. Revenue assumptions were then developed. The City’s Strategic Plan is updated annually along with the Council’s associated goal statements. These statements have provided staff with a future picture of desired outcomes that the staff can continually aim towards. This enabled departmental business plans to be linked to the “big picture.”

### COMPONENTS OF LONG-TERM PLANNING

#### Vision, Mission, and Strategic Plan

Information on the City’s Strategic Plan can be found in the “City Profile” section of this document.

#### Demographic and Economic Profile

##### Population

Any discussion of the population of Bay City must recognize the significant long-term transient population of construction workers and others in the community. These individuals are not captured in Census data yet have a significant impact on the community and must be considered in any planning process. With the large number of major projects happening in Bay City, such as the Tenaris construction, outages at STP, etc., this will be a significant issue to address in the planning process.

**Table 1** Population Growth

	2000	2010	2020 (estimate)
Bay City	18,593	17,614	17,635
Matagorda County	37,957	36,702	36,954

Source: US Census, ESRI Business Analyst

The population of Bay City and Matagorda County declined slightly between 2000 and 2010 but has shown a rebound since the 2010 Census. The rebound in population is likely due to the resurgence in economic activity and new job opportunities being created in the County.

## APPENDIX

The population projects below utilize data from two sources, the Texas Water Development Board, and the Texas State Data Center. The Data Center only provides data at the County level; however, population trends within Bay City reflect those of the County overall, so it can be expected that growth within Bay City will mirror that of the County overall. The two different methodologies show fairly similar results, with growth expected to be fairly slow and steady over the next few years.

It is important to recognize that population projections are based on historic trends, and Bay City’s population actually declined between 2000 and 2010. This decline has influenced the projections to show slower growth going forward. Given the economic activity happening in Bay City, it is likely that those projections are not reflective of current conditions and that the population can be expected to grow faster than shown. Development pressure will first be visible through the Public Works department, as developers begin submitting plans for new subdivisions, apartments, etc. As these plans come in, City Staff must communicate with the Planning Commission and City Council to update them and ensure proper capital planning is done to address this growth.

Table 2 Population Projection

	2019(estimate)	2020 Texas State Data Center	2020 Texas Water Development Board	2030 Texas State Data Center	2030 Texas Water Development Board
Bay City	17,535	NA	18,797	NA	19,786
Matagorda County	36,643	37,064	39,166	36,457	41,226

Source: Texas Water Development Board [www.twdb.state.tx.gov](http://www.twdb.state.tx.gov) and Texas State Data Center [www.osd.texas.gov](http://www.osd.texas.gov)

### Ethnicity

Bay City is fairly reflective of the State as a whole in terms of diversity. There are a slightly higher percentage of Hispanic and Black residents in the City than the State overall. This does not reflect the transient population of construction workers and others who are in Bay City long term, but not captured by the Census. This transient population will influence the community, despite not being “counted” as part of the population. In Census data, Hispanic is considered an Ethnicity, not a race. This means the numbers below will not add up to 100% as individuals can identify as White and Hispanic, etc.

Table 3 Race and Ethnicity

	Count	Percent
<b>White Alone</b>	10,662	60.6%
<b>Black Alone</b>	2,516	14.3%
<b>American Indian</b>	52	0.3%
<b>Asian</b>	140	0.8%
<b>Pacific Islander</b>	35	0.2%
<b>Other</b>	5,488	31.3%
<b>2 or more Races</b>	403	2.3%
<b>Hispanic (any race)</b>	9,083	51.8%

Source: US Census Bureau [www.census.gov](http://www.census.gov)

## APPENDIX

### Age

Bay City is a relatively young community, with a median age of 36 years. Nearly 50% of the population is between 25 and 64, which are the prime working years. This is an asset for the community to build on, because it indicates an available workforce for new jobs. It also has implications for the school district, parks and recreation, and other community assets because this is also the prime years for people with families who demand services and amenities in the community.

**Table 4** Age

	Count	Percent
0 – 4	1,783	7.6%
5 – 9	1,864	8.0%
10 – 14	1,632	7.0%
15 – 19	1,410	6.0%
20 – 24	1,387	5.9%
25 – 34	3,074	13.2%
35 – 44	2,752	11.8%
45 – 54	2,731	11.7%
55 – 64	3,209	13.7%
65 – 74	2,092	8.9%
75 – 84	929	4.0%
85+	506	2.2%
<b>Median Age</b>	36.0	

Source: U.S. Census Bureau [www.census.gov](http://www.census.gov)

### Income and Employment

The median income in Bay City (\$50,182) is lower than the State (\$61,874) and but higher than the County (\$48,913). This indicates that many of the well-paying jobs in and around Bay City are held by those living in the City limits. However, poverty rate is 21.3% being the highest in comparison to County (17.5%) and State (13.6%). This puts a significant strain on public services and is a challenge for the community. It will be important to identify strategies to address this issue and create opportunity for Bay City residents to access employment.

**Table 5** Income by Household

	Count	Percent
< \$15,000	1,589	18.3%
\$15,000 - \$24,999	873	10.1%
\$25,000 - \$34,999	914	10.6%
\$35,000 - \$49,999	1,280	14.8%
\$50,000 - \$74,999	1,433	16.6%
\$75,000 - \$99,999	1,034	12.0%
\$100,000 - \$149,999	1,016	11.7%
\$150,000 or more	513	5.9%
<b>Median Household Income</b>	\$46,104	

Source: U.S. Census Bureau [www.census.gov](http://www.census.gov)

## APPENDIX

One of the reasons for the low income in Bay City can be found in the table below. Nearly 70% of the jobs in the City Limits are in the Retail and Service industry, which typically has low wages. While there has been tremendous success in economic development within Matagorda County, residents of Bay City have not seen as much benefit from this as would be hoped. It will be critical going forward for the City to continue working to develop the local workforce to compete for the new jobs being created in the region.

**Table6** Employment by Sector

	<b>Business Count</b>	<b>Business Percent</b>	<b>Employee Count</b>	<b>Employee Percent</b>
<b>Total, All Industries</b>	1,102	100%	6,101	100%
<b>Agricultural &amp; Mining</b>	61	5.5%	244	4.0%
<b>Construction</b>	54	4.9%	130	2.1%
<b>Manufacturing</b>	26	2.4%	173	2.9%
<b>Transportation</b>	23	2.1%	136	2.2%
<b>Communication</b>	8	0.7%	97	1.6%
<b>Utility</b>	4	0.4%	253	4.1%
<b>Wholesale Trade</b>	47	4.3%	253	4.1%
<b>Retail Trade</b>	218	19.8%	1,572	25.8%
<b>Finance, Insurance, Real Estate</b>	106	9.6%	345	5.7%
<b>Services</b>	526	47.7%	2,622	43.0%
<b>Government</b>	29	2.6%	462	7.6%

Source: ESRI Business Analyst

### Housing

Housing is a tremendous challenge for many communities, especially those with characteristics like Bay City. With the population decline between 2000 and 2010, there was a decrease in available homes (8,035 in 2000 vs. 7,856 in 2010 per US Census). In addition, builders will be hesitant to build in a community with a history of population decline because it indicates there will not be a market for their properties. Bay City has taken a proactive approach to encourage housing development and is working with developers to encourage new building. This has shown success in several new projects breaking ground in the area.

Given the large transient population in Bay City, it will be important to work with apartment developers and RV Park developers to address this demand for longer-term housing other than hotels. This is a challenge to address because many residents are resistant to developments of this type, and developers are often wary of making significant investments because the population is not stable. It will be a challenge to meet the demand for this type of housing; however, it is an opportunity for the City.

An area of concern is the lack of homes for sale. Potential new residents may not be able to find suitable homes available in their price range and decide to look elsewhere. Another issue is the large number of "Other" vacant homes. These represent homes that are unoccupied, but not for sale or rent. These may be homes that have been abandoned, held in trusts, or other issues. There needs to be a focus on ensuring these homes are maintained and do not become sources of blight in the community. Code Enforcement should prioritize these properties for attention.

**APPENDIX**

**Table 7** 2010 Housing Occupancy

	<b>Count</b>	<b>Percent</b>
<b>Total</b>	7,856	100%
<b>Occupied</b>	6,648	84.6%
<b>Owner</b>	3,523	44.8%
<b>Renter</b>	3,125	39.8%
<b>Vacant</b>	1,208	15.4%
<b>For Rent</b>	594	7.6%
<b>Rented- Not Occupied</b>	16	0.2%
<b>For Sale Only</b>	65	0.8%
<b>Sold- Not Occupied</b>	20	0.3%
<b>Seasonal Use</b>	68	0.9%
<b>Migrant Workers</b>	2	0.0%
<b>Other</b>	443	5.6%

Source: 2010 US Census

The majority of homes in Bay City are single family (63.1%). Bay City is fortunate to have a significant percentage of multi-family homes; however, the low vacancy rates means there are few available for potential residents. The City should continue to focus on developing a diversity of housing options, both multi and single family to ensure adequate opportunities for potential residents. This data comes from the American Community Survey, which is a statistical survey rather than actual count like the US Census. This is why the numbers in this table are different from the other housing data.

**Table 8** 2013-2017 Housing Units per Structure

	<b>Count</b>	<b>Percent</b>
<b>Total</b>	11,905	100%
<b>1, Detached</b>	7,510	63.1%
<b>1, attached</b>	154	1.3%
<b>2</b>	121	1.0%
<b>3 to 4</b>	444	3.7%
<b>5 to 9</b>	1,073	9.0%
<b>10 to 19</b>	520	4.4%
<b>20 or More</b>	271	2.3%
<b>Mobile Home</b>	1,750	14.7%
<b>Boat, RV, Van, Etc.</b>	62	0.5%

Source: US Census Bureau [www.census.gov](http://www.census.gov)



## APPENDIX

With a median value of \$105,500, a median priced home would be within reach of a family making the median income; however, without a significant down payment, the monthly payment might be a struggle. Also, given the limited number of homes available, it may be difficult for a potential resident to find a suitable home in their price range.

**Table 9** Housing Values for Owner Occupied Units

	<b>Count</b>	<b>Percent</b>
<b>Total</b>	5,0008	100%
<b>&lt;\$50,000</b>	1,065	21.3%
<b>\$50,000 - \$99,999</b>	1,314	26.2%
<b>\$100,000 - \$149,999</b>	959	19.1%
<b>\$150,000 - \$199,999</b>	703	14.0%
<b>\$200,000 - \$299,999</b>	605	12.1%
<b>\$300,000 - \$499,999</b>	299	6.0%
<b>\$500,000 - \$999,999</b>	47	0.9%
<b>&gt; \$1,000,000</b>	16	0.3%
<b>Median Value</b>	\$105,500	

Source: U.S. Census Bureau [www.census.gov](http://www.census.gov)

### Education

Over 23% of Bay City residents do not have a high school diploma. This presents a tremendous challenge in creating quality jobs because there is not a skilled workforce to recruit from. This low education attainment is reflected in the low household income discussed earlier.

Addressing the educational attainment and skills of the local workforce is a key challenge for Bay City. There is work underway, through the partnership with Wharton County Junior College; however, much more needs to be done to get local residents at least a high school equivalency so they can be prepared for the new jobs being created in Matagorda County.

**Table 10** Educational Attainment 25 years+

	<b>Count</b>	<b>Percent</b>
<b>Total Pop 25+</b>	15,293	100%
<b>Less than 9<sup>th</sup> grade</b>	1,999	13.1%
<b>Some HS, no diploma</b>	1,609	10.5%
<b>HS Degree</b>	4,608	30.1%
<b>Some College</b>	3,897	25.5%
<b>Associates Degree</b>	870	5.7%
<b>Bachelor's Degree</b>	1,721	11.3%
<b>Graduate degree</b>	589	3.9%

Source: US Census Bureau [www.census.gov](http://www.census.gov)

**Taxes**

The majority of funding for local governments comes from property taxes and sales tax. Property taxes are collected by a number of entities, with the City, County, and School District being the primary drivers. In addition, there are a number of special districts that collect taxes in all or part of the County. These districts provide specific services and collect taxes to be used within that district’s boundaries on approved projects. Table 11 provides an overview of the taxing districts and the basic rate. Specific information on exemptions, etc. can be found at the County Appraisal website.

**Table 12** Property Tax Rates and Entities 2018 (most recent available on CAD site)

	<b>Rate / \$100</b>
<b>City of Bay City</b>	0.65500
<b>City of Palacios</b>	0.85351
<b>Matagorda County</b>	0.41758
<b>Bay City ISD</b>	1.55222
<b>Boling ISD</b>	1.04000
<b>Matagorda ISD</b>	1.13541
<b>Palacios ISD</b>	1.13500
<b>Tidehaven ISD</b>	1.22275
<b>Van Vleck ISD</b>	1.25325
<b>Matagorda County Hospital District</b>	0.32159
<b>Port of Bay City Authority</b>	0.05389
<b>Matagorda County Nav District #1</b>	0.04533
<b>Matagorda County Consv. &amp; Recl. District</b>	0.00765

Source: Matagorda County CAD

The Sales Tax in Bay City is the State maximum of 8.25 percent. Of this, 6.25 percent goes to the State of Texas, 1.0 percent goes to the City, 0.5 percent for property tax relief, and 0.5 percent is for economic development.

The economic downturn of 2008 resulted in a significant drop in gross sales and sales tax collection in Bay City. While there has been a rebound in the gross sales, the level of sales subject to sales tax has not returned to the same level as in 2008. As the City continues to rebound and see more retail and service growth, this revenue will continue to increase and return to the levels seen prior to the recession.

**Table 12** Gross Retail Sales

	<b>Gross Sales</b>	<b>Amount Subject to Sales Tax</b>
<b>2008</b>	\$1,129,330,892	\$206,250,221
<b>2009</b>	\$886,306,707	\$168,627,904
<b>2010</b>	\$1,054,681,190	\$165,389,889
<b>2011</b>	\$1,267,010,937	\$180,724,866
<b>2012</b>	\$1,195,880,273	\$188,777,615
<b>2013- Through 3<sup>rd</sup> Qtr.</b>	\$913,418,235	\$140,552,454

## APPENDIX

### **Hotel and Motel Taxes**

Hotels, motels, and bed and breakfast establishments are levied a Hotel/Motel tax. This tax is intended to be used on projects that will put “heads in beds”, which means projects need to promote tourism in the community. This can include marketing, festivals and events, and similar projects. In the fourth quarter of 2018, Bay City had 20 properties reporting for the Hotel/Motel tax, totaling 837 rooms and \$1,774,297.84 in taxable receipts. Bay City hotels and motels are full, and many of their occupants are long term. Companies renting blocks of rooms for employees to be in the area for extended periods of time.

### **Conclusion**

Bay City is a community in transition. After a period of stagnation, there is significant change happening, with tremendous opportunity for growth. New jobs and new opportunities are being created in the area, and this plan will allow the City to harness that opportunity for the betterment of its residents. The population is changing, and it will be important to address those changes and ensure future community development meets the needs of current and future residents.

## Acronyms

**A/P** – Accounts Payable

**ACH**- Automated Clearing House

**AMI**- Advanced Metering Infrastructure

**BCCDC**- Bay City Community Development Corporation

**BCISD**- Bay City Independent School District

**BCLA**- Bay City Library Association

**BCPD**- Bay City Police Department

**BCPL**- Bay City Public Library

**CAFR** – Comprehensive Annual Financial Report (Audit)

**CDBG** – Community Development Block Grant

**CIP** – Capital Improvement Plan

**C.O.** – Certificates of Obligation

**COG** – Council of Governments

**CTRA**- Central Texas Recycling Association

**CVB**- Convention and Visitors Bureau

**CY** – Cubic Yard

**ED** – Economic Development

**EAC**- Economic Action Committee

**EPA** – Environmental Protection Agency

**FAA**- Federal Aviation Administration

**FASB** – Financial Accounting Standards Board

**FICA** – Federal Insurance Contribution Act

**FTE** – Full-Time Equivalent

**FY** – Fiscal Year

**GAAFR** – Governmental Accounting, Auditing and Financial Reporting

**GAAP** – Generally Accepted Accounting Principals

**GASB** – Governmental Accounting Standards Board

**GF** – General Fund

**GFOA** – Government Finance Officers Association

**GIS** – Geographical Information Systems

**G.O.** – General Obligation

## APPENDIX

**H-GAC-** Houston-Galveston Area Council

**HOT** – Hotel Occupancy Tax

**HR** – Human Resources

**HRS** – Hours

**I & S** – Interest and Sinking

**ISO-** Insurance Service Office

**IT** – Information Technology

**LCRA-** Lower Colorado River Authority

**LED-** Light Emitting Diode

**LF** – Linear Foot

**MCAD-** Matagorda County Appraisal District

**M & O-** Maintenance and Operations

**MIU-** Metering Interface Units

**MSB-** Municipal Services Building

**PSI-** Pounds per Square Inch

**RAMP-** Repair and Maintenance Program

**RFP** – Request for Proposal

**RFQ** – Request for Qualifications

**ROW** – Right of Way

**RV** – Recreational Vehicle

**SCADA** – System Control and Data Acquisition

**TCCA-** Texas Court Clerk Association

**TCEQ** – Texas Commission on Environmental Quality

**TCF-** Texas Capital Fund

**TIF-** Tax Increment Financing

**TIRZ-** Tax Increment Reinvestment Zone

**TML** – Texas Municipal League

**TMRS** – Texas Municipal Retirement System

**TWC** – Texas Workforce Commission

**TXDOT** – Texas Department of Transportation

**USO-** United Service Organization

**WCA-** Waste Corporation of America

**WWTP** – Wastewater Treatment Plant

## Glossary of Terms

### Accrual Basis

The basis of accounting where transactions are recognized when they occur, regardless of the timing of related cash flows.

### Ad Valorem Taxes

Commonly referred to as property taxes. Charges levied on all property, real personal, mixed tangible, intangible, annexations, additions, and improvements to property located within the taxing unit's jurisdiction. These levies are based on the property's assessed value and the tax rate.

### Appropriation

An authorization made by the legislative body to make expenditures and incur obligations for the City.

### Assessed Value

A value that is established on real estate or other property as a basis for levying property taxes.

### Asset

Resources owned or held which have monetary value that can be used to cover or be applied to cover liabilities.

### Audit

A comprehensive review of an organization's financial accounts and records and the utilization of resources. An annual audit is conducted by a certified public accountant who concludes the audit with a Comprehensive Annual Financial Report also referred to as a CAFR.

### Balanced Budget

Annual financial plan in which expenses do not exceed revenues and carry-over fund balance.

### Basis of Accounting

The method of accounting used to recognize revenues, expenses, expenditures and transfers, and the related assets and liabilities.

### Bond

A written promise to pay a specified sum of money (principal) at a specified date or dates in the future (maturity date), and carrying interest at a specified rate, usually paid periodically. The most common types of bonds are general obligation and revenue bonds. Bonds are frequently used for construction of large capital projects such as buildings, streets, and water and sewer improvements.

## APPENDIX

### **Budget**

A financial plan for a specified period of time of projected resources and proposed expenditures.

### **Budget Calendar**

A schedule of key dates that the City follows in the preparation and adoption of the City's budget.

### **Budget Year**

From October 1<sup>st</sup> through September 30<sup>th</sup>, is the same as the fiscal year.

### **CAFR**

Comprehensive Annual Financial Report.

### **Capital Outlay**

Expenditures that result in the acquisition of or addition to fixed assets.

### **Capital Program**

A five-year plan that outlines the capital projects and includes information regarding funding, project description and scheduling.

### **Cash Basis**

A basis of accounting under which transactions are recorded when cash is received or disbursed.

### **Certificate of Obligation (CO's)**

Legal debt instruments used to finance capital improvement projects. CO's are backed by the credit of the government entity and are fully payable from a property tax levy. CO's differ from general obligation debt in that they are approved by the City Council and are not voter approved.

### **Contingency**

An appropriation reserve set aside for emergencies or unforeseen expenditures not budgeted.

### **Current Taxes**

Taxes that are levied and due within the current year.

### **Debt Service Fund**

A fund established to account for payment of principal and interest on outstanding bonds when due.

### **Delinquent Taxes**

Property taxes that remain unpaid on and after the due date. Delinquent taxes also incur penalties and interest at specified rates set by law.

### **Department**

A functional group aimed at accomplishing a major service or program using related activities.

### **Depreciation**

The allocation of the cost of a fixed asset over the estimated service life of that asset.

### **Division**

A division is a separately budgeted segment of the department.

### **Effectiveness**

A program performance indicator that measures the quality of the program outputs.

### **Effective Tax Rate**

The rate that produced the same effect in terms of the total amount of taxes last year using the assessed valuation in the current year.

### **Encumbrance**

Appropriated funds committed to purchase a good or service that has not been performed or executed. After the receipt or performance of goods or service the commitment becomes an account payable.

### **Enterprise Fund**

A fund that operates like a business with the intent that the costs of providing the services will be recovered through user charges such as water and sewer charges.

### **Expenditure**

This term refers to total funds paid or to be paid for an asset or goods or services regardless whether the expense has been paid or unpaid.

### **Expense**

Charges incurred, whether paid or unpaid, for operation, maintenance, interest or other charges within the current period.

### **Fiscal Year**

The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Bay City has specified the fiscal year as beginning October 1 and ending September 30.



### **Fixed Assets**

Assets of a long-term character which are intended to be held or used, such as buildings, machinery, furniture, equipment, and land.

### **Full-Time**

The 40 hours per week that constitutes a regular full-time position.

### **Fund**

Separate accounting entities with their own resources, budgets, and accounts for recording all financing transactions for specific activities or government functions.

### **Fund Balance**

The difference between fund assets and fund liabilities, excess being a surplus and a shortfall being a deficit.

### **GAAP**

General Accepted Accounting Principles.

### **General Fund**

The fund used to account for all financial resources and activities except for those required to be in another fund.

### **General Obligation Bonds**

Voter approved bonds that finance a variety of public projects such as streets, buildings, and capital improvements. The Debt Service Fund is usually used to service and pay the debt issued. These bonds are backed by the full faith and credit of the City.

### **Goals**

Generalized statements of where an organization desires to be at some future time with regard to certain operating elements. (e.g. financial conditions, service levels provided, etc.)

### **Grants**

Contributions or gifts of cash or other assets from another government or entity to be used for a specific purpose, activity, or facility.

### **Interfund Transfers**

Amounts transferred from one fund to another.

### **Infrastructure**

Substructure or underlying foundation of the City. (E.g. streets, utility lines, water and wastewater treatment facilities, etc.)

### **Liaison**

The contact or connection maintained by communications between any organization to ensure concerted action, cooperation, etc.

### **Legal Debt Margin**

Actual amount of tax-secured debt service at the end of the fiscal year.

### **Legal Debt Service Limit**

The assessed value of the tax roll multiplied by the limit on amount designated for debt service per \$100 assessed valuation

### **Modified Accrual Basis**

This method of accounting recognizes revenues when they are measurable and available and expenditures when goods or services are received the exception being principal and interest on long-term debt which are generally recognized when due.

### **Operating Budget**

A plan of current year financing activities including expenditures and the proposed means of funding them.

### **Ordinance**

A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, usually require ordinances.

### **Policy**

A plan, course of action, or guiding principle, designed to set parameters for decisions and actions.

### **Property Tax**

Taxes that are levied on both real and personal property according to the property's assessed valuation and tax rate.

### **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**

An equity account reflecting the accumulated earnings of a proprietary, or enterprise fund, or internal service fund.

### **Revenue**

Funds received as income. It includes such items as tax payments, fees from specific services, fines, interest income, franchise fees, etc.

### **Revenue Bonds**

Bonds for which principal and interest are paid from an Enterprise or Proprietary Fund.

### **Sales Tax**

A general “sales tax” is levied on all persons and businesses selling merchandise within the City limits on retail items.

### **SCADA**

Supervisory and Control Data Acquisition.

### **Special Revenue Funds**

Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. (e.g. Hotel/Motel)

### **Strategic Plan**

A collectively supported vision of the City’s future including observations regarding the potential effects of various operating decisions.

### **Tax Base**

Certified by the Tax Appraisal District the total taxable value of all real and personal property within the City as of January 1st of each year.

### **Tax Levy**

The product of the tax rate per one hundred dollars multiplied by the tax base.

### **Tax Rate**

The amount of tax levied against each \$100 of taxable value.

### **Tax Roll**

The official list showing the amount of taxes levied against each taxpayer or property.

## APPENDIX

### **Taxes**

Compulsory charges levied by a government for the purpose of financing services performed by the government for the common benefit of the public it serves.

### **Unencumbered Balance**

The amount of an appropriation that is neither expended nor encumbered. It is the amount of money still available for future purchases.



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