

Adopted Annual Budget



FISCAL YEAR 2021-2022

City of Bay City, Texas
cityofbaycity.org



CITY OF BAY CITY, TEXAS

ANNUAL OPERATING BUDGET

FOR FISCAL YEAR 2022

This budget will raise more revenue from property taxes than last year’s budget by an amount of \$265,423, which is a 4.60% increase from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is \$45,881.

City Council voted on September 14, 2021

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 Jason Childers	X	X	X
Floyce Brown	X	X	X
James Folse	X	X	X
Becca Sitz	X	X	X
Bradley Westmoreland	Absent	Absent	Absent

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

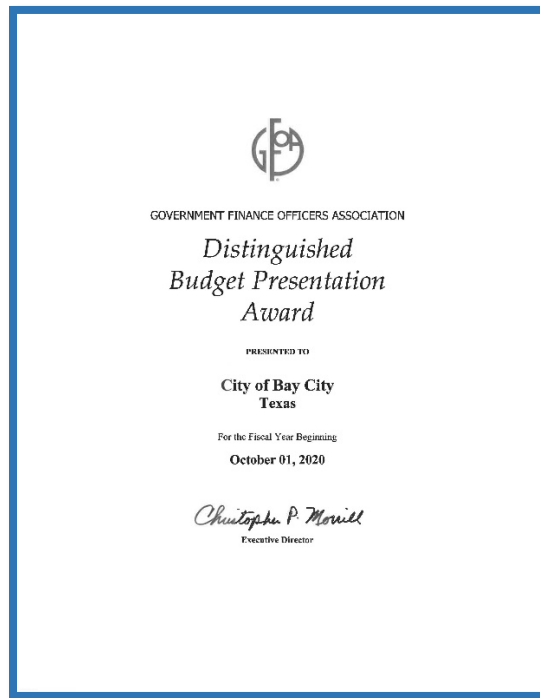
Tax Rate Information	Adopted FY 2021	Adopted FY 2022
Property Tax Rate	.65500	.63500
No-New Revenue Tax Rate	.63808	.61062
No-New Revenue M&O Tax Rate	.65799	.44702
Debt Rate	.17288	.16363
Voter-Approval Tax Rate	.67709	.65445
De Minimis Rate	.88765	.66321

Debt service requirements for the City of Bay City are currently \$.16363 of the current **adopted** property tax rate of **\$.63500**. The City has eight outstanding debt issues. At the end of Fiscal Year 2022, outstanding general obligation bond and certificates of obligation bonds will be \$27,167,000 however only \$9,957,758 is currently supported by property taxes.

FY 2022 Debt Service Requirement to be paid by property taxes \$1,556,393. See Debt rate (.16363) 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, 2020**. 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.



Mayor and City Council members pictured with the Finance Department after receiving GFOA's Distinguished Budget Presentation Award for the third year in a row.

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 Entrance Road

(Hard copy only)

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Contributors

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BUDGET MESSAGE

Dear Citizens of Bay City,

Once again, thank you for the opportunity and privilege to serve as City Manager for the City of Bay City.

This last year has been a very tough year for most municipalities as we have dealt with “Covid-19” and its management and staffing impacts. We were fortunate to only see minimum impacts in sales tax due to Covid-19. However, Hotel Motel Funds are down approximately 20% from prior year. In addition to Covid-19, the City was impacted by Storm Uri in February 2021, which has led to substantially higher than normal electric utility payments and Bay City Gas Company payments for FY 2021-2022.



To this end, the City has built its Adopted FY 2021-2022 Budget & 5-year Capital Plan with a fairly conservative financial approach. The City will use reimbursements from the FY 2021 CARES ACT to payback General Fund related personnel expenditures in order to fund one-time capital project expenses. In the same manner, “American Rescue Plan” funding will be added to the budget mid-year after the City has received clear guidance the approved uses of Federal funds.

The City Council has developed its FY 2022 Goals and Objectives within 5 key Vision 2040 Plan Elements: Governance, Public Safety (*new*), Livability & Quality of Life, Community & Economic Development (*Housing new*) and Infrastructure & City Facilities which have been used in the development of the Adopted FY 2021-2022 Budget.

My goals this year are to ensure that the City provides excellent customer service to our citizens and to provide City Council with nationally recognized expertise in measurable and attainable Strategic Planning. It is with a well-articulated vision, goals, objectives, and tasks that we can accomplish great measures of success in Bay City.

The 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 financially in the most conservative manner possible. Presented hereafter is the budget for the 2021-2022 fiscal year.

You will notice that our adopted tax rate decreased .02 per \$100 value due to appraised valuation increasing. With a decrease in the tax rate, the City will continue to provide you with the same or better level of customer service, as we strive to constantly improve. We are focused on retaining our City’s employees providing a good compensation package which includes salary increases and quality health care benefits. Please note that large increases are related to a 15% increase in Health Insurance within this budget.

In the spirit of unity, we are developing relationships with several entities and partnering with our industry neighbors and vendors to improve services to the citizens of the City of Bay City.

Please accept the FY 2021-2022 Budget as an integral component of our movement towards a family-centered, citizen engaged, and culturally diverse community.

Shauna D. Burkhart

City Manager

Executive Summary

The City Council and Staff reviewed the progress of the City’s Comprehensive Plan (Vision 2040) and from those sessions provided staff with 2022 Strategic Goals. 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 expectations or better known as “Strategic Areas of Emphasis”.

These “Strategic Areas of Emphasis” support the City’s long-term vision but provide staff a more defined direction for the upcoming year. The 2022 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 Comprehensive Master Plan: Vision 2040 and the Strategic Plan can be found in the **City Profile** section of this book.



Reviewing our Priorities for the FY 2022 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 working through a COVID struck workforce, a hard winter storm, and a volatile economy. Below lists the public improvement projects and other improvements worth accomplished that enhance the quality of life in our community:

- Built the first splashpad in Bay City at Amistad Park
- Completed construction of concrete pavement and sidewalk repairs in various locations
- Renovated caboose at Gusman Park and gazebo at Liberty Park
- Added new shade pavilions to Hardeman Park
- Added sand volleyball court to Mary Wither's Park
- Converted tennis courts at Community Park to basketball and pickleball
- Constructed floating boat dock at Riverside Park
- Installed premier bulk water system to better serve area contractors
- Installed new fuel management system at the Municipal Services Building
- Refurbished recycling bins through a grant award from Houston Galveston Area Council
- Awarded a contract to install a new automated reading system
- Completed construction of T-Hanger "E" at the City's Airport
- Completed engineering to relocate and repair drainage on Airport
- Completed engineering for taxiway relocation project
- Completed the Drainage Study with assistance from other governmental agencies in County
- Constructed Nile Valley Road with the financial backing from the Bay City Gas Company and Bay City Community Development Corporation resulting in no additional tax burden for our citizens
- Striped 900 LS of crosswalks in Bay City
- Completed overlays on various streets
- Cleaned numerous ditches and replaced culverts at various city locations

With the 2040 Plan in mind along 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, 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 2022 recommends no increase to the property tax rate. However, there will be an increase in water, sewer, and garbage rates. This budget will raise more revenue from property taxes than last year's budget by \$265,423 which is a 4.60% increase from last year's budget. The City-Wide Budget totals \$28,901,000 (.5% increase from prior year). Of this amount, \$16,205,000 is estimated for the operations and maintenance of the General Fund (1% decrease from prior year), \$2,053,000 for the Debt Service Fund (2% increase from prior year), \$9,000,000 for the Public Utility Fund (4% increase from prior year), and \$645,000 for the Airport Fund (8% increase from prior year). Within these budgets are capital costs of approximately \$2.1 million to fund equipment and major public improvement projects funded by grants, reserves, & operating revenue. Bond proceeds of 31.1 million will fund water, sewer, street, and airport improvements. When comparing each fund over prior year—most variances are a result of changes in debt and timing of capital projects. The decrease of 1% in the General Fund is attributed to funding fewer capital expenditures with excess fund balance. The slight increase in the Debt Service Fund relates to a new bond refinance supported by property taxes. The increase in the Public Utility Fund is attributable to using reserve to fund the capital project related to Mockingbird Water Plan. The increase in Airport Fund related to personnel costs and the purchase of a new mower. 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 \$998,000. Capital projects account for approximately \$300,000 to fund facility improvements to the Texas Theater and a new performance pavilion at LeTulle Park. 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 ongoing effects of COVID-19 in our community are volatile. The City's population has remained relatively flat for the last eight years.
2. The City struggles to maintain a competitive salary with surrounding cities.
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).

4. The City's rising costs of health insurance, workers compensation, and windstorm continues each year \$212,000.
5. City electrical surcharge as a result of Winter Storm Uri will impact the City by \$183,500.
6. 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.
7. The City acquired in recent years a library and a swimming pool. Though very significant to the community, both have impacted the City's General Fund by approximately \$591,000 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.
8. 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 2022 Adopted Budget utilizes business plans that were developed in support of the City's **Vision 2040 and 2022 Strategic Plan (Focus)**. The Annual Strategic links 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 same guiding principles.

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

- Increased property tax values and the City's upward sales tax revenue stream helped the City maintain existing service levels.
- The City's additional revenue due to Sales Tax supported the pay plan pool of (3.0%) and offset the costs associated with rising costs of insurance.
- With the City meeting the Fund Balance policy—the City was able to continue funding a Fixed Asset Replacement Fund that will fund future replacement vehicles and equipment in the General Fund.
- The City staff negotiated down medical premiums to 15% increase from original proposals.
- Payroll reimbursements (federal grant dollars) related to COVID-19 assisted in funding capital projects and helped offset the reduction historically provided by the City's two

Component units (Bay City Gas Company and Bay City Community Development Corporation).

- The City's newly created Fixed Asset Replacement Fund enabled replacements of vehicles or equipment needed by various departments of the General Fund.
- 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 sales tax revenue, the City can maintain a solid service plan, maintain the fund balance in General Fund, and fund some major public improvements as explained in more detail below.

Budgetary Expenditure Highlights

The adopted expenditures of the City's major funds total \$28,901,000, up \$140,866 from prior year. 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 3% or \$305,000
- Fund Balance- This budget does not use any Fund Balance. The City is anticipated in this budget to maintain reserves between 90 and 120 days operating expenditures
- Staffing Levels- The City increased staffing levels by 2 Full-Time Equivalents. The positions were 1 part-time position (Code Inspector), 1 part-time position in Airport (Lineman), and 1 full-time position in Police (Detective- grant funded)
- Capital Additions- Machinery and Equipment in General Fund (\$337,000) and Utility Fund (\$293,000)
- Capital Projects- General Fund: appropriated \$688,000 for a Hamman Drainage Project, \$15,000,000 for Drainage Improvements, \$1,300,000 for Elliot Subdivision, \$287,000 for Diversion Channel Improvements, \$200,000 for Cottonwood Creek to aid in erosion control, and \$546,000 park and building improvements

BUDGET MESSAGE

- Capital Project- General Fund: Continuation of Nile Valley road project (Bridge Rehabilitation) \$500,000 – recently funded by a \$6,000,000 Certificate of Obligation with debt being paid equally by the Bay City Community Development Corporation and the Bay City Gas Company
- Capital Projects- Hotel Motel Fund: appropriated \$50,000 towards rehabilitation of the City’s Theatre of Arts Center & 250,000 for a performance pavilion at LeTulle Park
- Capital Projects- Utility Fund: \$1,000,000 for rehabilitation to Mockingbird Plant; \$195,000 for a Public Water System (located at Airport)
- Capital Projects- Utility Fund: appropriated \$23,245,000 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 anticipated to increase slightly over FY 2022 actual. The effects of COVID-19 have been minimal thus far due to the recently opened Shipley’s Donuts, TNT Western Wear, Bay City Farm and Ranch Supply, Truth Barber/Salon, and several other businesses. In addition, the South Texas Project (STP) is hiring approximately 100 workers per year to prepare for transition of a workforce that will soon be retirement eligible. Even though this nuclear plant resides in the County, it is anticipated that many employees will seek residence inside the city limits.

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 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

With Bay City anchored to the VISION 2040 PLAN—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

“Coming together is the beginning, Staying together is progress, Working together is success”

Henry Ford





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

CITY OF BAY CITY
CITY COUNCIL
FY 2022



Councilwoman Brown
Position 1



Councilman Folse
Position 2



Councilman Westmoreland
Position 3



Councilwoman Sitz
Position 4



Councilman Childers
Position 5
Mayor Pro-Tem

CITY PROFILE

Official	Title	Years of Service	Term Expires
Robert Nelson	Mayor	2	2022
Floyce Brown	Councilwoman Position 1	1	2023
James Folse	Councilman Position 2	1	2023
Brad Westmoreland Filled Vacancy	Councilwoman Position 3	0	2022
Becca Sitz	Councilwoman Position 4	4	2022
Jason Childers *Mayor Pro-Tem*	Councilman Position 5	4	2022

VISION

Bay City, Texas: Clean, Safe and Prosperous

Bay City is committed to developing and enhancing the long-term prosperity, sustainability, and health of the community.

MISSION

The City of Bay City is a community that fosters future economic growth, strives to deliver superior municipal services, invests in quality-of-life initiatives and is the gateway to the great outdoors. We encourage access to our unique historical and eco-cultural resources while maintaining our small-town Texas charm.

Comprehensive Master Plan- Vision 2040

Vision

Bay City adopted the 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 Vision 2040 Plan Elements.**



City Council Area of Emphasis with Associated Goal Statement

Fiscal Year 2022 Strategic Focus



Governance

- Improving the Image of Bay City
 - Evaluate City Properties & Trust Properties
 - Move to Tax Rolls
- 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
 - Site Evaluation & Feasibility Study
- Safe Community
 - Lower Crime Statistics for Bay City
- Code Enforcement-Fire Marshal
- 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
 - Engineer and Rebuild 16th St. Pool
 - Add lighting to Frahm's Soccer Fields
 - Update Park Master Plan
 - Playground Improvements at Four Parks
- Theater & Arts
 - Develop a Plan of Action (Community Input on Ideas of Use)
- Code Enforcement- Fire Marshal
- City-wide Clean-Up Campaign
- Library

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 2022 Strategic Focus (Continued)



Community & Economic Development

- Housing
 - Single Family Sub-Division
- Downtown Revitalization/Historic Preservation
 - North Downtown Plan
 - Business Recruitment in unoccupied spaces
- Tourism - *Becoming a Destination Location*
 - Promote Bay City and surrounding communities
 - Promote Bay City through Digital Sign
- Land Use
 - Planning Commission
 - Incorporate in TIRZ process for future development
- Improve Educational Opportunities for citizens and students, including skills training and higher education.

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- Improve traffic flow
 - Nile Valley Bridge rehabilitation
 - Streets Striping
 - Downtown Parking
- Airport
 - Taxiway Relocation
 - Wildlife Mitigation Fence
 - New Public Water Well
- Repair water and wastewater system
 - Texas Water Development Board project
 - Water Meter Replacement
 - Sewer Plant Rehabilitation
- Improve Drainage System
 - Drainage study & implement findings

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 2022 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**
 - **Evaluate City Properties & Trust Properties**
 - Move to Tax Rolls
- **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 2022 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

- 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

- 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

- Create a virtual new hire process
- Update and maintain pay scale
- Implement Phase 2 of compensation pay plan to address compression (up to \$5,000 max)
- Implement Certification Pay for all employees
- Implement City-wide intranet
- Implement pay cards for those employees not on direct deposit

Municipal Court Department

- Continue to provide impartial and courteous case resolution to the public
- Hold successful Warrant Forgiveness and Amnesty campaigns
- Continue to utilize newly implemented Tyler Notify system for court appearance and compliance purposes
- Maintain and publish more forms, information and important dates to the City website
- Replace current interior/exterior security camera system to increase safety compliance
- Replace current handheld metal detector with two new, updated handheld metal detectors
- Enhance the Virtual Court experience for our defendants, counsel, and staff
- Continue to increase court fine/cost compliance
- Continue to increase court appearance compliance
- Begin implementing paper lite case resolution with new case management software
- Migrate to Incode 10 Court software

Finance Department

- Apply for additional transparency stars as permitted
- Implement Judges recommendations to Budget Book to improve citizen engagement
- Implement new Budget Software to reduce error and improve budget processes
- Create uniform lease agreement for all current and future renters
- Implement new timekeeping system -ExecuTime to improve payroll process
- Assist in updating several interlocal agreement (pool contract, tax collection)
- Assist in the disposition of City Property deemed surplus (particularly buildings and land)
- Implement a cash handling policy

Public Works Departments (Streets and Utility Departments)

- Continue to manage and direct third-party inspectors (Bureau Veritas) in a manner that assists staff in the implementation of model codes while maintaining the division's expenditure goals
- Continue to promote an equal application of division policies, city ordinances and model codes for all developers and citizens
- Establish policy/procedures at the new Recycling Center for safety and operations
- Expand on grease trap inspection program using CityWorks to document and schedule inspections; review and update City Ordinance related to grease traps and partner with Cod Enforcement to ensure proper enforcement
- Develop and implement backflow prevention program and inventory control programs
- Update the Operating & Maintenance Manual for the WWTP
- Develop Standard Operating Procedures for Public Works departments
- Perform a Risk & Resilience Assessment and develop a Utility Emergency Response Plan

Utility Billing

- Coordinate the Customer Service Week
- Create a “Welcome Letter” for new customers
- Improve organization of website page
- Create a new magnet that lists important City numbers
- Add scanners to streamline the application process

Airport

- Host a fly-in movie night
- Create airport brochures for visitors with Airport and City information
- Update Chapter 18 of City Ordinance for the Airport

Information Technology

- Continue to provide fast & reliable access to all information systems
- Repair radio Tower per Trico and FAA recommendations
- Continue to promote transparency for all departments through social media
- Update radio inventory from all entities to ensure accurate cost allocation
- Upgrade Eventide system which records and stores all Police Department’s incoming calls including 911
- Upgrade 20 computers across City departments
- Continue to support City departments with software upgrade to Incode 10
- Upgrade the MultiFax FaxFinder server
- Re-evaluate technology-based contracts for cost savings
- Continue facilitation of electronic data collection, storage, and security
- Reduce redundant data in cloud storage

Public Safety

- **Public Safety Building**
 - Site Evaluation and Feasibility Study
- **Safe Community**
 - Lower Crime Statistics for Bay City
- **Code Enforcement- Fire Marshal**
- **Enhance Communication & Customer Service**
 - Town Hall Meetings
 - National Night Out

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

Fiscal Year 2022 Departmental Business Plans (Objectives)

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

Police Department

- Promote citizen compliance with pet registration requirements
- Lower overall NIBRS statistics from prior year
- Increase patrol activities to deter and prevent criminal activity
- Increase Special Operations within the department that will focus on criminal activity and traffic violations
- 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
- Seek grant(s) to allow for fire extinguisher training/simulations for the community

Fire Marshal/Code Enforcement

- Perform periodic fire inspections of all businesses (approx. 700) within the City limits to reduce the number of fires that occur within the City
- Educate the community on fire prevention measures to take to promote a safer community for our citizens
- Investigate all fires within the City limits, taking all enforceable action allowed by law
- Investigate programs that will improve the safety of the community.
- Enhance routine daily inspections of private and public properties within the City limits to reduce the number of recurring public nuisances, substandard structures, and code violations
- Educate the community on options and resources available for special/hazardous waste disposal collaborating with Public Works for prevention of illegal dumping while promoting a cleaner City
- Enforce “Texas Litter Abatement Act”, imposing applicable civil and/or criminal action allowed by law
- Implement processes to mitigate environmental health and safety hazards originating from recurring public nuisances, to improve the safety of the community through proactive measures in lieu of reactive response

Livability & Quality of Life

- **Parks & Recreation - walking trails, pools, & other amenities**
 - Engineer and Rebuild 16th Street Pool
 - Add lighting to Soccer Fields
 - Update Park Master Plan
 - Playground Improvements at Four Parks
- **Theater & Arts**
 - Develop a Plan of Action (Community Input on Ideas of Use)
- **City-wide Clean-up Campaign**
- **Library**

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

Fiscal Year 2022 Departmental Business Plans (Objectives)

Administration

- Determine future plan for 16th Street Pool

Parks Department

- Add lighting to the youth soccer field complex
- Remodel Teen Center at Hardeman Park and replace its outdoor restroom with a precast concrete building
- Replace roof on the Parks Administration Building (Armory)
- Refinish pool plaster and decking at Valiant Pool
- Solicit sponsors to fund an amphitheater at LeTulle Park

- Host Pop-Up programs at City Parks
- Create new kid fish, rally on the river, redneck ramble, yoga, and senior activities
- Celebrate 115th anniversary of the Bandstand at Liberty Park and 80th anniversary of USO
- Continue to improve amenities at Riverside Park (ie shade canopies and play features)
- Perform five-year update to the Parks Master Plan
- 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 awareness of Riverside Park through marketing to the Houston metropolitan area

Library

- Conduct a technology infrastructure overhaul of cabling, firewall, Wi-Fi equipment and battery backups through ERATE process
- Increase accessibility of technology by adding hotspots, internet enabled devices and assistive technology
- Add mobile computer lab, videoconferencing equipment and upgrade public computer software through TSLAC Technology Academy grant
- Explore elimination of late fees to reduce barriers of service
- Replace public use furniture with easy to clean furniture in response to COVID-19 pandemic
- Continue to offer online services to further personal, professional, and educational growth during the pandemic
- Purchase and install exterior signage through outside funding with Bay City Library Association
- Rehabilitate exterior of building
- Develop Facility Improvement Plan to prioritize facility improvements
- Continue to evaluate and improve programs and services currently in place

Community & Economic Development

- **Housing**
 - Single Family Sub-Division
- **Downtown Revitalization/Historic Preservation**
 - North Downtown Plan
 - Business Recruitment in unoccupied spaces
- **Tourism - *Becoming a Destination Location***
 - Promote Bay City and surrounding communities
 - Promote Bay City through Digital Sign
- **Land Use**
 - Planning Commission
 - Incorporate in TIRZ process for future development
- **Improve Educational Opportunities for citizens and students, including skills training and higher education.**

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 2022 Departmental Business Plans (Objectives)

Finance Department

- Assist in creating a TIRZ process for developers
- Assist with Housing Development and Business Development funding mechanisms

Main Street

- Increase usage of “Shop Where I Live” marketplace
- Promote downtown events through various forms of media and sponsorships
- Increase CamoFest funds through sponsorship and higher attendance to event
- Absorb Historic Commission as a committee of Main Street
- Increase façade improvements to buildings through grants
- Replace remaining section of sidewalk on 7th Street to match the rest of the square

Tourism

- Strengthen brand recognition among potential and existing tourists
- Commission visual artists or artists’ teams to create works of art sited on or near areas in need
- Seek available grants and apply for funding through Keep Texas Beautiful Affiliation to expand or improve community facilities or programs alongside Code Compliance Officer and other partners
- Work with Bay City Community Development Corporation to encourage community involvement in the Tourism sector and promote/produce literature showcasing business opportunities
- Install directional signage at local parks
- Increase digital marketing presence and optimize visibility to connect with target audience
- Manage production of supplemental travel and tourism promotional videos
- Design consistent and concise marketing collateral that supports and builds brand

Bay City Community Development Corporation

- Streamline the permitting processes to a One-Stop-Shop for Developers
- Continue to work with local officials in supporting community development projects
- Refine the incentive package from BCCDC/City/Other entities for housing developers
- Develop blighted shopping centers and dilapidated buildings focusing on the main Highway 60 and 35 corridors
- 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 Bay City Tourism to direct a business-related mural
- Partner with other entities in the City of Bay City to educate potential work force
- Begin work on regional detention based on finding from the study
- 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

Infrastructure

- **Transportation- Improve Traffic Flow**
 - Nile Valley Bridge Rehabilitation
 - Streets Striping
 - Downtown Parking
- **Airport**
 - Taxiway Relocation
 - Wildlife Mitigation Fence
 - New Public Water Well
- **Repair Water and Wastewater System**
 - Texas Water Development Board Project
 - Water Meter Replacement
 - Sewer Plant Rehabilitation
- **Improve Drainage System**
 - Drainage Study & Implement Findings

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

Fiscal Year 2022 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

Airport

- Complete construction of taxiway and drainage relocation
- Install wildlife fencing along runway property line
- Replace Jet-A self-serve fueling station
- Add new public drinking water well

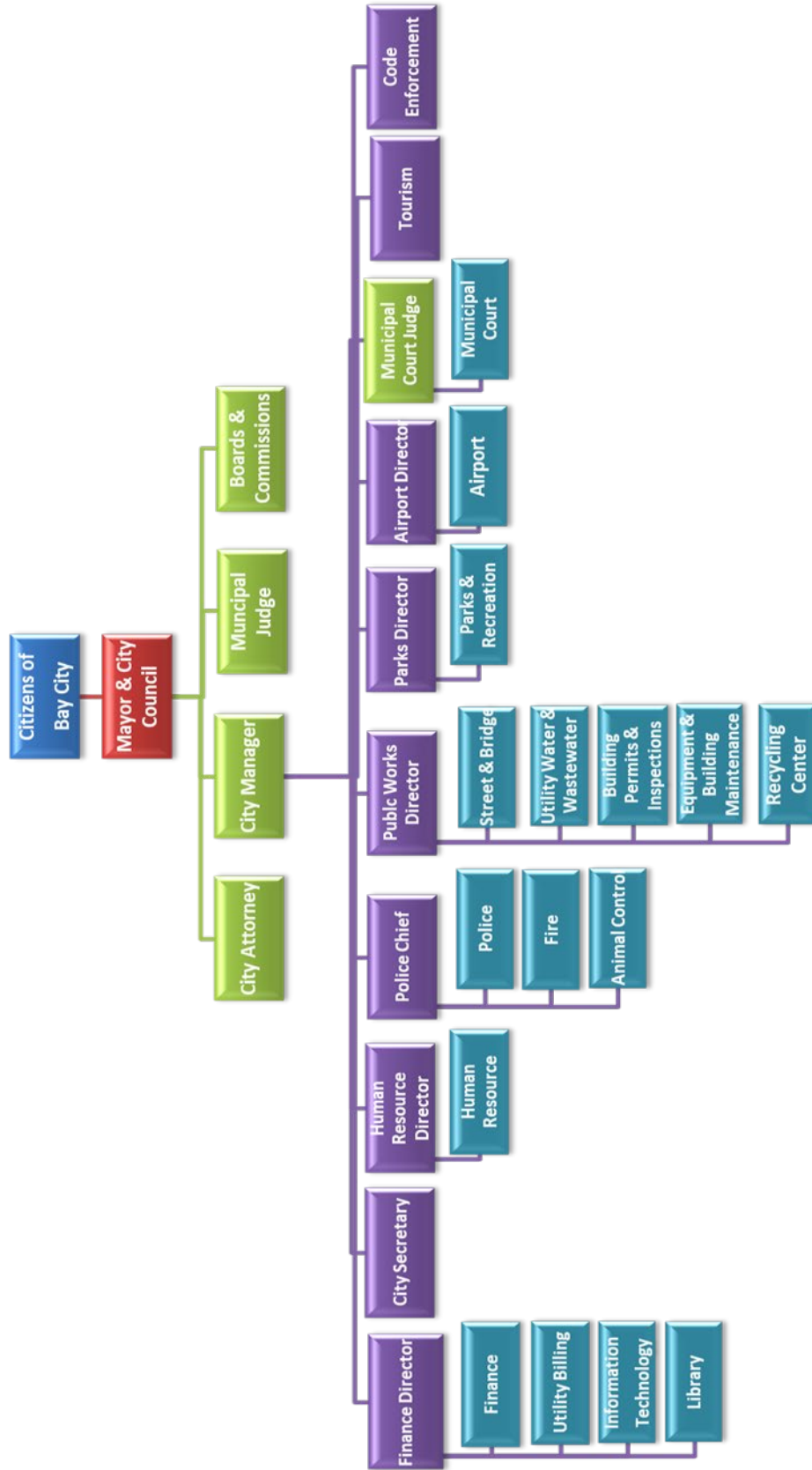
CITY OFFICIALS

FY 2022

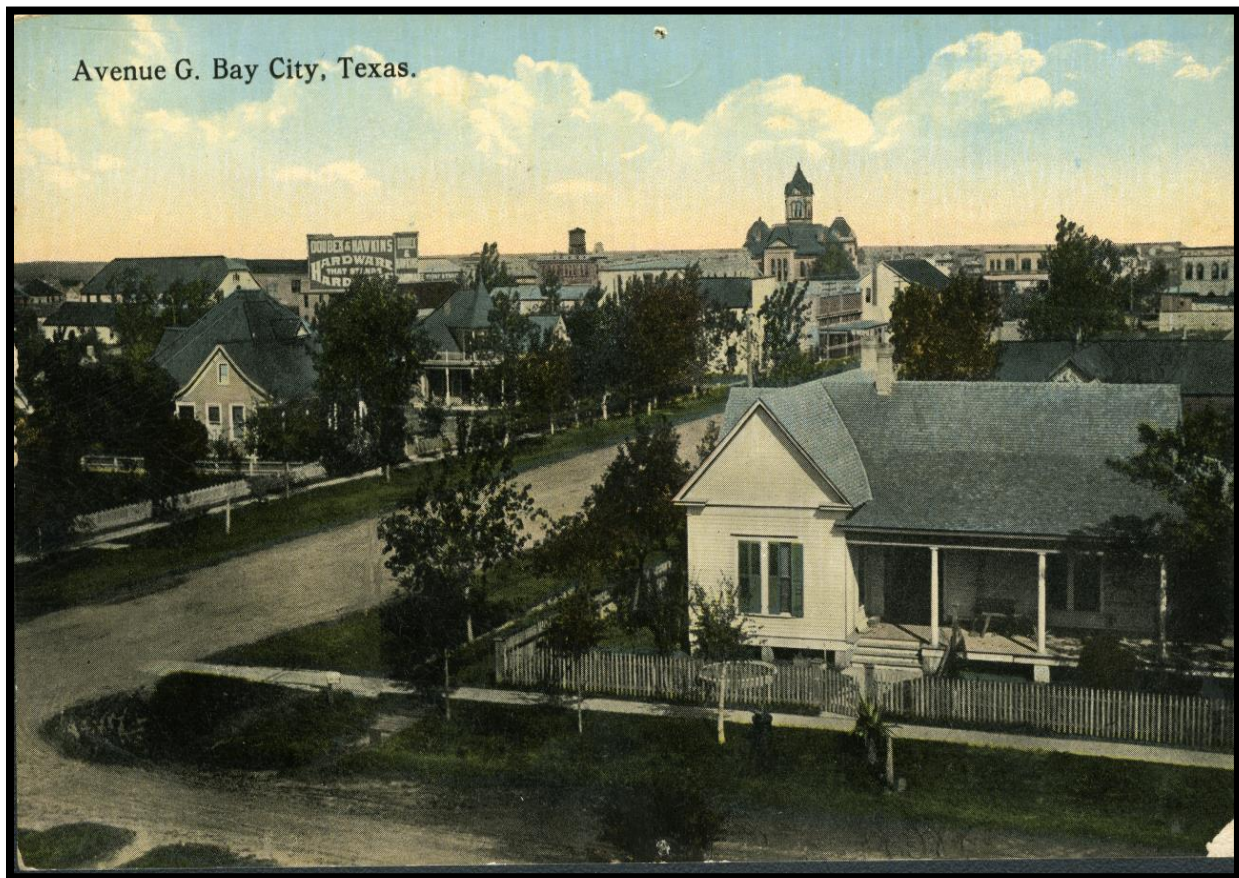
Shawna Burkhart	City Manager
Scotty Jones	Director of Finance
Jeanna Thompson	City Secretary
Rhonda Clegg	Human Resources Director
Barry Calhoun	Director of Public Works
Robert Lister	Chief of Police
Suzan Thompson	Municipal Court Judge- Appointed
Shawn Blackburn	Director of Parks & Recreation
James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



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



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

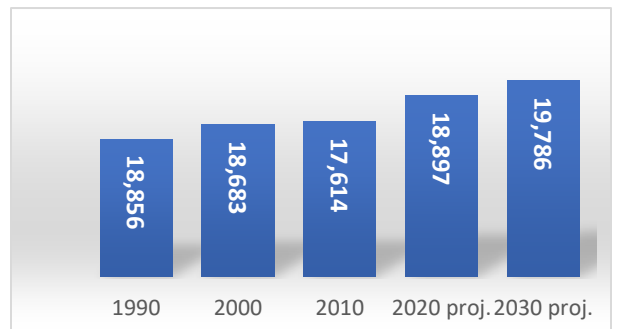


Location

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.

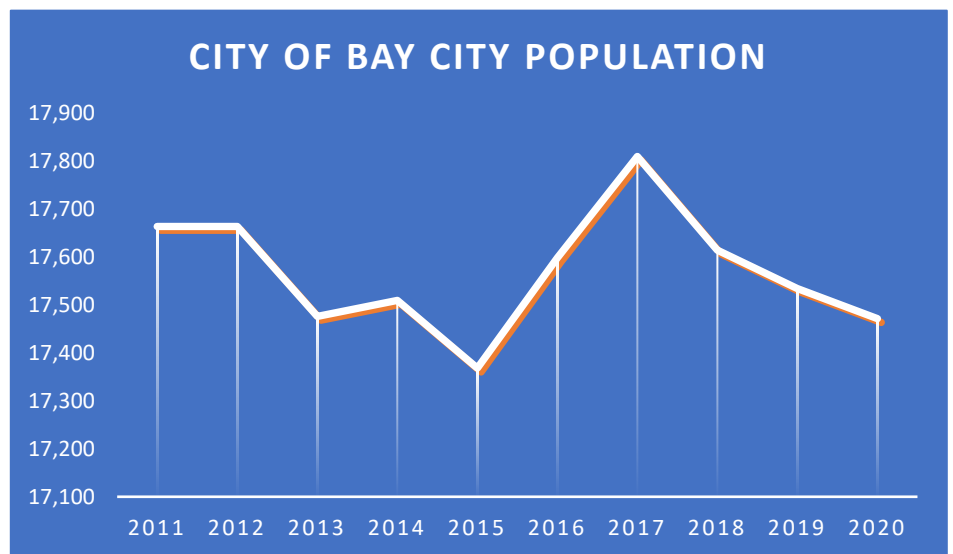
Population

According to the 2010 census, Bay City is currently home to about 17,614 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. An updated population count will come out once 2020 census is complete.



City of Bay City, Texas
Population

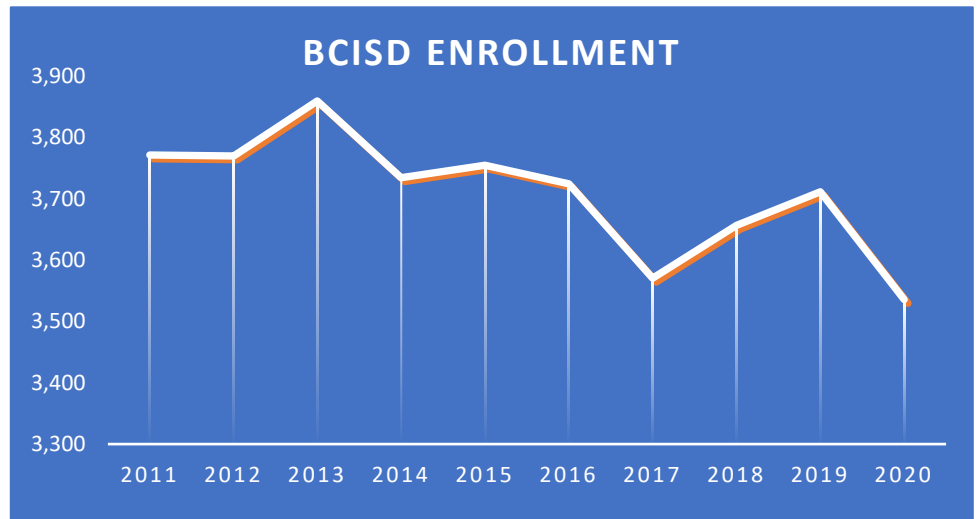
<u>Year</u>	<u>Population</u>
2011	17,663
2012	17,663
2013	17,476
2014	17,509
2015	17,368
2016	17,598
2017	17,809
2018	17,614
2019	17,534
2020	17,471



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. Tenie Holmes and BCJH have newly constructed campuses opening the Fall of 2019. The new Blackcat football stadium is slated to open, on the BCHS grounds, in the fall of 2020 as well. Bay City also has a college campus, Wharton County Junior College, which focuses on technical training and nuclear plant operations. Bay City ISD has earned a TEA Accountability rating of “B” for the 2019-2020 school year.

BCISD Enrollment	
Year	Enrollment
2011	3,772
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



*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 WCA. Currently, the City has approx. 6,100 water and sewer customers, whether it be residential or commercial. Average daily water consumption (millions) is 1.470 and average daily sewage consumption (millions) is 1.938. The City maintains 109 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 16th Street Pool is open year-round.

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

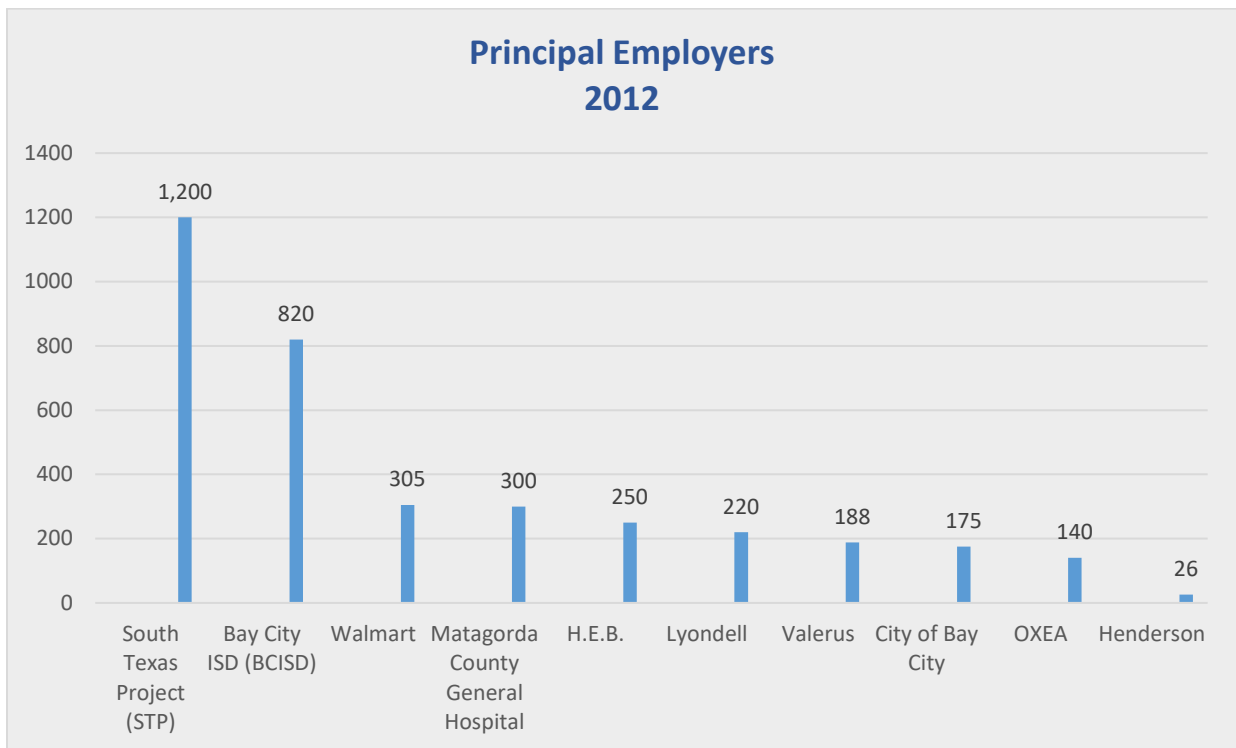
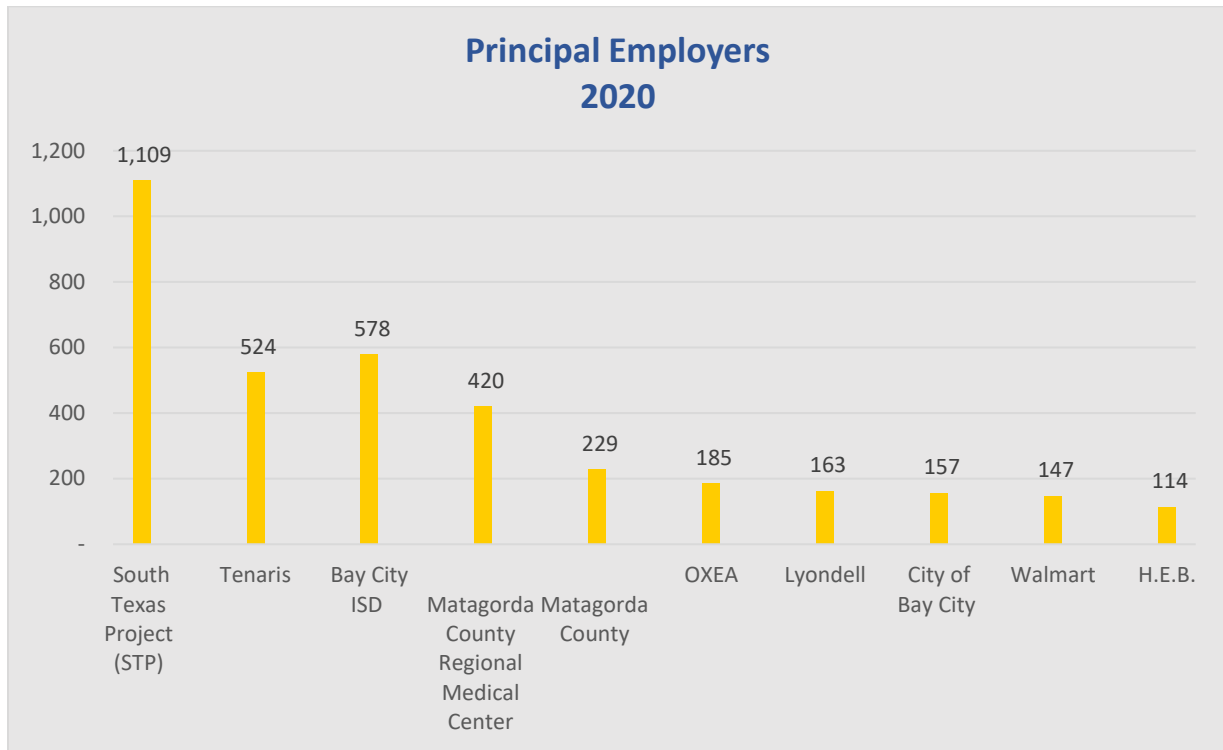


Festivals and events are constantly being held throughout our community in which citizens can attend. Some of our notable events/festivals are:

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

Principal Employers

(Unaudited)

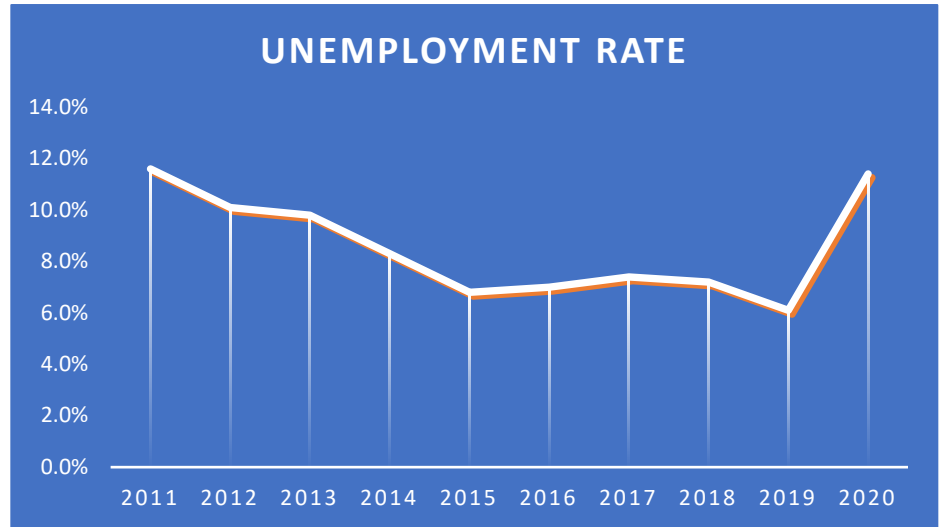


Demographic and Economic Statistics

(Unaudited)

Unemployment Rate

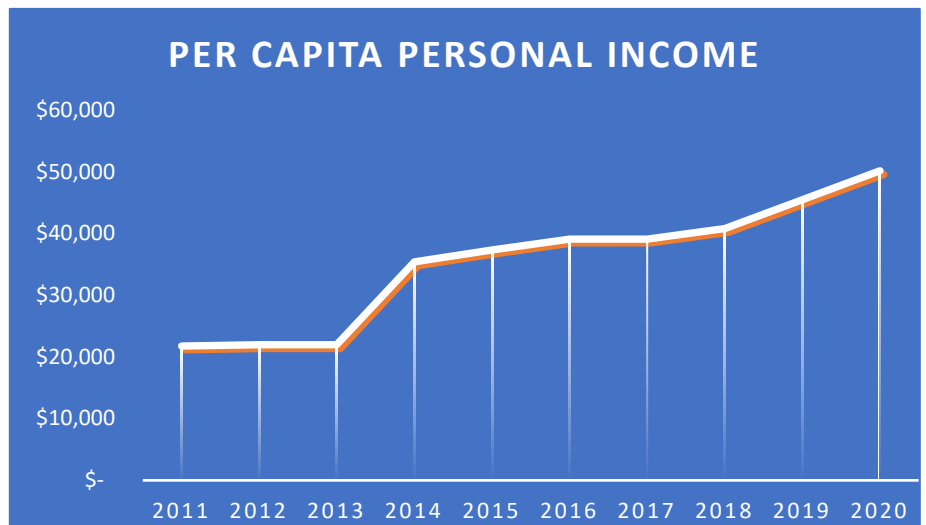
<u>Year</u>	<u>Rate</u>
2011	11.6%
2012	10.1%
2013	9.8%
2014	8.3%
2015	6.8%
2016	7.0%
2017	7.4%
2018	7.2%
2019	6.1%
2020	11.4%



*Source for Unemployment Rate: Texas Workforce Commission

Per Capita Personal Income

<u>Year</u>	<u>Income</u>
2011	\$ 21,773
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

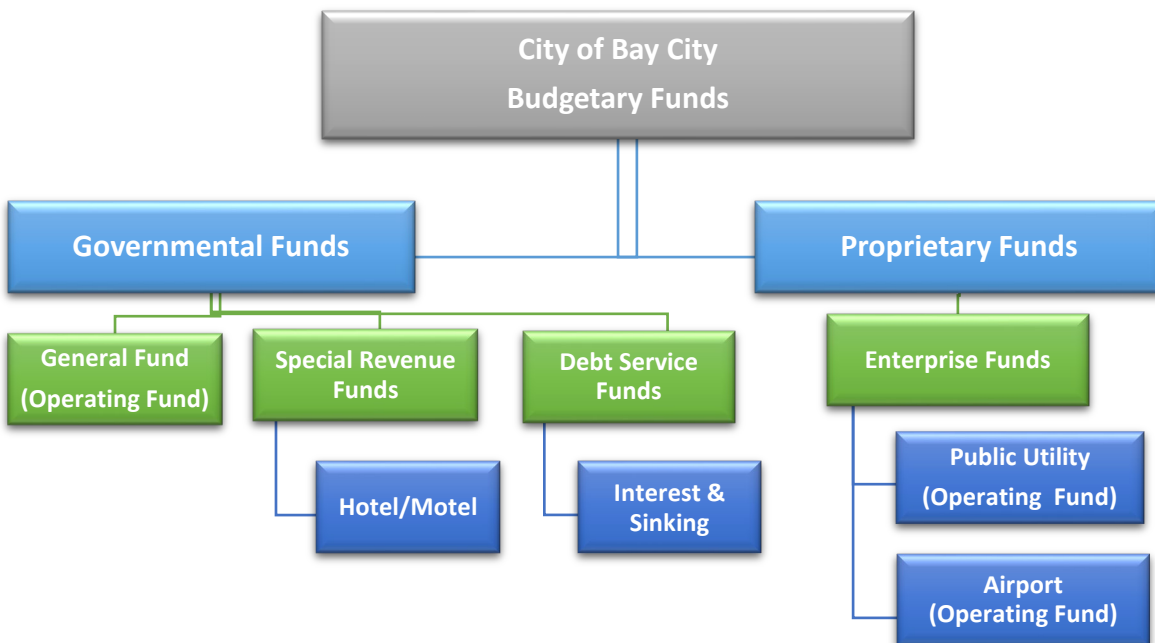


*Source for Per Capita Personal Income: US Department of Labor, Bureau of Labor Statistics



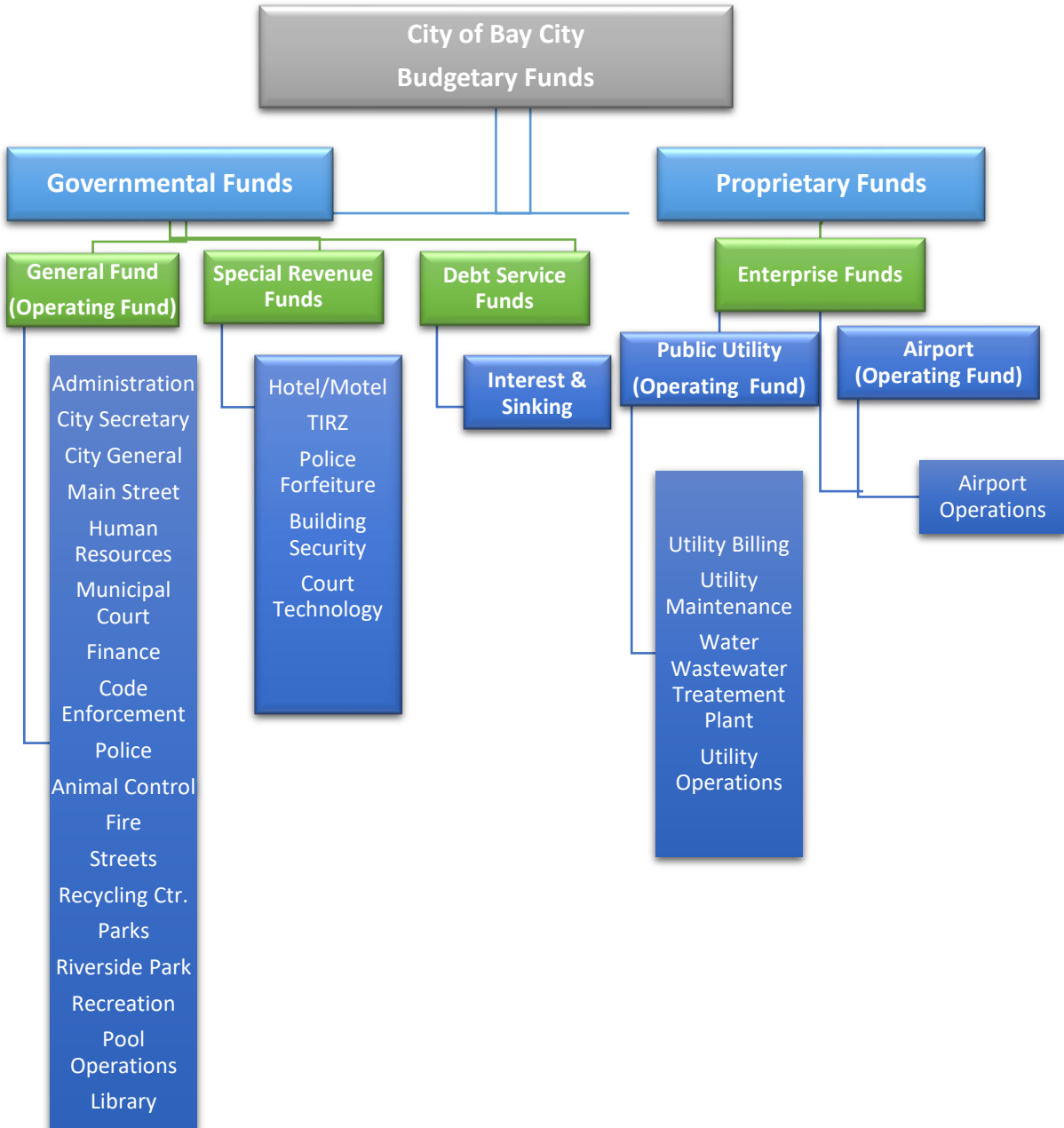
Budgetary Fund Structure

The illustration below is intended to serve as a “big picture” overview for the City of Bay City’s FY 2022 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 2022 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 2022 budget for all appropriated funds totals \$28,979,000 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 2022 Budget by Funds as it compares to the prior year.

	Amended Budget FY 2021	Adopted Budget FY 2022	Variance	Variance By %
General Fund	16,401,634	16,283,000	-118,634	-1%
Interest & Sinking Fund	2,020,000	2,053,000	33,000	2%
Public Utility Fund	8,683,500	9,000,000	316,500	4%
Airport Fund	598,000	645,000	47,000	8%
Hotel/Motel Fund	1,057,000	998,000	-59,000	-6%
Total Budget	28,760,134	28,979,000	218,866	0%



Nile Valley Road Grand Re-Opening August 17,2021

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 10-1-21	Budgeted Revenue FY 2022	Budgeted Expenditures FY 2022	Ending Fund Balance/ Working Capital 9-30-22
General Fund	3,938,170	16,283,000	(16,283,000)	3,938,170
Interest & Sinking Fund	235,947	2,053,000	(2,053,000)	235,947
Utility Fund	2,755,067	9,000,000	(9,000,000)	2,755,067
Airport Fund	65,370	645,000	(645,000)	65,370
Hotel Occupancy Tax Fund	611,955	998,000	(998,000)	611,955
Total Fund Balance/Working Capital	7,606,509	28,979,000	(28,979,000)	7,606,509

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 10-1-20	3,938,170	235,947	2,755,067	65,370	611,955
Reserve Policy (90 days)	(3,805,967)	0	(2,230,531)	0	0
Reserves Used-Capital Projects	0	0	(500,000)	0	(311,500)
Reserves Used- Balance Budget*	0	0	0	(35,000)	0
Budgeted Depreciation** Build Reserve	0	0	0	0	0
Target Reserve Over/Under	132,203	235,947	24,536	30,370	300,455

Assumptions on the tables above are as follows:

- Budgeted revenues equal budgeted expenses.
- 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.
- *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.
- **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 10-1-20	Revenues & Transfers In	Expenditures & Transfer Out	Revenue Over/(Under)	Projected Ending Balance
*General Fund	3,938,170	16,205,000	(16,205,000)	0	3,938,170
Internal Service Funds:					
Information Technology Fund	0	734,000	(734,000)	0	0
Maintenance Fund	0	620,000	(620,000)	0	0
Special Revenue Funds:					
*Hotel Occupancy Tax Fund	611,955	686,500	(998,000)	(311,500)	300,455
Police Forfeiture Fund	48,307	5,000	(10,000)	(5,000)	43,307
MC Court Technology Fund	21,477	10,000	(15,500)	(5,500)	15,977
TIRZ District # 1	95,408	103,000	(103,000)	0	95,408
TIRZ District # 2	2,728	158,500	(158,500)	0	2,728
TIRZ District # 3	0	0	0	0	0
MC Building Security Fund	26,425	7,000	(15,500)	(8,500)	17,925
Enterprise Funds:					
*Utility Fund	2,755,067	8,500,000	(9,000,000)	(500,000)	2,255,067
*Airport Fund	65,370	610,000	(645,000)	(35,000)	30,370
*Debt Service Fund	235,947	2,053,000	(2,053,000)	0	235,947
Total Fund Balance/Working Capital	7,800,854	29,692,000	(30,557,500)	(865,500)	6,935,354



Riverside Park Entrance Road

Combined Revenue and Expenditures Summary

	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022	% Change Budget FY 2021 to Adopted FY 2022
Funding Sources						
Property Tax	5,676,049	5,728,874	5,931,764	5,945,192	6,212,202	4.73%
Sales and Use Tax	4,490,122	4,999,150	4,765,000	4,540,000	4,980,000	4.51%
Franchise Tax	1,266,666	1,258,458	1,286,000	1,236,000	1,298,000	0.93%
Hotel/Motel Tax	736,909	666,649	650,000	600,000	600,000	-7.69%
Licenses and Permits	281,795	205,985	192,500	172,800	193,500	0.52%
Charges for Services	10,097,274	10,084,944	10,742,000	10,697,727	10,998,000	2.38%
Fines & Penalties	353,311	283,393	341,000	319,000	312,300	-8.42%
Other Revenues/ Sources	230,811	1,081,023	182,122	657,351	670,298	268.05%
Miscellaneous	1,920,927	1,921,009	2,078,252	1,290,953	986,200	-52.55%
Intergovernmental	2,208,466	1,595,999	1,374,731	896,500	1,882,000	36.90%
Prior Fund Balance	-	-	1,216,765	-	846,500	-30.43%
Total Revenues & Transfers	27,262,329	27,825,485	28,760,134	26,355,523	28,979,000	0.76%
Expenditures						
General Government	4,099,387	3,959,232	4,714,749	4,666,916	4,626,331	-1.88%
Streets	3,727,131	3,430,354	3,991,807	4,184,207	3,767,564	-5.62%
Public Safety	4,837,335	4,981,814	5,457,074	5,438,271	5,448,681	-0.15%
Parks & Recreation	1,762,157	2,345,165	2,238,004	2,199,927	2,440,424	9.04%
Water & Sewer	8,270,775	10,024,756	8,683,500	8,345,149	9,000,000	3.64%
Airport	644,192	793,689	598,000	592,257	645,000	7.86%
Hotel Motel	774,569	623,421	1,057,000	720,142	998,000	-5.58%
Interest & Sinking	1,833,588	1,377,673	2,020,000	2,019,977	2,053,000	1.63%
Total Expenditures & Transfers	25,949,132	27,536,105	28,760,134	28,166,847	28,979,000	0.76%
Net Revenue (Expenditures)	1,313,198	289,380	-	-1,811,324	-	-

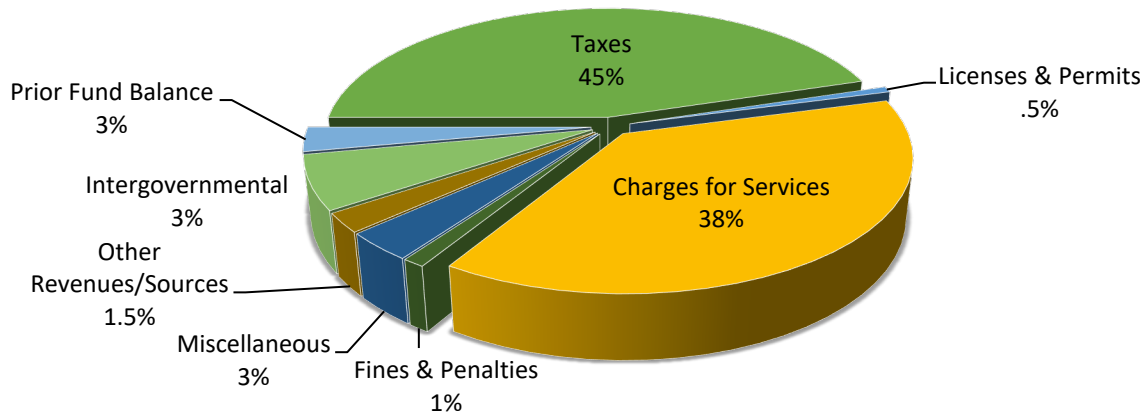
The following pages provide summaries related to City Wide Revenue by receipt type and City-Wide Expense by function.

City Wide Revenue

The FY 2022 budgeted revenues total \$28,979,000, which is up \$218,866 from prior year FY 2021 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 45% 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 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Taxes (Property, Sales, Franchise, Hotel/Motel)	12,169,745	12,653,132	12,632,764	12,321,192	13,090,202
Licenses & Permits	281,795	205,985	192,500	172,800	193,500
Charges for Services	10,097,274	10,084,944	10,742,000	10,697,727	10,998,000
Fines & Penalties	353,311	283,393	341,000	319,000	312,300
Miscellaneous	1,920,927	1,921,009	2,078,252	1,290,953	986,200
Other Revenues/ Sources	230,811	923,492	182,122	657,351	670,298
Intergovernmental	2,208,466	1,595,999	1,374,731	896,500	1,882,000
Prior Fund Balance	-	-	1,216,765	-	846,500
Total Revenue	27,262,329	27,667,953	28,760,134	26,355,523	28,979,000

Where do we get our dollars?

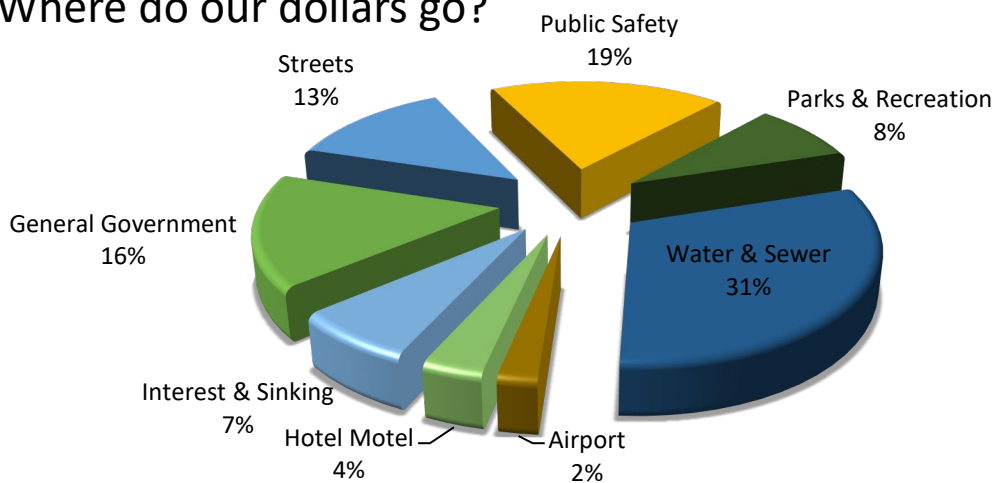


City Wide Expenditures

The FY 2022 budgeted expenditures total \$28,979,000, which is up \$218,866 over FY 2021 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 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
General Government	4,099,387	3,959,232	4,714,749	4,666,916	4,626,331
Streets	3,727,131	3,430,354	3,991,807	4,184,207	3,767,564
Public Safety	4,837,335	4,981,814	5,457,074	5,438,271	5,448,681
Parks & Recreation	1,762,157	2,345,165	2,238,004	2,199,927	2,440,424
Water & Sewer	8,270,775	10,024,756	8,683,500	8,345,149	9,000,000
Airport	644,192	793,689	598,000	592,257	645,000
Hotel Motel	774,569	623,421	1,057,000	720,142	998,000
Interest & Sinking	1,833,588	1,377,673	2,020,000	2,019,977	2,053,000
Total Expenditures	25,949,132	27,536,105	28,760,134	28,166,847	28,979,000

Where do our dollars go?



General Fund Revenue

The Property Tax Rate and Property Tax Revenue

Property taxes are levied each year on October 1st on the assessed values as of the prior January 1st 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 **29%** of the budgeted revenue for the 2022 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 2022	Prior Year FY 2021	Variance	Variance
*Certified Taxable Value (2020 Tax Roll)	968,851,553	896,706,334	72,145,219	8.05%
**TIRZ New Value (Increment over Base)	18,514,622	18,304,935	209,687	1.00%

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

**TIRZ New Value equals the 2020 Taxable Value less the value of the TIRZ when it was created.

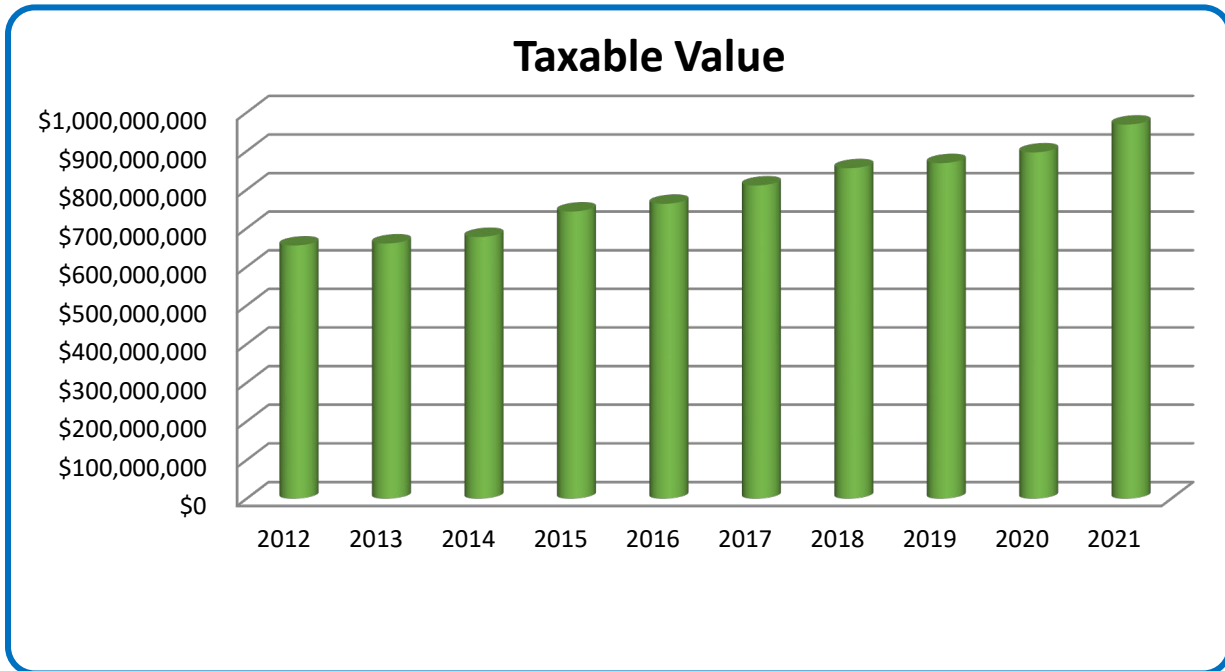
Certified taxable property valuations provided to the City by the MCAD on July 20, 2021 totaled \$968,851,553 - an increase of 8% over prior year. For the Fiscal Year 2022 budget, the **adopted budget** will raise more property taxes than last year's budget by \$265,423 (4.60%). The City Council adopted a tax rate of .63500/\$100 value which will afford the City to maintain or improve service levels, fund capital projects, maintain the minimum fund balance, and covering the rising costs of 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.

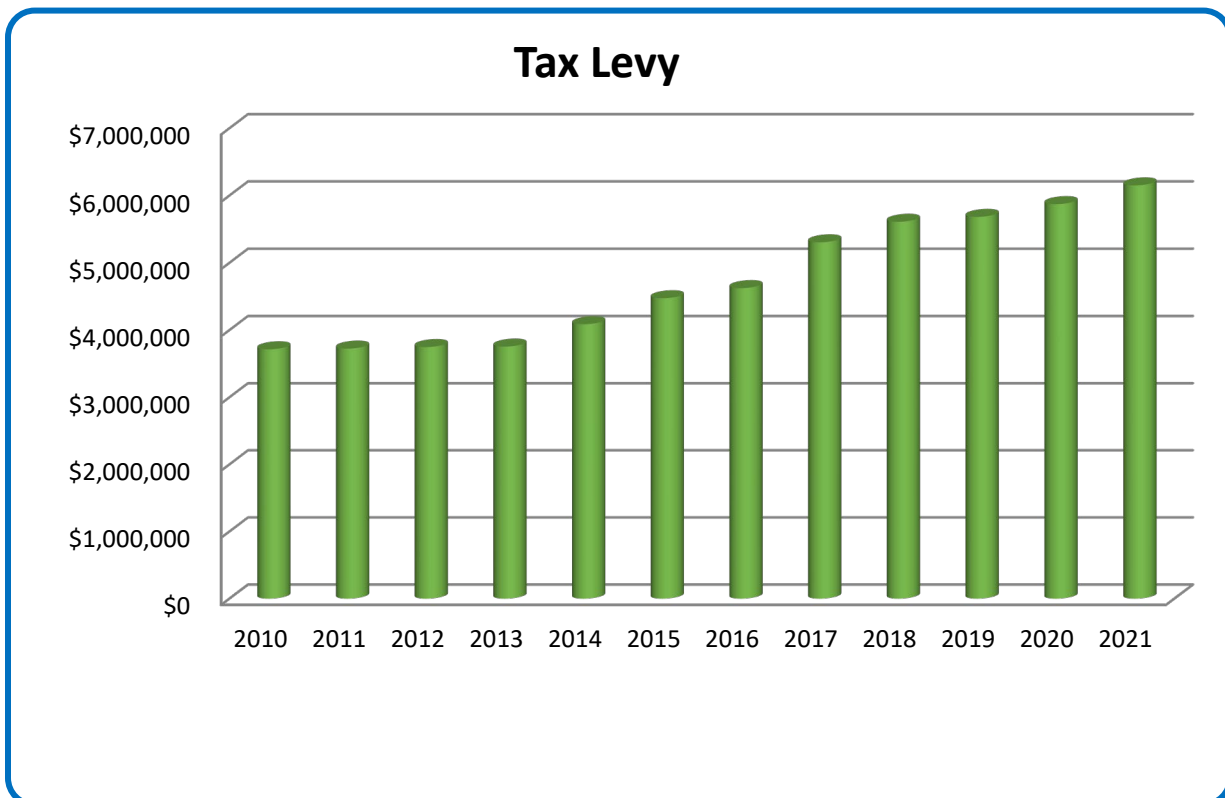
	Tax Rate	Tax Rate Percent	Total Gross Levy ¹	FY 2021 Budget ²
Debt Service Funds:				
Various Debt Service	.16363	25.77%	1,556,307	1,556,307
Total Debt Service (Required)	.16363	25.77%	1,556,307	1,556,307
General Fund:				
Operation and Maintenance	.47137	74.23%	4,595,900	4,503,982
Total	.63500	100.00%	6,152,207	6,060,289

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

Property Tax Value has remained steady with an average of 4.9% growth over the last 5 years and 4.1% growth over the last 10 years. The chart below shows the history of taxable value.

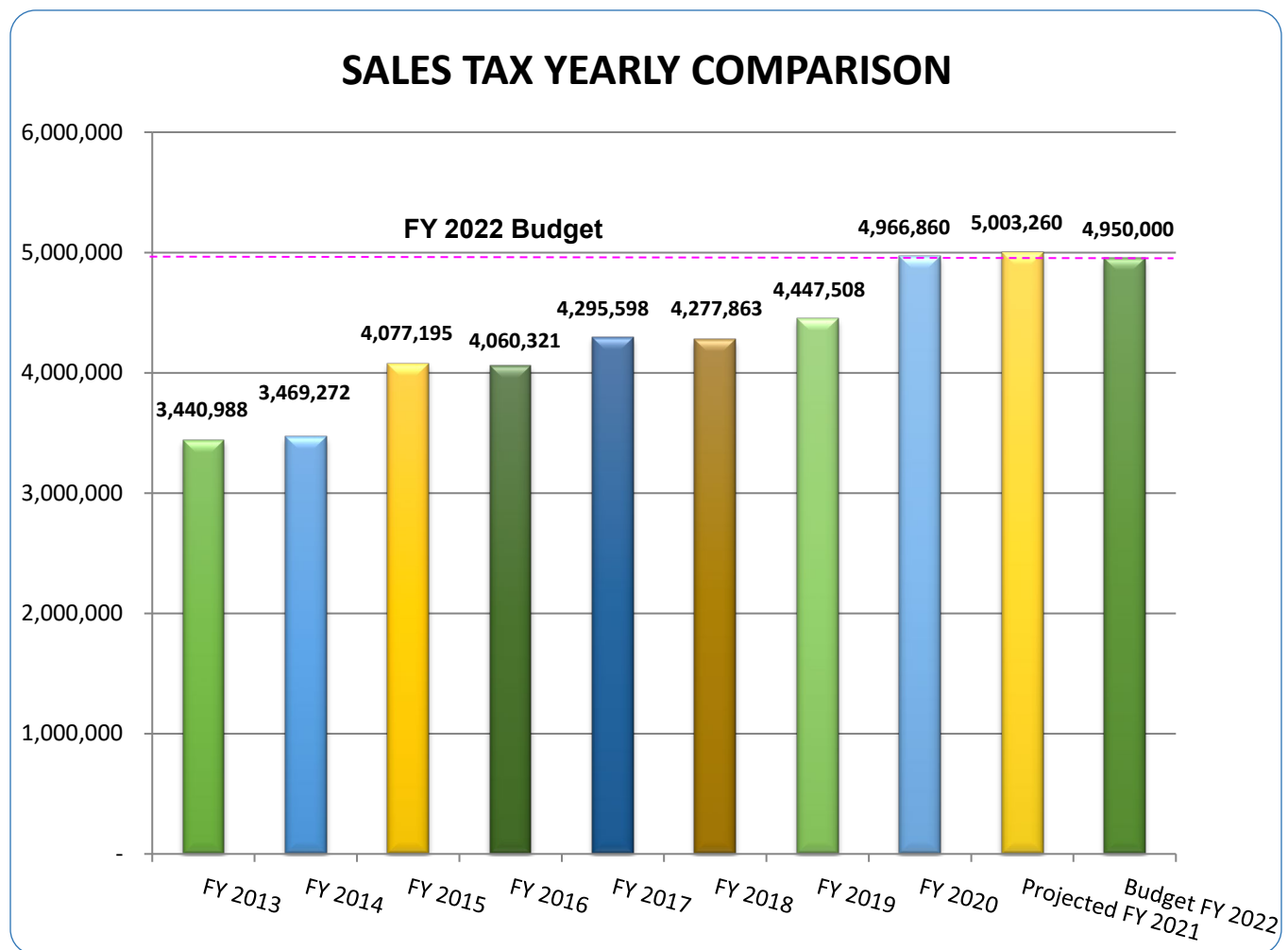


Each year the City Council determines what tax rate will be applied to the taxable value in order to maintain city services and pay debt associated with the City. Please see the tax rate distribution on the previous page. The graph below shows the history of the City’s original tax levy.



Sales Tax

Sales tax is the second largest revenue source in the General Fund making up **31%** 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 2021 while taking under consideration the prior year. COVID-19 has not affected sales tax in our community thus far. The City was up 12.54% (202,184) over prior year during the 3rd quarter 2021. The FY 2022 budget for sales tax is near flat over prior year and is anticipated to be a conservative approach not knowing how this pandemic could impact our community in the future months.



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 **\$1,298,000** 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 \$510,000. 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 **\$280,700**.

- Interlocal agreement with Matagorda County for library services- \$200,000
- Interlocal agreement with Matagorda County for animal impound- \$76,700
- Local law enforcement grant - \$4,000
- 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 **\$1,637,000**.

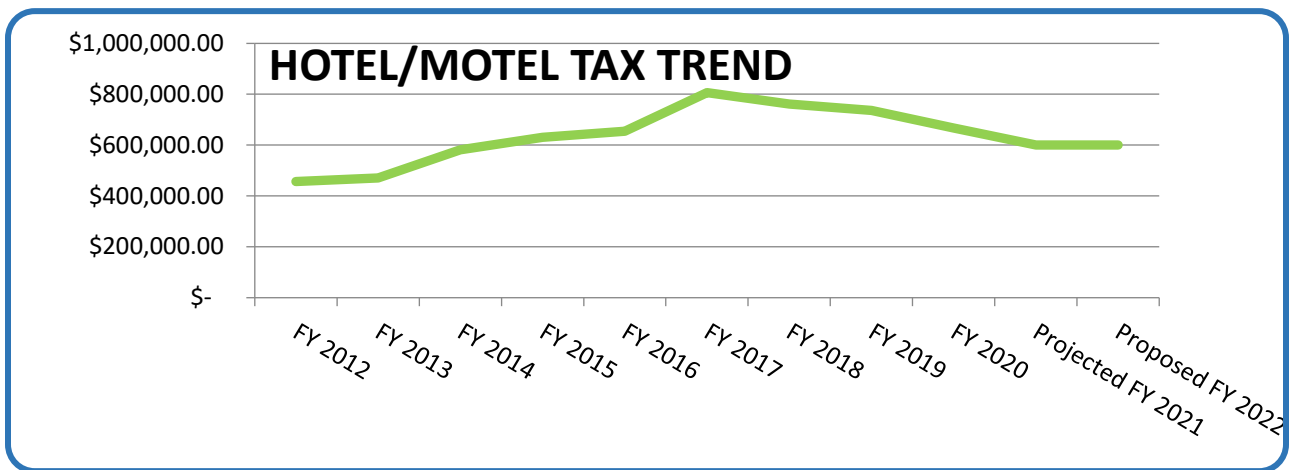
- Transfer in from Public Utility Fund to recover administrative fees- \$510,000
- Transfer in from Hotel Motel Fund to recover costs related to Main Street and performance pavilion- \$ 308,000
- Transfer in from Fixed Asset Replacement Fund to cover purchase of machinery and/or vehicles- \$ 219,000
- Transfer in COVID-19 payroll reimbursements to fund various one-time expenditures- \$600,000

Enterprise and Special Revenue Funds

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 \$600,000.



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 3%. The City’s last rate increase was **October 1, 2020**. 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 four years. The rate study proposed a new design and rate structure among all classes (i.e. residential, commercial, industrial, multi-family) which was implemented in October 2020.

Garbage Fees

Residential and commercial garbage pickup is provided by a private contractor. The City sets rates to cover the charges of the 3rd party contractor in addition to collecting a 5% Franchise Fee. The City increased garbage rates by the calculated Consumer Price Index (CPI) of 1.50%. 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 (\$105,000) and fuel/oil sales (\$195,500) are the largest user fees in this fund and are estimated to be **\$300,500**, or **47%** of total budget. The General Fund is set to subsidize this fund by approximately \$245,000 in Fiscal Year 2022. 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 **38%** of citywide revenue.

Less than **16%** of the General Fund revenue comes from service fees (sanitation fees). However, this is **93%** of the Public Utility Fund's revenue source.

Fines & Forfeitures

Fines and forfeitures account for approximately **1%** of the citywide 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.

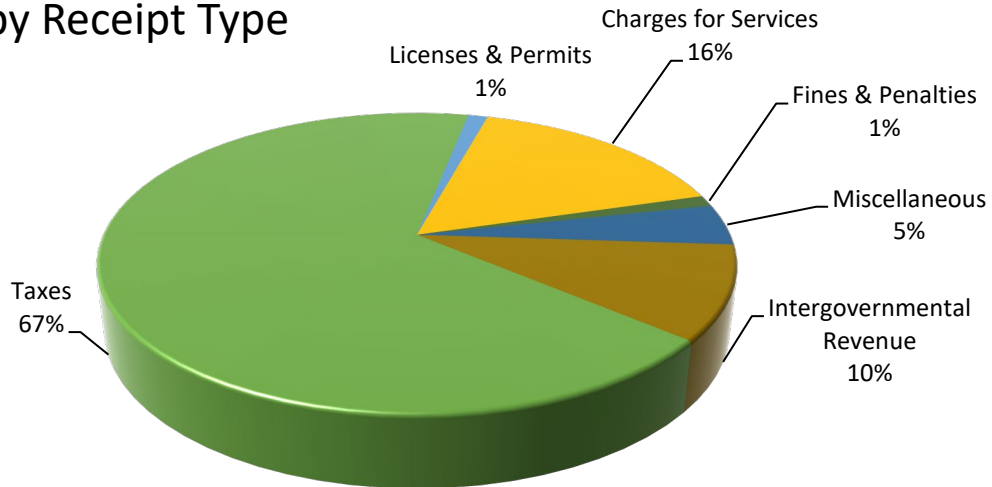
Total City Revenue

The Fiscal Year 2022 budgeted revenues for the City totaled \$28,979,000. This is up \$218,866 or **0.76%** more than prior year's budget. This is attributable to increased property tax revenue and water and sewer revenue.

General Fund Revenue

Receipt Type	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022	Variance
Taxes	10,186,274	10,652,037	10,442,617	10,162,617	10,912,000	469,383
Licenses & Permits	281,795	205,985	192,500	172,800	193,500	1,000
Charges for Services	2,447,707	2,517,442	2,565,000	2,565,000	2,630,000	65,000
Fines & Penalties	203,526	215,930	201,000	184,000	192,300	-8,700
Miscellaneous	1,529,467	1,543,841	1,797,752	1,015,653	718,200	-1,079,552
Intergovernmental Rev.	769,013	696,413	671,500	671,500	1,637,000	965,500
Other Financing Sources	-	157,532	-	-	-	-
Prior Fund Balance	-	-	531,265	-	-	-531,265
Total Revenue	15,417,781	15,989,180	16,401,634	14,771,570	16,283,000	-118,634

Revenue by Receipt Type



Largest Revenue Sources	Amended Budget FY 2021	% Of Total FY 21 General Fund Budget	Adopted FY 2022	% Of Total FY 2022 General Fund Budget	Variance
Property Taxes	4,391,617	27%	4,634,000	28%	242,383
Sales Tax	4,725,000	29%	4,950,000	31%	225,000
Franchise Fees	1,286,000	8%	1,298,000	8%	12,000
Mixed Beverage Tax	40,000	0%	30,000	0%	-10,000
Total	10,442,617	64%	10,912,000	67%	479,383

General Fund Revenue Detail

General Fund Revenues	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Taxes					
Property Taxes Collections	4,284,874	4,258,656	4,270,617	4,270,617	4,503,000
Delinquent Taxes	79,922	67,983	60,000	55,000	65,000
Tax Overpayments	1,260	942	1,000	1,000	1,000
Property Taxes- P&I Fees	63,430	66,849	60,000	60,000	65,000
State Sales Tax	2,970,627	3,318,496	3,150,000	3,000,000	3,300,000
State Mixed Drink Tax	42,614	32,290	40,000	40,000	30,000
Franchise Tax	671,131	652,839	650,000	600,000	650,000
Enterprise Franchise Fee	466,500	473,000	501,000	501,000	510,000
Waste Collection Franchise	129,035	132,619	135,000	135,000	138,000
State Sales Tax- Tax Relief	1,476,881	1,648,363	1,575,000	1,500,000	1,650,000
Total Taxes	10,186,274	10,652,037	10,442,617	10,162,617	10,912,000
Licenses & Permits					
Alcohol Beverage Permit	8,060	3,695	4,000	4,000	5,000
Other License/Permits	-	1,300	-	300	-
Building Permits	269,117	197,321	185,000	165,000	185,000
Misc. Inspection Fee- Code Enf.	1,619	1,700	1,000	1,000	1,000
Plat Filing Fees	2,999	1,969	2,500	2,500	2,500
Total Licenses & Permits	281,795	205,985	192,500	172,800	193,500
Charges for Services					
Sanitation Fees	2,447,552	2,517,074	2,565,000	2,565,000	2,630,000
Service Charges	155	368	-	-	-
Total Charges for Services	2,447,706	2,517,442	2,565,000	2,565,000	2,630,000
Fines & Penalties					
Court Fines	182,440	200,996	185,000	165,000	175,000
Warrant Fines-Collected	8,079	5,642	10,000	9,500	7,500
Arrest Fees	438	299	500	500	300
Juvenile Case Management	7,227	6,432	7,000	6,000	7,000
Library Fines	5,343	2,561	3,500	3,000	2,500
Total Fines & Penalties	203,526	215,930	201,000	184,000	192,300

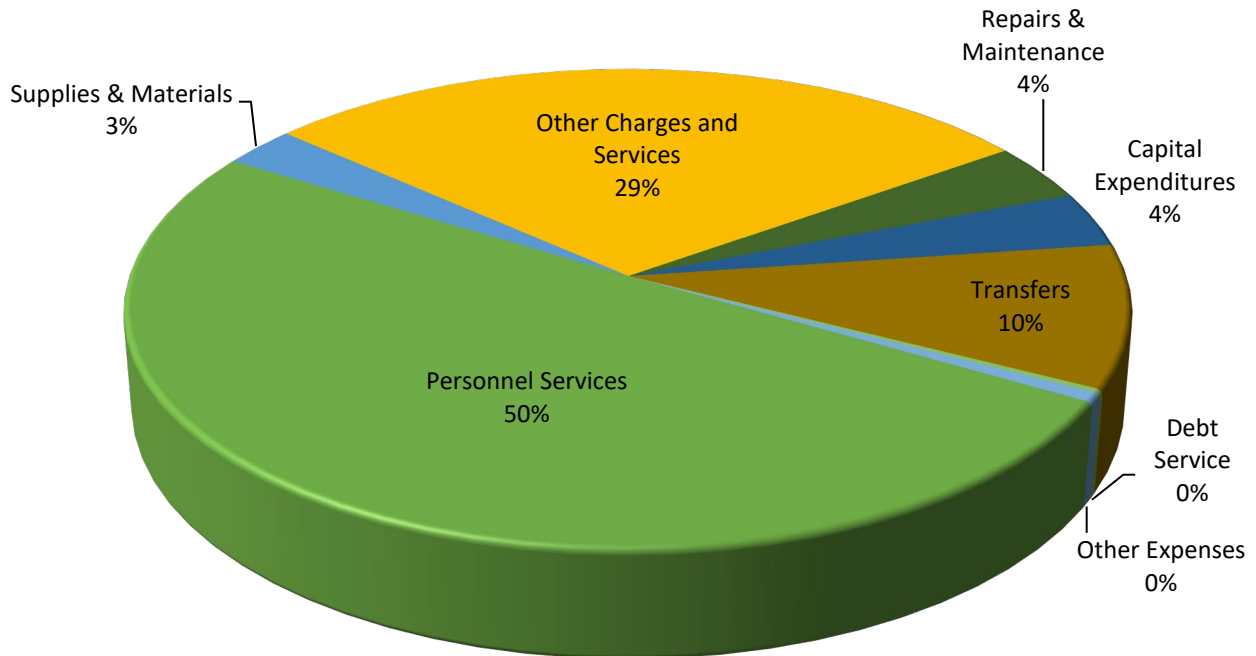
GENERAL FUND

General Fund Revenues (Continued)	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Miscellaneous					
Interest Income	58,323	65,333	35,000	25,000	20,000
Liens	12,587	13,929	3,500	3,500	3,500
Building Demolitions	13,163	-	500	0	0
Rental Proceeds	69,257	91,385	80,000	78,500	67,000
Recycling Center	19,894	10,994	20,000	18,500	17,000
PD Grants and Special Rev.	57,454	47,115	45,000	41,500	45,000
Grants- Various Sources	291,679	262,243	105,240	105,240	10,000
Law Enforcement Education	3,940	3,852	4,000	4,000	4,000
Parks- Rental Income	17,340	20,077	17,000	48,000	45,000
Rec Programs	17,782	8,673	20,000	18,000	15,000
Riverside- RV Rentals	-	18,514	75,000	65,000	65,000
Riverside Park Fees	15	19,967	15,000	38,000	35,000
Service Center Fees	(1,210)	8,768	5,000	5,000	7,000
Library Fees	-	13,338	15,000	10,000	10,000
Donations	8,786	3,061	0	650	0
County- Animal Impound %	67,138	67,386	75,113	80,674	76,700
County- Library Funding	200,000	200,000	200,000	200,000	200,000
Animal Impound- Donations	220	-	0	0	0
Animal Impound- Fees	4,098	4,649	4,500	4,400	4,500
Suspense Account	(20)	(1,774)	0	103	0
Insurance Claims	11,526	16,560	0	8,734	0
Gain on Disposal of Assets	13,734	40,910	0	12,242	0
Other Income- From Gas Co.	416,000	416,000	450,000	16,000	16,000
Other Income- Police	7,990	2,679	5,000	3,350	2,500
Other Income- BCCDC	150,000	75,000	403,376	164,260	0
Other Income	89,770	135,182	219,523	65,000	75,000
Total Miscellaneous	1,529,467	1,543,841	1,797,752	1,015,653	718,200
Intergovernmental Revenue					
Transfer from FD 25	48,000	48,000	58,000	58,000	308,000
Transfer from Utility	668,800	585,500	613,500	613,500	510,000
Transfer from Fund 21	52,213	-	-	-	-
Transfer from Fund 23	-	52,556	-	-	600,000
Transfer from Fund 31	-	10,357	-	-	-
Transfer from Fund 12	-	-	-	-	219,000
Total Intergovernmental	769,013	696,413	671,500	671,500	1,637,000
Prior Fund Balance					
Other Financing Sources	-	157,532	-	-	-
Prior Fund Balance	-	-	531,265	-	-
Total Fund Balance	-	157,532	531,265	-	-
Total General Fund Revenue	15,417,781	15,989,180	16,401,634	14,771,570	16,283,000

General Fund Expenditures by Function

Expenses by Function	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022	Variance
Personnel Services	7,071,917	7,223,646	7,905,445	7,874,789	8,213,261	307,816
Supplies & Materials	404,804	400,367	447,025	395,797	443,025	-4,000
Charges and Services	3,793,161	4,142,731	4,626,427	4,866,965	4,680,550	54,123
Repairs & Maint.	504,724	436,068	658,900	652,657	632,900	-26,000
Capital Expenditures	749,359	667,131	608,468	571,604	603,200	-5,268
Transfers	1,817,008	1,745,898	2,014,305	2,000,445	1,569,000	-445,305
Debt Service	-	41,064	41,064	41,064	41,064	-
Other Expenses	85,036	59,660	100,000	86,000	100,000	-
Total Expenditures	14,426,009	14,716,566	16,401,634	16,489,322	16,283,000	-118,634

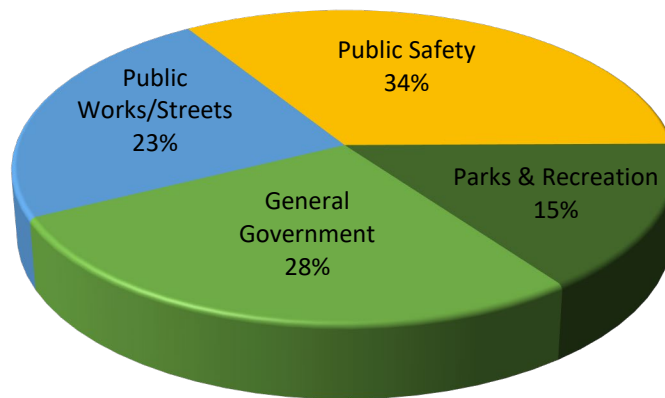
Expenditures by Function



General Fund Expenditures by Department

Department	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022	Variance	%
City Secretary	164,615	91,214	111,745	97,377	136,108	24,363	22%
City General Services Administration	2,789,535	2,570,648	3,279,806	3,224,695	3,112,390	-167,416	-5%
Main Street	219,309	321,751	307,405	309,666	311,426	4,021	1%
Human Resources	49,581	51,375	65,000	55,000	65,000	-	0%
Municipal Court	250,117	290,480	264,874	264,369	269,341	4,467	2%
Finance	297,776	289,598	344,249	310,656	354,222	9,973	3%
Code Enforcement	328,453	344,167	341,670	405,154	377,844	36,174	11%
Police	-	-	312,750	312,282	415,449	102,699	33%
Animal Impound	4,498,295	4,645,765	4,774,749	4,752,935	4,645,675	-129,074	-3%
Fire	152,917	156,904	170,712	183,350	174,590	3,878	2%
Street and Bridge	186,123	179,146	198,863	189,704	212,967	14,104	7%
Recycling Center	2,967,913	3,262,603	3,805,127	3,992,951	3,563,906	-241,221	-6%
Parks & Recreation	759,218	167,752	186,680	191,256	203,658	16,978	9%
Riverside Park	781,172	1,384,693	1,160,083	1,116,941	1,358,029	197,946	17%
Recreational Programs	232,608	176,773	201,909	197,606	190,057	-11,852	-6%
Pool Operations	89,792	59,297	101,823	90,867	101,164	-659	-1%
Library	213,997	244,575	286,352	306,981	282,309	-4,043	-1%
Total Expenditures	14,426,009	14,716,566	16,401,634	16,489,322	16,283,000	-118,634	-1%

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

2022 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 (2022 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.

FY 2022 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 2021 Accomplishments of Prior Year Business Plans

- ✓ Re-seated the Planning Commission
- ✓ Added a Fire Marshal to oversee Code Enforcement and Fire Department staff
- ✓ Assisted with the completion of Nile Valley Road Phase I
- ✓ Assisted Bay City Community Development Corporation in Housing efforts
- ✓ Collaborated with Matagorda County to merge dispatch
- ✓ Recommended appointment of new TIRZ board members
- ✓ Coordinated all National Incident Management training for city staff
- ✓ Created an Incident Action Plan for various emergency situations (i.e., Hurricanes)

Budget Summary

Administration	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	184,831	227,797	295,055	298,316	301,076
Supplies & Materials	9,185	2,762	4,650	3,650	4,150
Other Charges & Services	25,293	91,193	7,700	7,700	6,200
Total Administration	219,309	321,751	307,405	309,666	311,426

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Mayor	1	1	1	1
City Manager	0	0	1	1
Executive Assistant	1	1	1	1
Council Members	5	5	5	5
Temp. (Intern)	2	1	0	0
Total	9	8	8	8

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

2022 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.

FY 2022 Business Plans (Objectives)

- Recodification of City Code of Ordinances
- Promote a 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 2021 Accomplishments of Prior Year Business Plans

- ✓ Implemented the Municode web-based program to manage meetings, agendas and increase the use of digital services that will assist all City departments and enhance citizen engagement
- ✓ Uploaded digital copies of Council Minutes 2014 to current into Municode web-based program
- ✓ Amended and published the City Fee Ordinance
- ✓ Organized and updated of the City Code of Ordinances both hardcopy and online
- ✓ Completed annual City-wide record destruction of 152 linear feet of records that have met retention requirements

Budget Summary

City Secretary	Actual FY 2019	Actual FY 2020	Amended Budgeted FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	125,206	66,137	82,145	80,902	96,658
Supplies & Materials	26,354	11,756	12,800	7,525	17,650
Other Charges & Services	13,055	13,320	16,800	8,950	21,800
Total City Secretary	164,615	91,214	111,745	97,377	136,108

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
City Secretary	1	1	1	1
Deputy City Secretary	1	0	0	0
DECA Student (Temp.)	0	0	0	0.5
Total	2	1	1	1.5

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Number of Agendas/Meetings/Mins.	102	49	55	60
Number of requests for Public Info.	115	97	150	175
Number of new Ordinances approved	12	13	18	15
Number of closed sessions	21	15	12	12
Number of public hearings	8	5	7	7
Number of Proclamations	5	0	1	0
Number of resolutions approved	48	29	24	25
Number of elections prepared for	2	1	0	1
<i>Measuring our Effectiveness</i>				
% of Agendas posted 7 days 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 2019	Actual FY 2020	Amended Budgeted FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	5,562	7,856	20,000	10,000	10,000
Supplies & Materials	28,156	25,360	28,000	27,750	24,000
Other Charges & Services	894,943	779,099	1,182,501	1,152,500	1,525,390
Repairs & Maintenance	43,866	12,435	35,000	34,000	35,000
Transfers	1,817,008	1,745,898	2,014,305	2,014,305	1,518,000
Total City General	2,789,535	2,570,648	3,279,806	3,238,555	3,112,390

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

2022 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.

- ❖ **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 21st 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 2022 Business Plans (Objectives)

- Increase usage of the Shop Where I Live marketplace
- Hold downtown events to increase foot traffic to the businesses
- Promote downtown events through various forms of media and sponsorships
- Increase Camofest funds through sponsorships and higher attendance
- Increase façade improvements to buildings through grants
- Help owners of vacant buildings find new occupants
- Replace Christmas decorations downtown through use of a Christmas lighting company
- Attend trainings to keep up-to-date on Main Street resources and historic preservation
- Absorb Historic Commission as a committee of Main Street
- Replace remaining section of sidewalk on 7th Street to match the rest of the square

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Promoted downtown events and businesses
- ✓ Increased façade improvements through grants and beautification projects
- ✓ Kept business owners informed on grants and funding to help them through the pandemic
- ✓ Filled two of the vacant buildings downtown
- ✓ Hired a landscaper to take care of the planters
- ✓ Purchased a speaker system for downtown
- ✓ Attended monthly trainings and two conferences via Zoom
- ✓ Had three new downtown businesses open and one relocate to a downtown location
- ✓ Started a Shop Where I Live marketplace for local small business owners

Budget Summary

Main Street	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Other Charges & Services	43,091	50,500	55,000	55,000	55,000
Other Expenses	6,490	875	10,000	-	10,000
Total Main Street	49,581	51,375	65,000	55,000	65,000

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
10-point criteria met/Accredited	Yes	Yes	Yes	Yes
Façade Grants Awarded	2	1	3	2
Main Street Board Meetings	12	10	12	12
Historic Commission Meetings	12	6	6	12

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

2022 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 2022 Business Plans (Objectives)

- Create a virtual new hire process
- Update and maintain pay scale
- Implement Phase 2 (partial) adjust employees further in the scale (up to \$5,000 max)
- Implement Certification Pay for all employees
- Implement City-wide intranet
- Implement pay cards for non-direct deposit employees

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Resumed the monthly HR Newsletter and updates
- ✓ Increased participation in area HR salary surveys
- ✓ Implemented a virtual benefit platform for health insurance
- ✓ Created policy and relaxed current policies to assist employees with the effects of COVID-19
- ✓ Increased training and webinar attendance

Budget Summary

Human Resources	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	170,842	178,902	183,874	183,569	188,441
Supplies & Materials	8,015	6,674	5,400	5,200	5,900
Other Charges & Services	71,260	104,904	75,600	75,600	75,000
Total Human Resources	250,117	290,480	264,874	264,369	269,341

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Director of Human Resources	1	1	1	1
Personnel Generalist	1	1	1	1
Total	2	2	2	2

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Number of new employees processed (F/T)	12	22	15	10
Number of employee separations (F/T)	19	6	11	8
Number of work-related injuries	10	22	15	0
Number of open enrollment changes processed	35	47	40	50
Number of applications received	254	296	305	150
Number of grievances	1	2	1	0
Number of sick hours used per FTE	38.17	55.43	60	45
Total number of job postings (Annual)	22	31	35	10
Percentage of positions filled internally	9.1%	16.13%	12%	20%
Turnover rate	16.67%	17.48%	15%	5%
Average tenure of employees (years)	9	8.24	8	9

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

2022 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 2022 Business Plans (Objectives)

- Continue to provide impartial and courteous case resolution to the public
- Hold successful Warrant Forgiveness and Amnesty campaigns
- Continue to utilize newly implemented Tyler Notify system for court appearance and compliance purposes
- Maintain and publish more forms, information, and important dates to the City Website
- Replace current interior/exterior security camera system to increase safety compliance
- Replace current handheld metal detector with two new, updated handheld metal detectors
- Enhance the Virtual Court experience for our defendants, counsel, and court staff
- Continue to increase court fine/cost compliance
- Continue to increase court appearance compliance
- Begin implementing paper lite case resolution with new TCM software
- Migrate to Incode 10 Court software

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Provided impartial and courteous case resolution to the public
- ✓ Held a successful, extended Warrant Forgiveness campaign
- ✓ Utilized TLO software to find defendants that were unreachable due to COVID/pandemic crisis
- ✓ Published important Warrant Forgiveness information and case dockets to city website
- ✓ Applied dialer software and newly implemented Tyler Notify to increase case appearance and compliance
- ✓ Pursued opportunities for case resolution via Virtual Court appearances for those affected by COVID
- ✓ Complied with all state mandates for Court operation in the wake of COVID, including an approved and published court plan that followed OCA guidelines
- ✓ Increased court compliance and communication with defendants post COVID

Budget Summary

Municipal Court	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	193,602	211,399	220,724	232,340	234,997
Supplies & Materials	6,924	5,591	8,675	5,472	7,875
Other Charges & Services	93,090	70,819	111,850	71,449	108,350
Repairs & Maintenance	4,161	1,790	3,000	1,395	3,000
Total Municipal Court	297,776	289,598	344,249	310,656	354,222

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
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
Total	6	6	6	6

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Number of violations filed	3,804	3,857	3,800	3,900
Number of warrants issued	863	932	960	975
Number of juvenile citations	46	39	42	45
Number of warrants cleared	832	700	842	850
Number of completed cases	850	1,008	1,330	1,375
Cases satisfied by Community Service	183	118	95	105
Cases satisfied by Jail Time	497	401	560	575
Other Completed Cases	2,356	2,075	2,522	2,535
<i>Measuring our Effectiveness</i>				
#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

2022 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 2022 Business Plans (Objectives)

- Apply for additional transparency stars as permitted
- Implement Judges' recommendations to Budget Book to improve citizen engagement
- Implement new Budget Book software to reduce error and improve budget processes
- Create uniform lease agreement for all current and future renters
- Implement new timekeeping system-ExecuTime to improve payroll process
- Assist in updating several interlocal agreements (pool contract, tax collection)
- Assist in the disposition of City Property deemed surplus (particularly buildings and land)
- Implement a Cash Handling Policy
- Assist in improvement of TIRZ process for developers
- Assist with housing and business development funding mechanisms

FY 2021 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 2021
- ✓ Received the Comprehensive Annual Financial Report (CAFR) Award through Government Finance Officers Association (GFOA) for Fiscal Year 2020
- ✓ Applied for the Transparency Award through the Texas State Comptroller
- ✓ Developed new purchasing policy
- ✓ Upgraded Financial modules from Incode to Incode 10
- ✓ Contracted with third party company to offer online Hotel Motel tax payment option
- ✓ Closed all CARES Act and Hurricane Harvey projects/grants
- ✓ Implemented Fixed Asset Replacement Fund and revised the Fixed Asset Policy
- ✓ Moved Airport billing to Utility billing module for improvement of billing and collections
- ✓ Reviewed all 380 Agreements for compliance
- ✓ Assisted in the creation of an interlocal agreement for the Public Safety Communication system
- ✓ Performed all related administrative duties for the City’s three Tax Increment Reinvestment Zones (State Reporting, Board Reporting, Develop Meeting Agenda)
- ✓ Continued to purge Accounts Payable Vendor files to save on cloud storage

Budget Summary

Finance	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	310,621	326,130	325,070	390,154	360,744
Supplies & Materials	6,928	8,144	7,600	7,000	7,600
Other Charges & Services	10,904	9,892	9,000	8,000	9,500
Total Finance	328,453	344,167	341,670	405,154	377,844

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
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
Total	4	4	4	4

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Number of invoices processed	9,001	9,175	9,190	9,300
Number of vendor checks issued	4,897	4,730	4,700	4,650
Number of payroll checks/ACH issued	1,432	1,450	1,400	1,380
Number of manual journal entries	1,905	2,114	2,100	2,000
<i>Measuring our Effectiveness</i>				
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 st	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



Mayor of Bay City, Bay City Councilmembers along with Finance staff honored, at a City Council meeting, with the GFOA's Distinguished Budget Presentation Award

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

2022 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 2022 Business Plans (Objectives)

- Perform periodic fire inspections of all businesses within the city limits to reduce the number of fires that occur within the City
- Educate the community on fire prevention measures to take to promote a safer community for our citizens
- Investigate all fires within the city limits, taking all enforceable action allowed by law
- Investigate programs that will improve the safety of the community
- Enhance routine daily inspections of private and public properties within the City limits to reduce the number of recurring public nuisances, substandard structures, and code violations
- Educate the community on options and resources available for special/hazardous waste disposal collaborating with Public Works for prevention of illegal dumping while promoting a cleaner City
- Enforcement of “Texas Litter Abatement Act”, imposing applicable civil and/or criminal action allowed by law
- Implement processes to mitigate environmental health and safety hazards originating from recurring public nuisances, to improve the safety of the community through proactive measures in lieu of reactive response

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Instituted software to track and manage fire inspections and code enforcement inspections
- ✓ Started organizing periodic and follow up inspections of City businesses
- ✓ Coordinated with building official to streamline processes for fire and occupancy permits
- ✓ Identified asbestos and legacy septic systems within the city to manage abatement
- ✓ Enforced illegal dumping within the city and taken appropriate legal action up to felony arrests
- ✓ Working on an on-line complaint form to submit code complaints

Budget Summary

Code Enforcement	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	-	-	215,250	215,782	256,899
Supplies & Materials	-	-	6,000	5,000	7,050
Other Charges & Services	-	-	90,500	90,500	99,000
Repairs & Maintenance	-	-	1,000	1,000	1,500
Capital Expenditures	-	-	-	-	51,000
Total Code Enforcement	-	-	312,750	312,282	415,449

2022 Major Additions: Vehicle

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Fire Marshal	0	0	1	1
Code Enforcement Officer	0	0	2	2.5
Total	0	0	3	3.5

Organizational Change- Code Enforcement was a part of Police Department budget in prior year

Performance Measures

	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
<i>Our Workload</i>				
Number of liens filed- Code Enforcement	160	200	170	200
Number of illegal dumping cases- Code Enforce.	50	45	40	42
Number of substandard building inspections	90	163	120	100
Number of Code Enforcement investigations	1,000	1,538	1,375	1,150
Number of Fire Inspections Performed	-	15	366	600
Number of Fire Investigations Performed	-	17	20	20
<i>Measuring Our Effectiveness</i>				
Response to code enforcement requests Within 1 business day	98%	98%	98%	98%

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

2022 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 2022 Business Plans (Objectives)

- Lower overall NIBRS statistics from previous year
- Continue to increase patrol activities to deter and prevent criminal activity within the City
- Create Citizens on Patrol Division who will patrol neighborhoods and enforce parking violations
- Increase Special Operations within the Police Department that will focus on criminal activity and traffic violations
- Increase staff in Criminal Investigations Division to allow for better investigations into criminal cases

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Re-Recognized Agency through Texas Police Chiefs Association for best practices
- ✓ Increased patrol activities to deter and prevent criminal activity within the city
- ✓ Created Citizens on Patrol Division
- ✓ Updated the Policies and Procedure Manual

Budget Summary

Police	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	3,999,693	4,132,136	4,050,357	4,079,157	4,142,751
Supplies & Materials	94,370	93,122	110,500	101,800	107,800
Other Charges & Services	273,339	288,614	264,360	263,310	212,860
Repairs & Maintenance	45,953	42,221	54,000	50,000	48,000
Capital Expenditures	84,939	48,608	254,468	217,604	93,200
Debt Service	0	41,064	41,064	41,064	41,064
Total Police	4,498,295	4,645,765	4,774,749	4,752,935	4,645,675

2022 Major Additions: Vehicles (Patrol Units), Portable & Mobile Radios



Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
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	4	5
Narcotics Officer	1	1	1	1
Warrant Officer	1	1	1	1
Administrative Assistant	1	1	1	1
Dispatchers	10	10	10	10
Records Clerk/Dispatcher	1	1	1	1
Crime Victim Liaison (Grant)	1	1	1	1
ID Technician	2	2	2	2
Subtotal Police	53	53	53	54
Code Enforcement Officer	2	2	0	0
Subtotal Code Enforcement	2	2	0	0
Animal Control Officer	2	2	2	2
Subtotal Animal Control	2	2	2	2
Grand Total Police	57	57	55	56

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Number of community programs & events attended by personnel	215	190	185	150
Number of training hours received by personnel	5,191	1,505	4,500	5,000
Total number of calls for service	34,464	31,645	33,000	34,000
Number of traffic contacts	8,264	6,859	5,800	7,000
Number of vehicle accidents patrol worked	535	434	550	525
Number of cases assigned to CID	2,716	2,533	2,500	2,550
Number of cases cleared by arrest	1,344	159	150	175

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

2022 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 2022 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

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Continued to provide professional animal control service to the citizens of Bay City and Matagorda County
- ✓ Improved public’s perception of the Impound by increasing the number of animals that have been adopted or gone to rescue-rescued and adopted out 330 cats and dogs

Budget Summary

Animal Impound	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	140,784	144,125	151,362	165,350	156,740
Supplies & Materials	4,213	3,897	4,150	4,000	4,250
Other Charges & Services	7,204	6,622	11,000	10,000	9,400
Repairs & Maintenance	716	2,259	4,200	4,000	4,200
Total Animal Impound	152,917	156,904	170,712	183,350	174,590

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Animal Impound Manager	1	1	1	1
Assistant Manager	1	1	0	0
Maintenance Tech	1	1	1	1
Maintenance Tech II	0	0	1	1
Total	3	3	3	3

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Euthanized Animals	475	423	450	425
Number of animals picked up (City)	588	418	550	525
Number of animals picked up (County)	267	310	300	350
<i>Measuring Our Effectiveness</i>				
Average response time to pick up animals	6 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

2022 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 2022 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 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	53,608	53,701	66,913	64,454	67,017
Supplies & Materials	10,716	11,506	13,150	11,750	13,150
Other Charges & Services	72,135	77,104	73,800	72,000	72,800
Repairs & Maintenance	49,664	36,835	45,000	41,500	60,000
Total Fire	186,123	179,146	198,863	189,704	212,967

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Maintenance Tech I	1	1	1	1
Total	1	1	1	1



Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Number of Man-hours for training	1,200	0 (COVID)	1,000	1,200
Number of Man Hours	1,659	1,639	1,649	1,649
Number of Calls Per Year	181	149	165	165
Motor Vehicle Fires	16	10	13	13
Dwelling Fires	16	10	13	13
Rescue Calls	8	2	5	5
Grass Fires	24	29	27	27
Refuse Fires	12	8	10	10
Structure Fires	5	4	5	5
Business Structure Fires	2	3	2	3
Institutional Fires	0	0	0	0
Mobile Home Fires	4	4	4	4
Mutual Aid Calls	14	12	13	13
Other Calls	94	79	87	87
Calls Outside City Limits	49	47	48	48
<i>Measuring Our Effectiveness</i>				
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

2022 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 2022 Business Plans (Objectives)

- Continue to manage and direct third-party inspectors (Bureau Veritas) in a manner that assists staff in the implementation of model codes while maintaining the division’s expenditure goals
- Continue to promote an equal application of division policies, city ordinances and model codes for all developers and citizens
- Establish policy/procedures at the new Recycling Center for safety and operations
- Expand on grease trap inspection program using CityWorks to document and schedule inspections; review and update City Ordinance related to grease traps and partner with Cod Enforcement to ensure proper enforcement
- Develop and implement backflow prevention program and inventory control programs
- Update the Operating & Maintenance Manual for the WWTP
- Develop Standard Operating Procedures for Public Works departments
- Perform a Risk & Resilience Assessment and develop a Utility Emergency Response Plan
- 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

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Continued to provide labor and equipment for annual Fall and Spring City-wide Cleanup events
- ✓ City’s contractor completed construction of concrete pavement and sidewalk repairs in various locations in Bay City
- ✓ Completed overlays on Gilbert Ave 325 ft, Part of Golden Ave; 11th Street; 30 ft of Ross Street and Ave I; and 250 ft of the 2700 block of Park Avenue
- ✓ Completed ditching for the 1700 block of Austin Street from Ave C to Ave B; on Duncan Street from Moore Ave to LeTulle Ave, the 200 block of Ronald Ave; and half the block of Lindsey Avenue
- ✓ Completed replacing two 30x15 corrugated metal culverts with corrugated plastic culverts on Rugeley St. and Ave A; and replaced 30ft separated concrete culverts with 30ft of corrugated plastic culverts on Duncan St. and Nolan Avenue
- ✓ Completed major roadway repairs after utility upgrades/repairs in various locations in Bay City
- ✓ Completed tree trimming in various locations in Bay City
- ✓ Striped 900 LS of crosswalks in Bay City
- ✓ Advertised and awarded bids for mowing contract
- ✓ Advertised and awarded bids for miscellaneous concrete repair to sidewalks, curb and gutter and roadway repairs
- ✓ Improved effectiveness by continuing to empower employees through training

Budget Summary

Street and Bridge	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	724,808	673,621	982,961	852,919	1,041,906
Supplies & Materials	58,668	65,149	59,500	44,100	59,500
Other Charges & Services	2,040,099	2,349,883	2,456,666	2,799,931	2,156,500
Repairs & Maintenance	144,338	173,951	306,000	296,000	306,000
Total Street and Bridge	2,967,913	3,262,603	3,805,127	3,992,951	3,563,906

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Assistant Director of Public Works	0	0	1	1
Street & Bridge Supervisor	1	1	1	1
Street & Bridge Crew Leader	0	0	0	1
Equipment Operator	5	5	4	4
Truck Driver	1	1	0	0
Street Sweeper Operator	1	1	1	1
Concrete Finisher	1	1	0	0
Concrete Finisher Helper	1	1	1	1
Maintenance Technician II	2	2	2	2
Maintenance Technician I	0	0	1	1
Construction Inspector	0	0	1	1
Building Official	1	1	1	1
Building Permit Technician	1	1	1	1
Office Manager	1	1	0	0
Administrative Assistant I	1	1	1	1
Total	16	16	15	16

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Miles of street sweeping	26.4	20	26	27.5
Backfill Pavement Edge Work Orders	285	21	20	35
Storm Drain Cleaning Work Orders	24	12	15	30
Ditch Cleaning Work Orders	85	47	40	50
Concrete Pavement Repair Work Orders	30	14	15	25
Culvert Work Orders	54	23	35	55
Sidewalk Work Orders	6	2	3	5
City ROW Mowing Work Orders	52	14	20	25
Sign Work Orders	79	44	35	50
Street Sweeping Work Orders	16	17	20	25
Traffic Control Work Orders	40	36	30	40
Tree Trimming Work Orders	66	26	20	25
Utility Asphalt Repair Work Orders	80	44	25	35
Utility Concrete Repair Work Orders	64	21	20	30
Driveway Culvert Installation	30	34	35	40
Building Inspections Performed	475	400	475	500
Electrical Inspections Performed	500	600	525	525
Mechanical Inspections Performed	195	170	175	195
Plumbing Inspections Performed	600	575	600	600
Other Inspections Performed	195	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 2022 Business Plans (Objectives)

- Establish procedures at the new recycling center for safety and operations
- Implement sorting practices to reduce contamination in recycled materials and receive better pricing on high quality baled materials
- Seek grant opportunities to replace aging equipment (balers.)

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Improved efficiency by maintaining a regular schedule for pickup of recyclables at local businesses
- ✓ Recycled and diverted 260 tons of waste and 2950 gallons of oil from the landfill
- ✓ Established partnership with Ozarka to buy #1 plastics to be used as recycled water bottles

Budget Summary

Recycling Center	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	133,976	139,568	144,480	152,456	152,958
Supplies & Materials	4,507	5,301	4,400	4,050	4,400
Other Charges and Services	11,665	11,195	12,300	10,500	37,300
Repairs & Maintenance	4,802	11,688	25,500	24,250	9,000
Capital Expenditures	604,268	-	-	-	-
Total Recycling Center	759,218	167,752	186,680	191,256	203,658

2022 Major Additions: Bailer

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
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
Total	3.5	3.5	3.5	3.5

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Recycled Plastic - Tons	40	0	0	0
Recycled Cardboard - Tons	186	208	240	250
Recycled Mixed Paper - Tons	40	40	40	42
Recycled Oil - Gallons	5,150	3,875	4,850	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

2022 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.

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 2022 Business Plans (Objectives)

- Perform a five-year update to the Parks Master Plan
- Add lighting to the Frahm’s Field youth soccer complex
- Replace last outdoor restroom at Hardeman Park with a precast concrete building
- Replace roof on the Parks Administration Building (Armory)
- Remodel Teen Center at Hardeman Park
- Solicit sponsors to fund an amphitheater at LeTulle Park

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Built Bay City’s first splashpad at Amistad Park per the Park Master Plan
- ✓ Reapplied for a grant to fund the Southern Pacific Trailway
- ✓ Converted tennis courts at Community Park to basketball and pickleball
- ✓ Added shade canopies to Hardeman Park
- ✓ Created an entrance sign at LeTulle Park
- ✓ Added a sand volleyball court to Mary Withers Park
- ✓ Renovated caboose at Gusman Park
- ✓ Renovated gazebo at Liberty Park

Budget Summary

Parks	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	492,300	537,532	556,183	533,304	586,129
Supplies & Materials	35,914	33,158	38,300	33,300	37,300
Other Charges & Services	102,033	98,653	110,600	96,525	136,600
Repairs & Maintenance	131,073	96,827	101,000	99,812	88,000
Capital Expenditures	19,851	618,523	354,000	354,000	510,000
Total Parks	781,172	1,384,693	1,160,083	1,116,941	1,358,029

2022 Major Additions: Vehicle, Mower, Utility Vehicle, Playground

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
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
Total	12	12	12	12

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Acres of park grounds maintained	474	474	474	474
Grant applications submitted	6	5	3	3



New SplashPad at Amistad Park



Entrance Sign into LeTulle 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

2022 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.

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 2022 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

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Constructed a floating boat dock
- ✓ Established the “Riverside Smoke-Off” cooking events
- ✓ Created nature programs to enhance visitor experience (kite making, fish prints, owls, etc.)
- ✓ Worked with Tourism for new billboards and signage
- ✓ Erected wayfinding signs through TXDOT
- ✓ Launched a new online reservation system

Budget Summary

Riverside Park	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	114,554	114,398	113,209	114,506	111,857
Supplies & Materials	7,357	13,578	15,200	13,700	15,200
Other Charges & Services	22,976	36,042	36,300	32,200	31,800
Repairs & Maintenance	47,421	12,755	37,200	37,200	31,200
Capital Expenditures	40,300	-	-	-	-
Total Riverside Park	232,608	176,773	201,909	197,606	190,057

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Park Ranger	1	1	1	1
Park Secretary	1	1	1	1
Temporary Worker	1	1	1	1
Total	3	3	3	3

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Acres of park grounds maintained	100	100	100	100
Annual number of guests	5,000	6,000	11,000	17,000



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

2022 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.

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 2022 Business Plans (Objectives)

- Host Pop-Up Programs at City Parks
- Increase number of leagues in volleyball, pickleball, corn hole & disc golf
- Create new with kid fish, rally on the river, redneck ramble, yoga, and senior activities
- Celebrate 115th anniversary of the Bandstand at Liberty Park & 80th anniversary of USO
- 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 2021 Accomplishments of Prior Year Business Plans

- ✓ Created new events such as All About Owls, Fish Prints, Smoke-Off and Community Market
- ✓ Held Freedom Fireworks (4th of July event)

Budget Summary

Recreation	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	11,092	250	11,823	4,867	11,164
Other Charges & Services	154	262	-	-	-
Other Expenses	78,546	58,785	90,000	86,000	90,000
Total Recreation	89,792	59,297	101,823	90,867	101,164

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Temporary Workers	3	3	3	3
Total	3	3	3	3

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Number of direct programs	18	17	52	60
Number of indirect programs	28	15	32	26
Program attendance	10,000	15,000	12,000	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

2022 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 2022 Business Plans (Objectives)

- Increase attendance at swim lessons at both pools
- Recruit more lifeguards

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Completed pump room shoring project to prevent building collapse
- ✓ Erected two shade canopies at Hilliard Pool
- ✓ Removed hazardous diving board at Hilliard Pool
- ✓ Added water polo and volleyball to program offerings
- ✓ Opened pools to community after COVID-19 pandemic
- ✓ Hosted Swim lessons

Budget Summary

Pool Operations	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	119,671	128,376	168,152	167,461	158,909
Supplies & Materials	45,696	49,650	48,100	49,100	51,100
Other Charges & Services	23,794	30,315	33,100	37,420	35,300
Repairs & Maintenance	24,836	36,234	37,000	53,000	37,000
Total Pool Operations	213,997	244,575	286,352	306,981	282,309

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Aquatic Supervisor	1	1	1	1
Temps. (Lifeguards)	20	20	20	20
Total	21	21	21	21



Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
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

2022 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

FY 2022 Business Plans (Objectives)

- Conduct a technology infrastructure overhaul of cabling, firewall, Wi-Fi equipment and battery backups through ERATE process
- Increase accessibility of technology by adding hotspots, internet enabled devices and assistive technology
- Add mobile computer lab, videoconferencing equipment and upgrade public computer software through TSLAC Technology Academy grant
- Explore elimination of late fees to reduce barriers of service
- Replace public use furniture with easy to clean furniture in response to COVID-19 pandemic
- Continue to offer online services to further personal, professional, and educational growth during the pandemic
- Purchase and install exterior signage through outside funding with Bay City Library Association
- Rehabilitate exterior of building
- Develop Facility Improvement Plan to prioritize facility improvements
- Continue to evaluate and improve programs and services currently in place

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Earned Achievement in Excellence of Libraries Award from TMLDA
- ✓ Created a marketing plan
- ✓ Completed Biennial Review of Policy Manual
- ✓ Improved use of Genealogy collection by cataloging materials and digitalizing microfilm
- ✓ Added and continued online services to further personal, professional, and educational growth
- ✓ Added dedicated 24/7 access to fiber internet at the Sargent branch
- ✓ Completed makeover of teen room with funding from Bay City Library Association
- ✓ Developed an online guide with educational and workforce resources
- ✓ Created a facility maintenance checklist
- ✓ Created a Collective Development Plan
- ✓ Developed a Programming Plan and Master Calendar
- ✓ Made both public entrances ADA accessible
- ✓ Partnered with DSHS to add Lactation room

Budget Summary

Library	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted Budget FY 2022
Personnel Services	290,767	281,719	317,887	329,253	335,015
Supplies & Materials	57,803	64,721	80,600	72,400	76,100
Other Charges & Services	88,125	124,315	79,350	75,380	87,750
Repairs & Maintenance	7,894	9,072	10,000	10,500	10,000
Total Library	444,589	479,827	487,837	487,533	508,865

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Librarian	1	1	1	1
Specialists	3.5	3.5	3	3
Assistants	2	2	3	3
Temporary Workers	1	1	.5	.5
Total	7.5	7.5	7.5	7.5

Performance Measures

	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
<i>Our Workload</i>				
Total Library Circulation	47,056	29,807	32,000	35,000
Total Library Visits	57,631	27,157	31,000	34,000
Population per ALA-MLS	26,452	26,363	26,363	26,363
Population per total paid staff	4,661	4,487	4,487	4,487
Number of programs	211	100	190	200
Attendance of programs	5,216	2,754	3,200	4,000
<i>Measuring Our Effectiveness</i>				
Achievement of Excellence in Libraries Award	Yes	Yes	Yes	Yes
TSLAC Accredited Library	Yes	Yes	Yes	Yes







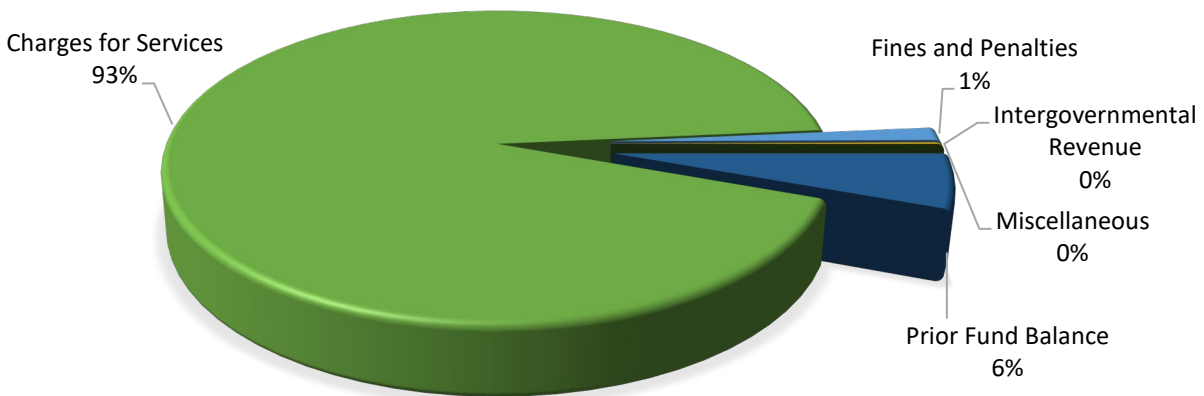
PUBLIC UTILITY FUND

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 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022	Variance
Charges for Services	7,649,267	7,567,222	8,177,000	8,132,727	8,368,000	191,000
Fines and Penalties	149,785	67,463	140,000	135,000	120,000	-20,000
Miscellaneous	92,499	112,561	58,000	38,375	12,000	-46,000
Intergovernmental	219,828	569,586	-	-	-	-
Prior Fund Balance	-	-	308,500	-	500,000	191,500
Total Revenues	8,111,379	8,316,832	8,683,500	8,306,102	9,000,000	316,500

PUBLIC UTILITY FUND REVENUE

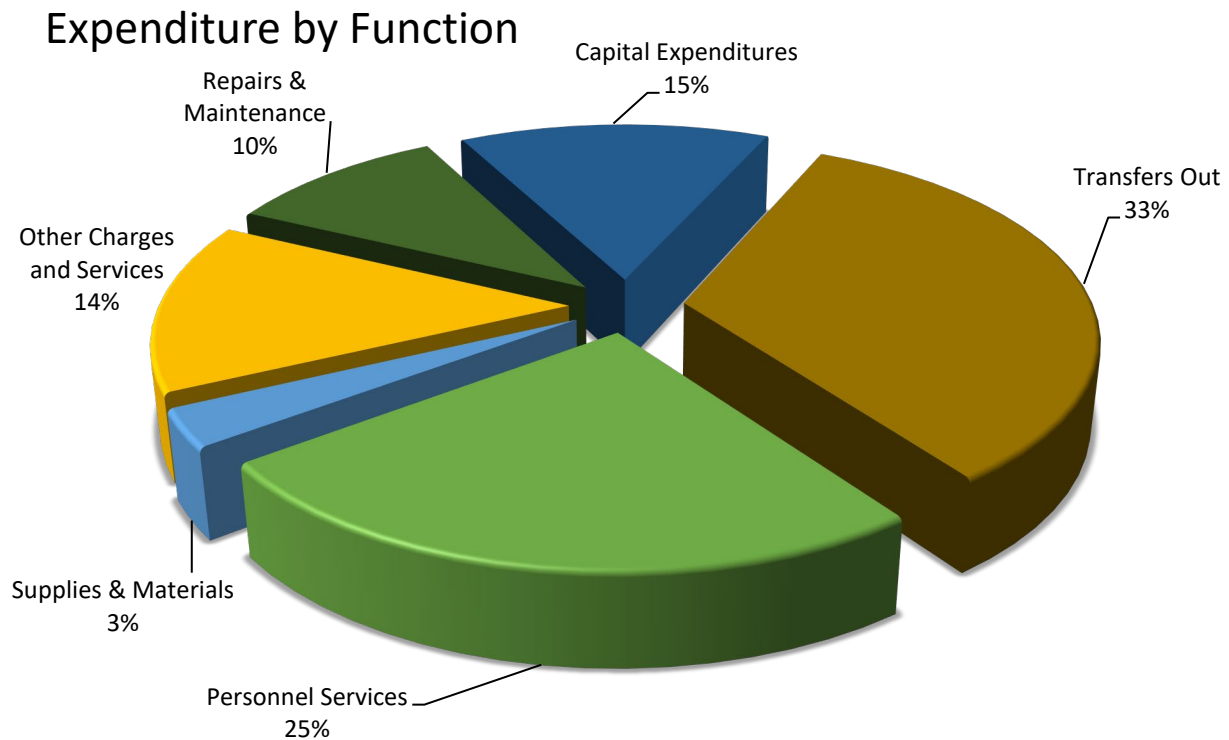


Public Utility Revenue Detail

Public Utility Fund Revenue	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Charges for Services					
Water Receipts	3,456,468	3,573,438	3,745,000	3,725,000	3,985,000
Commercial Water Sales	9,284	6,354	10,000	2,000	5,000
Water Taps	29,213	35,081	30,000	29,250	30,000
Service Charges	139,375	72,989	100,000	100,000	110,000
Sewer Receipts	3,981,588	3,826,109	4,250,000	4,230,000	4,200,000
Sewer Surcharges	12,484	8,652	21,000	11,125	15,000
Sewer Taps	14,517	22,931	21,000	23,750	23,000
Contract Revenue	6,339	21,669	-	11,602	-
Total Charges for Services	7,649,267	7,567,222	8,177,000	8,132,727	8,368,000
Fines & Forfeitures					
Late Payment Penalties	149,785	67,463	140,000	135,000	120,000
Total Fine & Forfeitures	149,785	67,463	140,000	135,000	120,000
Miscellaneous					
Interest Income	36,391	20,148	20,000	1,375	2,000
Gain on Disposal of Assets	3,175	26,900	-	-	-
Insurance Claims	14,125	31,231	-	-	-
Other Income	38,808	34,283	38,000	37,000	10,000
Total Miscellaneous	92,499	112,561	58,000	38,375	12,000
Intergovernmental					
Transfer from Fund 62	-	569,586	-	-	-
Contributed Capital	219,828	-	-	-	-
Total Intergovernmental	219,828	569,586	-	-	-
Prior Fund Balance					
Prior Fund Balance	-	-	308,500	-	500,000
Total Prior Fund Balance	-	-	308,500	-	500,000
Total Public Utility Revenue	8,111,379	8,316,832	8,683,500	8,306,102	9,000,000

Public Utility Expenditures by Function

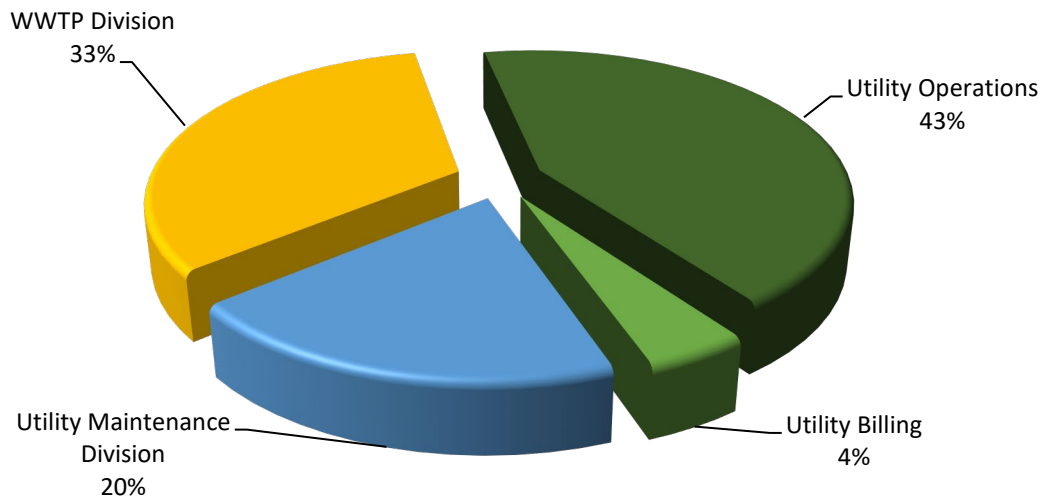
Expenditures by Function	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022	Variance
Personnel Services	1,592,148	1,691,258	1,866,161	1,709,597	2,236,191	370,030
Supplies & Materials	272,495	899,389	256,500	240,050	280,500	24,000
Other Charges and Services	2,791,281	2,632,802	1,539,169	1,455,878	1,275,800	-263,369
Repairs & Maint.	769,186	1,722,376	1,540,500	1,484,704	915,500	-625,000
Capital Expenditures	-	-	730,869	718,478	1,293,000	562,131
Transfers Out	2,845,665	3,078,932	2,750,301	2,736,442	2,999,009	248,708
Total Expenditures	8,270,775	10,024,756	8,683,500	8,345,149	9,000,000	316,500



Public Utility Expenditures by Department

Expenditures by Department	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022	Variance
Utility Billing	5,627,364	748,459	325,305	325,201	406,057	80,752
Utility Operations	82,212	5,387,979	3,933,678	3,860,637	3,874,429	-59,249
Utility Maintenance	1,190,260	2,371,739	2,453,682	2,363,462	1,763,012	-690,670
WWTP	1,370,938	1,516,579	1,970,835	1,795,849	2,956,502	985,667
Total Expenses	8,270,775	10,024,756	8,683,500	8,345,149	9,000,000	316,500

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

2022 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.

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 2022 Business Plans (Objectives)

- Coordinating the Customer Service Week
- Create a “Welcome Letter” for new customers
- Improve organization of website page
- Create a new magnet that lists important City numbers
- Add scanners to streamline the application process

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Added and installed premier bulk water system
- ✓ Added electronic bill notices and payment options
- ✓ Added two bulletin boards to communicate valuable information
- ✓ Upgraded software to enhance billings system
- ✓ Coordinated outside departments information through billing inserts

Budget Summary

Utility Billing	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	653,243	523,319	153,305	165,688	151,057
Supplies & Materials	55,116	43,951	44,000	43,000	44,000
Other Charges & Services	2,065,867	170,018	116,500	103,309	199,500
Repairs & Maintenance	7,473	11,171	11,500	13,204	11,500
Transfers Out	2,845,665	-	-	-	-
Total Utility Billing	5,627,364	748,459	325,305	325,201	406,057

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Utility Billing Clerk	3	3	3	3
Director of Public Works	1	1	0	0
Assistant Director of Public Works	1	1	0	0
Construction Inspector	1	0	0	0
Customer Service Supervisor	1	1	0	0
Customer Service Technician	3	3	0	0
Code Compliance Officer	0	1	0	0
Total	10	10	3	3

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Number of meter leaks	300	400	600	350
Number of service orders completed	5,630	4,265	5,000	5,000
Number of connects with service change	350	808	900	1,000
Number of disconnects	800	830	950	950
Number of re-connects (from non-payments) and miscellaneous requests	1,607	1,519	2,400	1,500
Number of meter swap orders	890	400	1,000	6,000
Number of sewer stops	912	461	600	400
Annual average of active accounts	6,235	6,500	6,750	6,750
Number of utility account bills generated	62,260	74,757	74,800	74,900
Number of utility payments received	50,457	42,154	50,000	50,000
Number of adjustments processed	7,175	2,859	4,000	2,900
Number of Service Orders generated	5,645	4,461	6,500	4,000
<i>Measuring Our Effectiveness</i>				
Percentage of monthly bills posted to customer accounts on time	100%	92%	99%	99%
Percentage of billing adjustments due to meter reading or billing errors	6.3%	8%	50%	8%
Annual average –Percentage of overall AMI effectiveness (good reads/total AMI reads)	94%	80%	60%	90%
% of new accounts connected within 24 hrs.	100%	99%	99%	99%
% of customers delinquent/total customers	18.9%	14%	12%	12%

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 (2022 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 2022 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 submitted and received by the Public Works department.
- Continue to provide administrative services for all contract and bid documentation for 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 2021 Accomplishments of Prior Year Business Plans

- ✓ MSB Secretary received additional Cityworks training this year that was geared toward: 1) improving GIS asset management; 2) additional enhanced reporting features for configuration and data analysis. These features will help us capture data and utilize it for job estimates and timelines, crew efficiency, budgeting projections, etc
- ✓ Continue scheduling “Friendly Certified Customer Service Training” through Victoria Chamber of Commerce for City employees. Our goal is to change the culture and make the City of Bay City known for good customer service
- ✓ 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
- ✓ Completed “Painting/Protective Coating for Municipal Services Building”
- ✓ Installed and implemented “Fuel Management System” for Municipal Services Building through a SourceWell Contract. This system is a cost-effective, user-friendly, monitoring system for the fuel tank in the MSB yard
- ✓ Implemented Cross Connection Control program
- ✓ Obtained HGAC grant for Joe Rodgers Recycling Center to refurbish recycling trailers
- ✓ Began enforcement of the solid waste ordinance as it pertains to bulk/heavy trash pickup
- ✓ Instituted monthly meetings with WCA representatives, City Manager’s Office, Utility Billing and Code Enforcement to optimize city sanitation services
- ✓ Continue 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

Budget Summary

Utility Operations	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	-	200,048	481,208	484,276	450,620
Supplies & Materials	15,234	15,397	19,300	20,450	23,300
Other Charges & Services	62,489	2,048,091	662,869	599,469	381,500
Repairs & Maintenance	4,489	45,511	20,000	20,000	20,000
Transfers Out	-	3,078,932	2,750,301	2,736,442	2,999,009
Total Utility Operations	82,212	5,387,979	3,933,678	3,860,637	3,874,429

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Director of Public Works	0	0	1	1
Assistant Director of Public Works	0	0	1	1
Office Manager	0	0	1	1
Engineering Technician	0	0	1	1
Code Compliance Officer	0	0	1	1
Total	0	0	5	5

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

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Code Violation Complaints-Sanitation	22	281	280	275
Code Violation Complaints-Utilities	10	57	100	60
Code Violation Complaints-Streets	15	24	25	25
Stop work order issued	9	30	25	25
WCA complaints investigated	18	15	10	10
Notice of Violation issued	8	34	36	35
Cross connection control non-compliance Notice issued	0	44	90	60

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

2022 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 2022 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 2021 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 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	482,596	538,409	743,182	657,123	789,512
Supplies & Materials	55,437	48,074	38,500	37,400	58,500
Other Charges & Services	101,549	119,562	49,000	52,900	49,000
Repairs & Maintenance	550,678	1,665,694	1,198,000	1,198,000	573,000
Capital Expenditures	-	-	425,000	418,039	293,000
Total Utility Maintenance	1,190,260	2,371,739	2,453,682	2,363,462	1,763,012

2022 Major Additions: Vehicles, Mini Excavator, Utility Trailer, Bobcat

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Utility Foreman	1	1	1	1
Crew Leader	3	3	3	3
Administrative Assistant I	1	1	1	1
Maintenance Technician II	4	3	4	2
Maintenance Technician I	4	4	4	2
Customer Service Supervisor	0	0	0	1
Customer Service Technician I	0	0	1	2
Customer Service Technician II	0	0	0	1
Vactor Truck Operator	0	1	1	1
Total	13	13	15	14

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Total length of water mains (miles)	113	113	115	115
Total length of sewer mains (miles)	108	108	110	110
Total number of fire hydrants	363	363	365	370
Number of water leaks	507	462	469	450
Number of new water taps	25	21	52	30
Number of new sewer taps	20	11	48	25
Number of water lines located	85	377	438	380
Number of sewer lines located	55	225	388	350
Linear feet (LF) water line replaced or installed	3,495	3,500	3,800	4,200
Linear feet (LF) sewer line replaced or installed	1,100	1,500	1,800	2,000
Estimated gallons of water loss associated with reported water leaks	176,198,729	300,334,400	301,403,300	225,000,000
Number of sewer overflows per year	1	1	1	1
Number of meter swap orders	625	518	558	520
Number of meter leaks	154	39	73	85
Number of sewer stops	703	478	548	535
<i>Measuring Our Effectiveness</i>				
Annual Water Loss	24.98%	35.33%	35.03%	26%

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

2022 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 2022 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 2021 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 Katy Water Plant
- ✓ Replaced 125 H.P. motor at Katy Water Plant
- ✓ Completed recoding of the interior distribution piping inside Well #6 and #9 by Plant Operator
- ✓ Replaced all 3 Booster Pumps at Well #9
- ✓ Completed Flow Meter replacement at Well #6 & #9
- ✓ Completed installation of new generator, electrical service & controls at Ave B Water Well
- ✓ Completed the upgrade on electrical lighting to LED’s in Well #6 & #9
- ✓ Replace Chlorine Pump at Katy Well #8
- ✓ Replace the florescent lighting with LED lights in the chlorine rooms at Katy Well #8
- ✓ Replaced exhaust fan in the chlorine room at Katy Well #8

LIFT STATIONS:

- ✓ Replaced lift pump at 457 Lift Station
- ✓ Replacement of gate at Bucks Bayou Lift Station
- ✓ Replaced 3” rotating assembly at Bay Ridge Lift Station
- ✓ Completed emergency replacement of valves on discharge piping, along with adding safety upgrades for safe entry to pumps #1 & #2 inside Tenaris Lift Station

ENTERPRISE FUNDS

- ✓ Completed installation of new generator, electrical service & controls at 1704 Ave I Lift Station
- ✓ Completed replacement of discharge pipe to prevent a future failure in daily operations at Fiesta Lift Station
- ✓ Lift Stations were painted to reflect trip hazards
- ✓ Replaced pump at Letulle Lift Station
- ✓ Replaced Pump and rewired control panel at the Bay Ridge Lift Station
- ✓ Replaced Pump 3 and Jockey Pump at Cottonwood Lift Station
- ✓ Installed new motor in Pump 2 at the Bell Lift Station

WWTP

- ✓ Purchased one new dewatering box and replaced the media filters on the remaining three dewatering boxes
- ✓ Installed a new soft start needed for the replacement of the auto transformer on blower #3 to extend the life span of the motor
- ✓ Installation of new generator, electrical service, and controls at the WWTP
- ✓ Purchase of two portable generators for all water wells, plants and lift stations that may lose power
- ✓ Replace motor to Blower 4
- ✓ Yearly preventative maintenance and load bank test on all generators

Budget Summary

Water and Wastewater Treatment Plant Division	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	456,309	429,482	488,466	402,510	845,002
Supplies & Materials	146,707	791,966	154,700	139,200	154,700
Other Charges & Services	561,375	295,131	710,800	700,200	645,800
Repairs & Maintenance	206,547	-	311,000	253,500	311,000
Capital Expenditures	-	-	305,869	300,439	1,000,000
Total WWTP	1,370,938	1,516,579	1,970,835	1,795,849	2,956,502

2022 Major Additions: Mockingbird Plant Rehab

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
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
Total	7	7	7	7

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Number of water samples collected for bacteriological testing	384	390	384	384
Number of fire hydrants flushed	612	612	612	612
Estimated gallons of water loss associated with routine fire hydrant flushing	265,000	238,000	240,000	240,000
Cubic Yards of sludge removed/number of loads hauled	3,156 291	3,531 327	3,611 356	3,550 340
<i>Measuring our Effectiveness</i>				
Number of TCEQ violations – groundwater	0	0	0	0
Gallons of water produced per year	745,000,000	850,124,700	860,409,000	700,000,000
Number of TCEQ violations – wastewater	0	0	0	0
Total gallons of wastewater treated per year	658,000,000	536,280,000	576,000,000	575,000,000

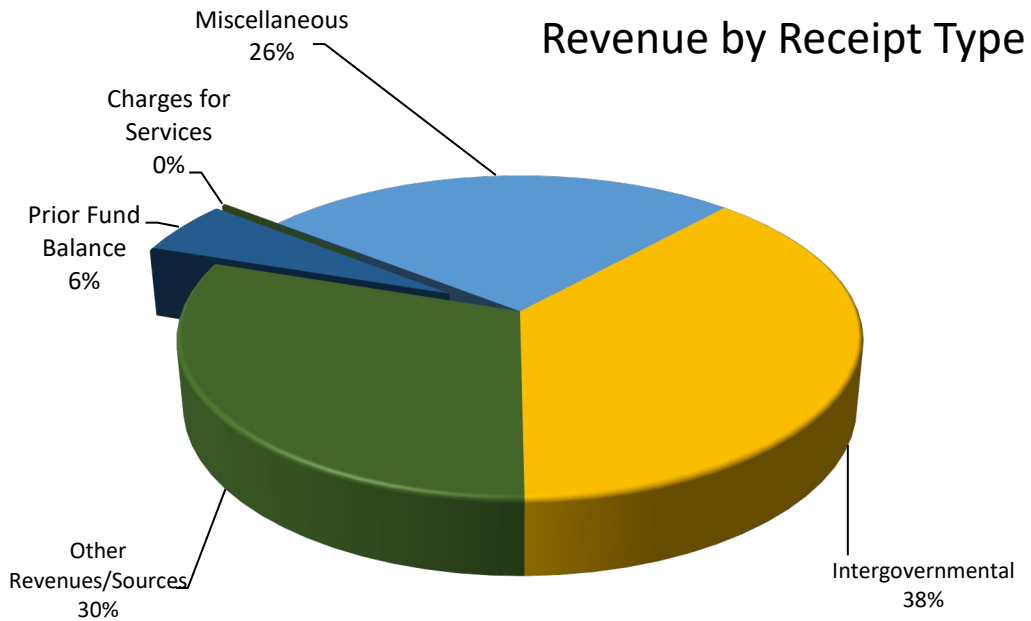


AIRPORT FUND

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

Airport Fund Revenue

Revenue Summary	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022	Variance
Charges for Services	300	280	-	-	-	-
Miscellaneous	193,139	158,785	157,500	156,925	169,500	12,000
Transfers In	624,500	330,000	225,000	225,000	245,000	20,000
Other Revenues/Sources	205,616	868,963	180,500	177,520	195,500	15,000
Prior Fund Balance	-	-	35,000	-	35,000	-
Total Revenues	1,023,555	1,358,027	598,000	559,445	645,000	47,000



Airport Revenue Detail

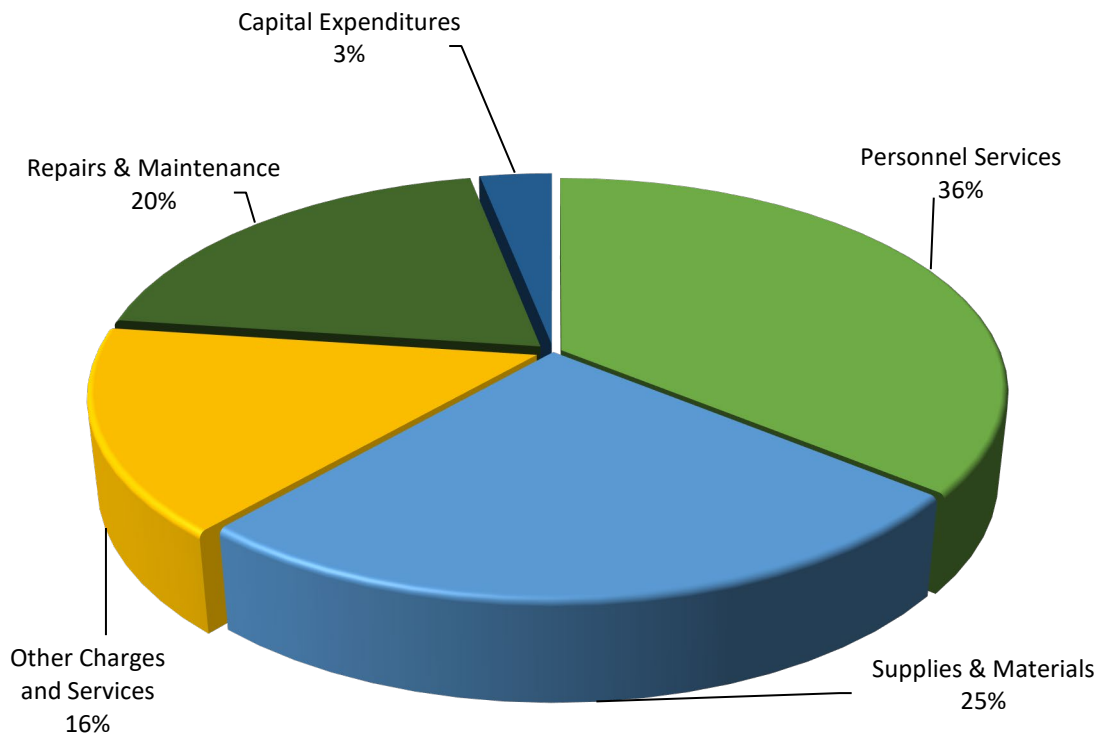
Airport Fund Revenue	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Charges for Services					
Late Fees	300	280	-	-	-
Total Charges for Services	300	280	-	-	-
Miscellaneous					
Interest Income	145	546	500	100	500
T-Hanger Rental Fees	91,315	98,906	98,000	103,825	105,000
Tie Down Fees	6,865	2,185	4,000	3,000	3,000
Tx Dept. of Transportation	84,130	50,000	50,000	50,000	50,000
Gain on Disposal of Assets	-	-	-	-	-
Other Income	2,625	-	-	-	-
Total Miscellaneous	193,139	158,785	157,500	156,925	169,500
Intergovernmental					
Transfer from General FD	304,500	330,000	225,000	225,000	245,000
Transfer from Fund 34	320,000	-	-	-	-
Total Intergovernmental	624,500	330,000	225,000	225,000	245,000
Other Revenues/Sources					
Contributed Capital	-	704,159	-	-	-
Jet Fuel	111,447	78,289	100,000	100,000	120,000
Aviation Fuel	94,018	86,212	80,000	77,000	75,000
Aviation Oil	151	303	500	520	500
Total Other Revenue	205,616	868,963	180,500	177,520	195,500
Prior Fund Balance					
Prior Fund Balance	-	-	35,000	-	35,000
Total Prior Fund Balance	-	-	35,000	-	35,000
Total Airport Revenue	1,023,555	1,358,027	598,000	559,445	645,000

Airport Expenditures by Function

Expenditures by Function	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022	Variance
Personnel Services	153,660	205,245	215,400	206,916	231,450	16,050
Supplies & Materials	202,817	137,280	175,400	174,966	164,750	-10,650
Other Charges and Services	213,608	232,036	80,300	83,809	101,300	21,000
Repairs & Maint.	74,107	132,828	126,900	126,566	127,500	600
Capital Expenditures	-	-	-	-	20,000	20,000
Transfers Out	-	86,301	-	-	-	-
Total Expenditures	644,192	793,689	598,000	592,257	645,000	47,000

2022 Major Additions: Mower

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

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.
- Review and Update the Airport Rules and Regulations and Minimum Standard

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*

2022 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 (2022 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 2022 Business Plans (Objectives)

- Continue to promote the Airport as a destination for business and general aviation
- Complete construction to relocate taxiway and drainage
- Install new public drinking water well
- Install wildlife fencing along runway property line
- Replace Jet-A self-serve fuel station
- Host fly-in movie night
- Create airport brochures
- Update Chapter 18 of City Ordinances for Airport

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Awarded The 2021 General Aviation Airport of the Year Award from Texas Department of Transportation-Aviation Division
- ✓ Promoted Airport as a destination for business and general aviation
- ✓ Passed Airport Zoning ordinance
- ✓ Completed construction for t-hangar row E
- ✓ Completed engineering to relocate and repair drainage on Airport
- ✓ Completed engineering for taxiway relocation

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Airport Manager	1	1	1	1
Airport Secretary	0	1	1	1
Lineman	1	1	1	1.5
Temporary Worker	1	1	1	1
Total	3	4	4	4.5



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

Performance Measures

Our Workload	Actual	Actual	Projected	Estimated
	FY 2019	FY 2020	FY 2021	FY 2022
Number of daily airfield inspections	247	247	247	247
Number of airfield lighting repairs	112	0	0	2
Number of airfield fence repairs	2	1	1	2
Number of aircraft fueled	1,247	1,113	1,158	2,000
Acres of airport grounds mowed/maintained	181	181	181	181
Number of courtesy car rentals/usage	62	37	40	50
Estimated number of take offs & landings	12,470	11,130	11,580	20,000
Usage/inquires to paid websites for Airport information	2,186	2,210	2,400	2,800
Measuring Our Effectiveness				
T-hangar tenant occupancy	90%	99%	60%	80%
% of time airfield operational	91%	98%	98%	99%
Value of TxDOT Aviation RAMP funding obtained	\$50,000	\$50,000	\$50,000	\$50,000



Bay City Regional Airport

WHERE DREAMS TAKE FLIGHT

AT A GLANCE
BAY CITY REGIONAL AIRPORT
 A general aviation airport serving as the gateway to the city.

WHERE: Bay City, Texas in Midland-Culberson County near Houston
WEBSITE: www.baycityregionalairport.com

...of coffee. Someone had to ask, why don't we just bring more coffee? I just wanted to helpfully be on to something here!"

There are other creative things the airport does, and it's not about money, but it's about the love of flying and the love of the community. For example, the Santa Fe Flight Museum kept the building that the airlines were going to tear out. It was a great idea to have a museum that people could go to and see the history of flying. The airport has a lot of other creative things that it does, and it's not about money, but it's about the love of flying and the love of the community.

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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

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

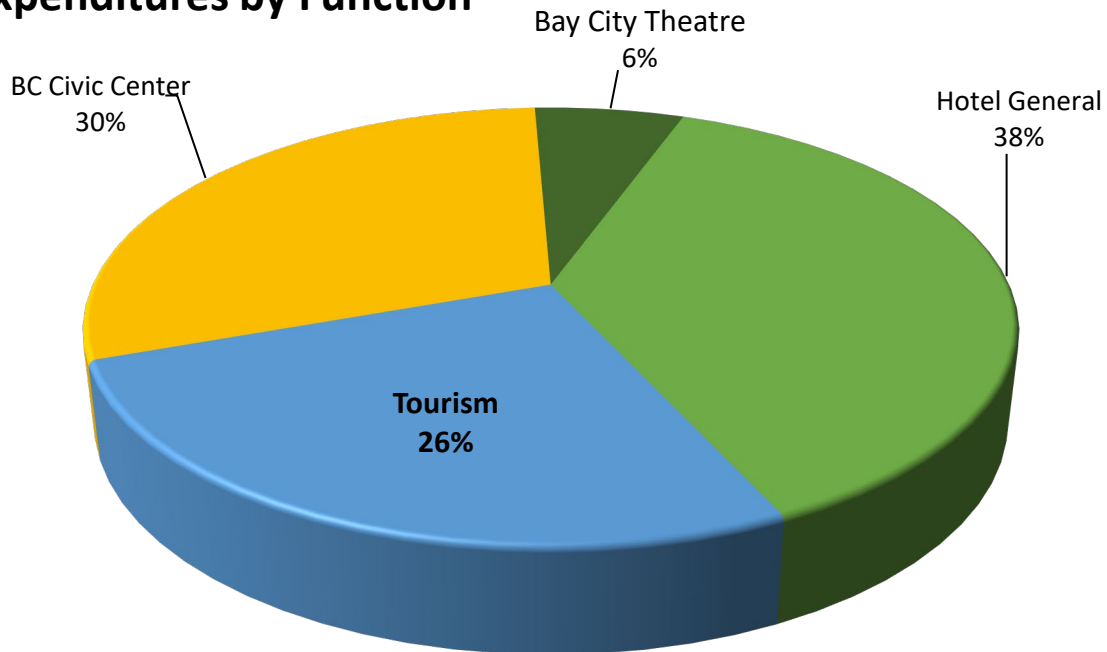
Hotel / Motel Revenue

Revenue Summary	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Proposed FY 2022
Hotel Occupancy Tax	736,909	666,649	650,000	600,000	600,000
Miscellaneous	105,822	81,309	65,000	80,000	86,500
Prior Fund Balance	-	-	342,000	-	311,500
Total Revenue	842,731	747,957	1,057,000	680,000	998,000

Hotel / Motel Expenditures

Hotel/Motel Expenditures	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Proposed FY 2022
Hotel General	121,117	111,113	126,500	126,400	374,500
Tourism	252,038	227,815	287,020	231,174	264,020
Civic Center	300,040	227,347	383,480	345,618	297,480
Bay City Theatre	101,374	57,146	260,000	16,950	62,000
Total Hotel/Motel	774,569	623,421	1,057,000	720,142	998,000

Expenditures by Function



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 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Proposed FY 2022
Other Charges and Services	60,800	63,113	68,500	68,400	66,500
Repairs & Maintenance	6,000	-	-	-	-
Transfers	54,317	48,000	58,000	58,000	308,000
Total Hotel General	121,117	111,113	126,500	126,400	374,500



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

(2022 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.

FY 2022 Business Plans (Objectives)

- Commission visual artists or artists’ teams to create works of art sited on or near areas in need
- Seek available grants and apply for funding through Keep Texas Beautiful Affiliation to expand or improve community facilities or programs alongside Code Compliance Officer and other partners
- Work with Bay City Community Development Corporation to encourage community involvement in the Tourism sector and promote/produce literature showcasing business opportunities
- Install directional signage at local parks
- Increase digital marketing presence and optimize visibility to connect with target audience
- Manage production of supplemental travel and tourism promotional videos
- Design consistent and concise marketing collateral that supports and builds brand
- Strengthen brand recognition among potential and existing tourists

FY 2021 Accomplishments of Prior Year Business Plans

- Designed a permanent logo and brand for Bay City and Matagorda County tourism
- Built brand awareness foundation with new logo through digital, print and social media marketing channels
- Produced digital travel and tourism marketing commercial promoting Bay City and Matagorda County as a tourist destination
- Worked to attain and establish a Bay City Chapter of Keep Texas Beautiful Affiliation
- Managed mural development in downtown by advocating for financial support and growing partnership with BCCDC
- Expanded arts and culture through art exhibits to Matagorda and Palacios to engage citizens and gain community interest with application of the arts
- Promoted reopening of Riverside Park with digital, print and billboard advertising for the Parks Department
- Broadened marketing outreach through billboards on State Hwy 59 and increased local awareness with secondary billboard in Bay City on Hwy 35
- Completed Capital Fund project to construct and install digital sign at the Civic Center
- Ensured continued progress of the Texas Theatre Restoration Project

Budget Summary

Tourism	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Proposed FY 2022
Personnel Services	63,830	67,576	75,420	66,950	83,920
Supplies & Materials	6,750	5,721	8,000	7,500	7,500
Other Charges and Services	180,183	153,579	203,600	156,650	172,600
Repairs & Maintenance	1,275	939	-	74	-
Total Convention & Visitors	252,038	227,815	287,020	231,174	264,020

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Tourism Director	1	1	1	1
Total	1	1	1	1

Performance Measures

	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
<i>Our Workload</i>				
Exhibit Shows Attended	3	0	2	4
Advertising	17	17	23	25
Facebook Followers	1,532	2,219	3,019	4,219
Number of Events Held	3	1	3	3
Total Attendance of Events	4,300	750	5,000	6,500
<i>Measuring Our Effectiveness</i>				
Annual Update of Business Plan	2	2	2	2
Number of Meetings Held	12	4	6	6
Council Updated Quarterly	4	4	4	4



Love Where You Live logos for the Bay City Public Library and City of Bay City Public Works Department

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

2022 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.

FY 2022 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 the Customer
- Conduct routine repair and preventative maintenance to the facility and parking lot and to ensure it is maintained at the same or higher level as was designed to provide a 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 2021 Accomplishments of Prior Year Business Plans

- ✓ Held several successful events throughout the year, despite Covid-19 and occupancy limits
- ✓ Managed the use of the Civic Center for several major events supporting water distribution, COVID testing and community-wide vaccination events
- ✓ 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
- ✓ Removed outside planters and installed new sidewalk
- ✓ Repainted front of the Civic Center building
- ✓ 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 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Proposed FY 2022
Supplies and Materials	6,709	4,587	8,500	8,000	8,500
Other Charges and Services	239,335	175,306	224,980	214,980	230,980
Repairs and Maintenance	53,996	47,454	45,000	45,000	40,000
Total Civic Center	300,040	227,347	383,480	345,618	297,480

BAY CITY THEATRE

Description of Our Services

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

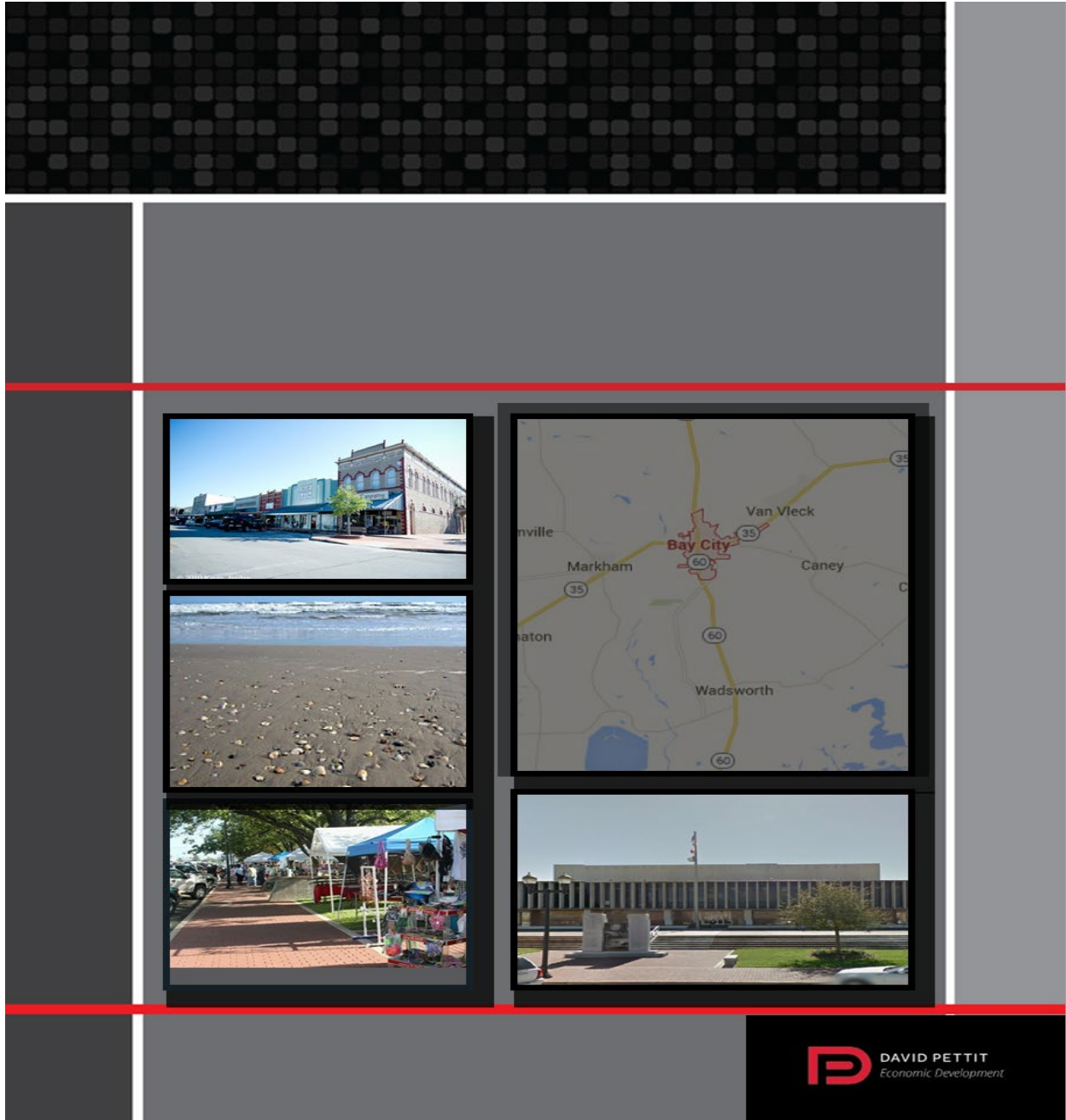
Budget Summary

Bay City Theatre	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Proposed FY 2022
Other Charges and Services	-	4,162	10,000	10,433	12,000
Capital Expenditures	101,374	52,984	250,000	6,517	50,000
Total Bay City Theatre	101,374	57,146	260,000	16,950	62,000

2022 Major Addition: Theatre Rehabilitation



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 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Miscellaneous	121,626	35,975	47,000	46,080	57,000
Transfers In	101,178	29,081	38,000	37,823	46,000
Total Revenue	222,803	65,055	85,000	83,903	103,000

TIRZ 1 Fund Expenditures

TIRZ 1 Expenditures	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Other Charges and Services	223,228	1,626	2,000	54,103	103,000
Transfers Out	-	3,137	-	-	-
Total TIRZ 1	223,228	4,763	2,000	54,103	103,000

TIRZ 2 Fund Revenue

Revenue Summary	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Miscellaneous	-	88,575	101,000	99,001	88,500
Transfers In	-	75,461	82,000	82,075	70,000
Total Revenue	-	164,037	183,000	181,076	158,500

TIRZ 2 Fund Expenditures

TIRZ 2 Expenditures	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Other Charges and Services	-	4022	183,000	148,362	158,500
Transfers Out	52,213	-	-	-	-
Total TIRZ 2	52,213	4,022	183,000	148,362	158,500



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

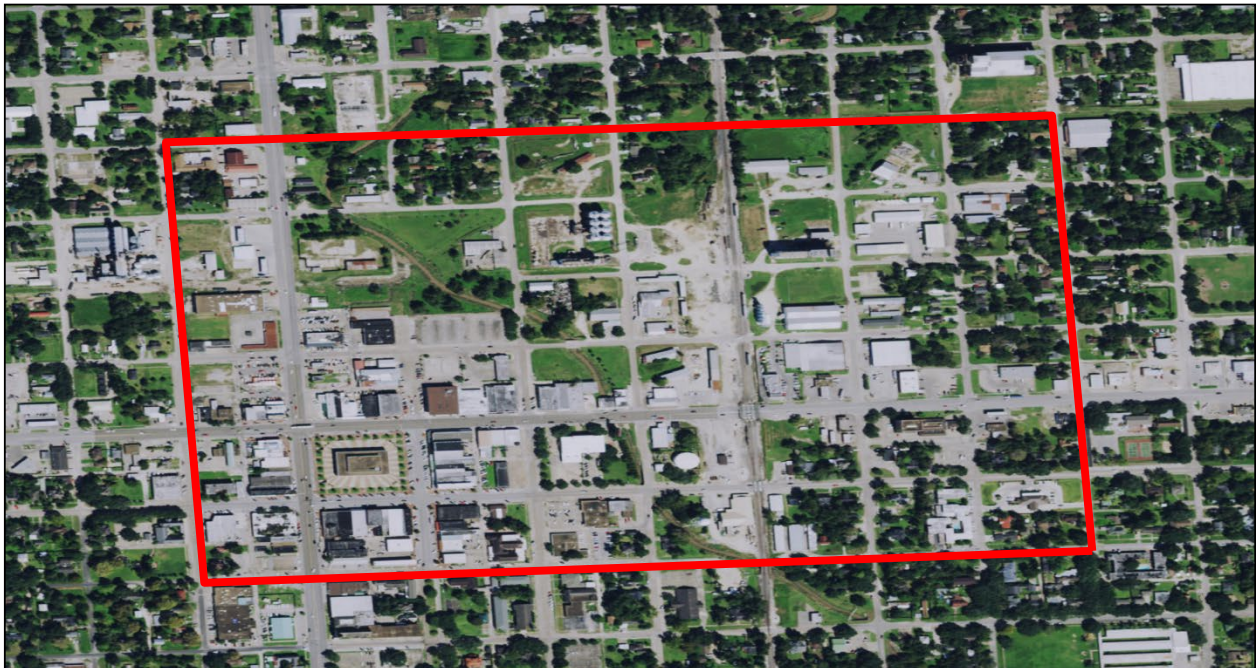
The City of Bay City Tax Increment Reinvestment Zone (TIRZ) Number One (TIRZ #1) was established in 2015 and consisted of 219 acres of land located in the City’s central core encompassing approximately 160 acres. Bay City TIRZ #1 is bounded by 11th Street to the north, Avenue E to the west, 5th Street 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	2021 Taxable	Increment
TIRZ 1	23,875,760	31,166,556	7,290,796



*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	2021 Taxable	Increment
TIRZ 2	2,099,193	13,323,019	11,223,826



*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	2021 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 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Miscellaneous	6,402	28,175	5,000	3,500	5,000
Prior Year Fund Balance	-	-	5,000	-	5,000
Total Revenue	6,402	28,175	10,000	3,500	10,000

Forfeiture Fund Expenditures

Police Forfeiture Expenditures	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Supplies & Materials	-	-	5,000	-	5,000
Other Charges & Services	2,137	6,126	5,000	5,000	5,000
Repairs & Maintenance	8	18,021	-	-	-
Capital Expenditures	-	-	-	16,297	-
Total Forfeiture	2,145	24,148	10,000	21,297	10,000



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 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Fines & Penalties	3,632	4,653	3,500	3,850	4,500
Miscellaneous	105	86	-	-	-
Prior Year Fund Balance	-	-	8,500	-	11,000
Total Revenue	3,737	4,739	12,000	3,850	15,500

Building Security Expenditures

Building Security Expenditures	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	3,264	1,244	5,000	-	4,500
Supplies & Materials	125	157	200	75	200
Other Charges & Services	-	8,798	5,000	4,000	9,000
Repairs & Maintenance	1,039	418	1,800	100	1,800
Total Expense	4,428	10,617	12,000	4,175	15,500



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 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Fines & Penalties	4,835	5,097	4,500	3,600	4,000
Miscellaneous	91	73	-	15	-
Prior Year Fund Balance	-	-	5,500	-	11,500
Total Revenue	4,926	5,170	10,000	3,615	15,500

Court Technology Expenditures

Court Technology Expenditures	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	-	-	400	-	400
Supplies & Materials	109	132	100	50	100
Other Charges & Services	9,706	10,848	9,500	5,000	15,000
Total Court Tech.	9,815	10,980	10,000	5,050	15,500



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 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Miscellaneous	7,480	413	-	-	-
Transfers In	590,000	589,577	670,000	670,000	734,000
Total Revenue	597,480	589,990	670,000	657,813	734,000

Information Technology Fund Expenditures

Information Technology Expenditures	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	164,770	118,707	166,508	161,163	192,302
Supplies & Materials	5,088	7,478	7,375	7,150	6,875
Other Charges & Services	411,853	450,262	479,617	479,000	523,923
Repairs & Maintenance	29,231	22,899	16,500	10,500	10,900
Total IT	610,942	599,345	670,000	657,813	734,000

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

FY 2022 Business Plans (Objectives)

- Continue to provide fast & reliable access to all information systems
- Repair Tower per Trico and FAA recommendations
- Promote transparency for all departments through social media
- Continue to 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 from all entities so cost allocation is corrected
- Upgrade Eventide System which records and stores all PD incoming calls including 911
- Upgrade 20 computers across the City
- Continue to support City departments with software upgrade to Incode 10
- Upgrade the City’s phone system making it easier for citizens to get in touch with the Departments that they are needing
- Upgrade the MultiFax Fax Finder server

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Replaced 9 computers for Library
- ✓ Upgraded and moved City Works to the cloud for better access and security
- ✓ Continuing Incode upgrade to Incode 10
- ✓ Added 1 additional LAN connection in each office to separate the computers and phones
- ✓ Continued to reevaluate technology-based contracts for cost savings
- ✓ Created an interlocal agreement for Harris County Radio System between City, County, Hospital, and Bay City ISD
- ✓ Created an intranet to enhance internal communication
- ✓ Installed and configured laptops for Patrol Units (10)
- ✓ Hired an IT Specialist

Budget Summary

Information Technology	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	164,770	118,707	166,508	161,163	192,302
Supplies & Materials	5,088	7,478	7,375	7,150	6,875
Other Charges & Services	411,853	450,262	479,617	479,000	523,923
Repairs & Maintenance	29,231	22,899	16,500	10,500	10,900
Total IT	610,942	599,345	670,000	657,813	734,000

2022 Major Additions: Phone System (ARP), Surface Pro

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Information Technology Manager	1	1	1	1
Network Administrator	1	0	0	0
Information Technology Technician	0	1	1	1
Total	2	2	2	2

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
# of documented work orders completed	878	388	450	650
# of users served	N/A	N/A	160	165
% of Legacy Systems upgraded as current	N/A	N/A	90	95
% of time servers fully functional during business hours	N/A	N/A	90	99
% of increase in usage of internet	N/A	N/A	45	65

Began tracking several new performance measures in FY 2021





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 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Miscellaneous	1,223	390	-	50	-
Transfers In	600,000	506,309	625,000	609,468	620,000
Total Revenue	601,223	506,698	625,000	609,518	620,000

Maintenance Fund Expenditures by Department

Total Expenditures	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Equipment Maintenance	299,680	299,716	267,491	244,844	248,396
Facility Maintenance	261,554	275,077	357,509	364,674	371,604
Total Expenditures	561,234	574,793	625,000	609,518	620,000



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.

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 2022 Business Plans (Objectives)

- Continue to use new vehicle lift to reduce time for vehicle services and repairs on city fleet.
- Continue to use Cityworks to evaluate ways to improve PM procedures for City's fleet and present recommendations as warranted
- Ensure 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
- 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 accurately determine mechanical repair needs and estimate the cost and time of repairs
- Continue to service, troubleshoot, and perform complex automotive repairs on engines and related components of electrical, mechanical and computerized vehicle systems
- Upgrade of computer software from Vehicle Manger to Cityworks to track service, parts, and repair cost for city fleet

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Continued to initiate training for employees on PM procedures for the City's fleet
- ✓ Multi-tasked to perform emergency repairs on high priority equipment (police vehicles, vactor, and street sweeper) while staying on schedule for routine repairs
- ✓ Continued completion of service and repair jobs with ease thanks to installation of new lift

Budget Summary

Equipment Maintenance	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	226,025	234,657	244,891	224,920	225,796
Supplies & Materials	10,059	5,291	9,700	9,200	9,700
Other Charges & Services	59,917	58,107	7,900	7,224	7,900
Repairs & Maintenance	3,679	1,660	5,000	3,500	5,000
Total Maintenance	299,680	299,716	267,491	244,844	248,396

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Lead Mechanic	1	1	1	1
Mechanic	2	2	2	2
Total	3	3	3	3

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
A/C repairs	10	13	15	20
Air System repairs	6	5	5	4
Axle repairs	0	0	0	0
Battery/Charging System repairs	26	37	40	35
Bearing repairs	5	1	3	3
Belt/Hoses repairs	11	12	15	13
Blades repairs	20	15	13	10
Brakes/ABS repairs	18	34	43	45
Check Engine Light repairs	10	21	35	38
Cooling System repairs	3	12	15	15
Drive Line repairs	10	9	10	13
Electrical repairs	13	22	15	18
Engine repairs	18	20	23	25
Exhaust repairs	6	5	5	5
Fuel System	39	35	30	45
Hydraulic System repairs	24	10	15	10
Interior/Exterior repairs	142	84	125	150
Lights repairs	28	30	35	50
Service repairs	93	83	100	125
Small Engine repairs	3	6	5	8
Suspension/Steering repairs	10	7	5	10
Tire repair/replacement	68	55	65	85
Transmission repairs	6	8	10	15
Welding repairs	22	9	15	20
Total Work Orders Completed	591	533	642	762

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 man power 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.

FY 2022 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 2021 Accomplishments of Prior Year Business Plans

- ✓ Hilliard Pool – installed lights and plugs in chemical room
- ✓ Hilliard Pool – wire for LED lighting
- ✓ Master Electrician assumed the duties of project manager for the generators at 1704 Avenue I, 2316 Avenue B, 4511 Starling Drive, and 3598 FM 2540. Effective March 3, 2010, his duties now include making site visits 2x a day to check the generators
- ✓ Replaced and upgraded electrical services at the Jack Young Field
- ✓ Coordinated with Jackson Electric to set a pole with meter and run power from existing pole to a new one. After it was set, we dug a trench and ran conduit and wire to the new sign at the entrance to Riverside Park
- ✓ Coordinated with Eaton on replacing the auto transformer in Blower 3 at wastewater treatment plant with electronic soft start controls
- ✓ Met with FEMA representative and conducted on-site inspections of new generators at Fire Department, City Hall, Civic Center and Municipal Services Building
- ✓ Conducted weekly checks on SCADA board at WWTP, lift stations and generators
- ✓ Advertised and awarded bids for generator services in various locations in Bay City
- ✓ Installed Fluid Secure Fuel System
- ✓ Replaced Main transformer at WWTP
- ✓ Install Touchless Sanitizer and Soap dispensers and wired Temperature pedestals for COVID precautions
- ✓ Installed LED lighting – Nile Valley Tunnel, Katy Chlorine Room, library, the Sports Complex Pavilion, and the Joe Davis Tennis Court
- ✓ Katy Water Plant Generator Project

Budget Summary

Facility Maintenance	Actual FY 2019	Actual FY 2020	Amended Budget FY 2021	Projected FY 2021	Adopted FY 2022
Personnel Services	210,967	246,576	286,073	288,236	297,954
Supplies & Materials	8,442	10,101	12,150	8,950	12,150
Other Charges and Services	8,887	16,174	24,500	26,702	25,200
Repairs & Maintenance	33,259	2,226	34,786	40,786	36,300
Total Facility Maintenance	261,554	275,077	357,509	364,674	371,604

Budgeted Personnel

Position	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022
Master Electrician	1	1	1	1
Journeyman Electrician	1	1	0	0
Electrician Helper	0	0	1	1
Facilities Maintenance Tech II	2	2	2	2
Facilities Maintenance Tech I	0	0	1	1
Total	4	4	5	5

Performance Measures

<i>Our Workload</i>	Actual FY 2019	Actual FY 2020	Projected FY 2021	Estimated FY 2022
Electrical work orders	452	563	350	450
Plumbing work orders	21	17	20	25
Air Conditioner repair work orders	101	78	80	75
Carpenter work orders	17	35	65	50
Street Light work orders	10	1	1	0
Trim Tree Limb work orders	4	1	8	5
Generator Repairs	71	88	50	85
Miscellaneous Repairs	199	168	130	150
Total work orders completed	875	951	704	890



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 252.

Capital Improvement Plan

Presented herewith is the adopted FY 2022 Capital Improvement Plan (CIP) as approved on September 9, 2021. This document reflects input from City Staff, City Council and City Advisory Boards. This document serves as both a budget for FY 2022 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 2022 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 2022 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, 2022 is a street year so there will be less focus on parks unless grants are involved.

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 2021 CIP:

Three big pieces of equipment were purchased: Backhoe and Jetter and Tractor/Shredder units for Utility Maintenance department.

Airport T-Hangar E Row fully constructed and available for tenant move in.

Continued renovations on the Texas Theater which will be the future home of CAST Performances, the Art League and City of Bay City's Tourism Department.

Splashpad at Amistad Park was installed and opened for use.

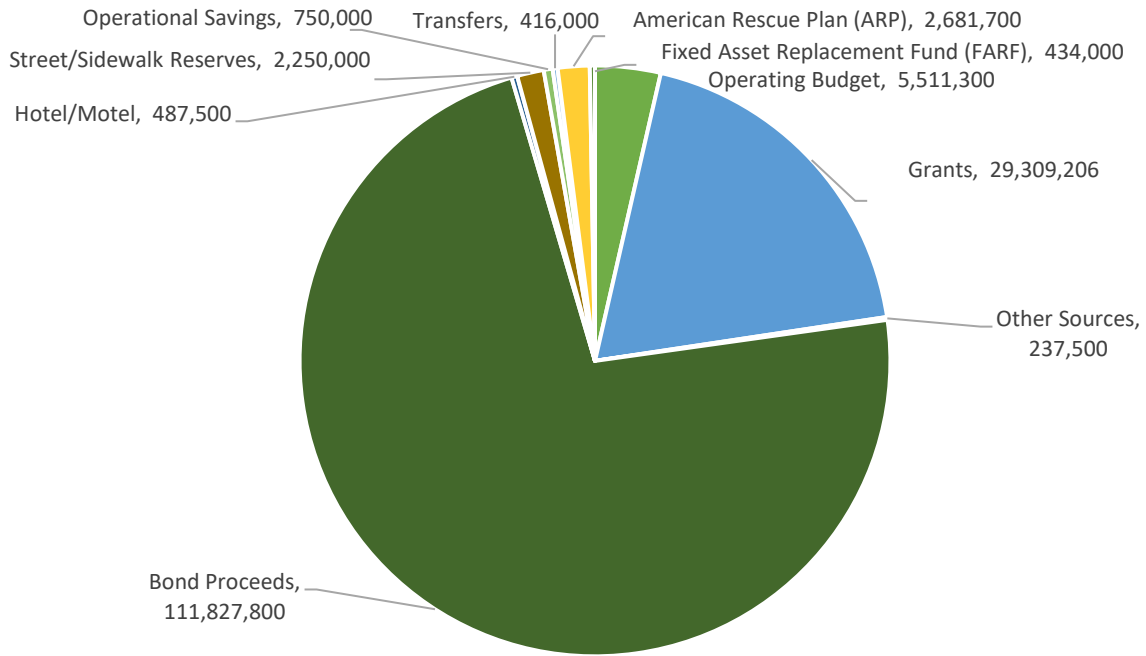
Nile Valley Road reconstruction and rehabilitation completed of the roadway and bridge approach to allow for traffic use.

The following pages outline the CIP approved by the City Council for 2022-2026. The Capital Improvement plan is produced as a separate document from the Operating Budget. A copy of the FY 2022-2026 CIP can be found on the City's website at www.cityofbaycity.org.

Capital Improvement Program Project Financing

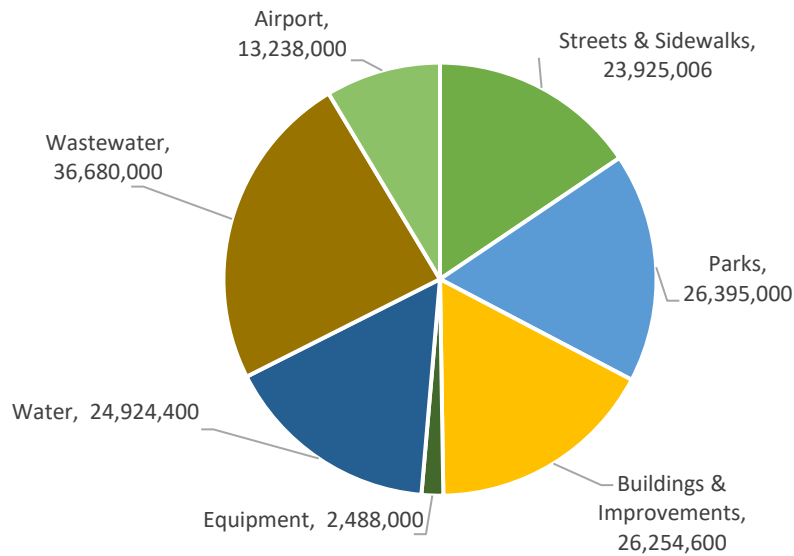
Where the City of Bay City CIP Dollars Come From

All Funds 2022-2026 Adopted CIP (\$153,905,006)



Where the City of Bay City CIP Dollars Go

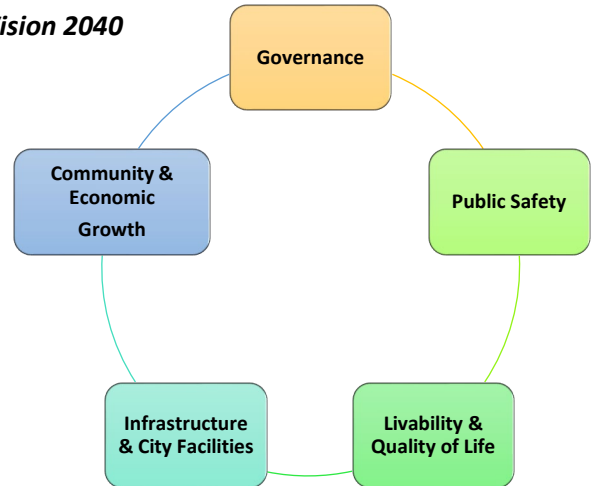
All Funds 2022-2026 Adopted CIP (\$153,905,006)



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 2022 CIP is being funded by bonds, grants, current revenues, and reserves.

Vision 2040



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 2022	Budget FY 2023	Budget FY 2024	Budget FY 2025	Budget FY 2026	Five Year CIP Total
General Fund						
Streets	\$ 17,975,006	\$ 1,800,000	\$ 400,000	\$ 3,700,000	\$ 50,000	\$ 23,925,006
Parks	590,000	1,605,000	3,690,000	20,310,000	200,000	26,395,000
Buildings	296,000	170,000	1,340,000	18,225,000	-	20,031,000
Equipment	327,000	115,000	730,000	-	160,000	1,332,000
Total	\$19,188,006	\$ 3,690,000	\$ 6,160,000	\$ 42,235,000	\$ 410,000	\$ 71,683,006
Utility Fund						
Water	\$ 9,245,000	\$ 6,775,400	\$ 4,881,000	\$ 3,973,000	\$ 50,000	\$ 24,924,400
Wastewater	14,110,000	15,600,000	6,910,000	-	60,000	36,680,000
Buildings	-	50,000	170,000	307,600	-	527,600
Equipment	293,000	303,000	275,000	45,000	220,000	1,136,000
Total Utility	\$ 23,648,000	\$22,728,400	\$ 12,236,000	\$ 4,325,600	\$ 330,000	\$ 63,268,000
Airport Fund	\$ 8,607,000	\$ 270,000	\$ 893,000	\$ 9,184,000	\$ -	\$ 18,954,000
Total All Funds	\$51,443,006	\$26,688,400	\$ 19,289,000	\$ 55,744,600	\$ 740,000	\$ 153,905,006

Five Year Total \$ 153,905,006

FIVE-YEAR CAPITAL IMPROVEMENT- BY FUND

General Fund

Project Description	Budget FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 2025	Budget FY 2026
Streets & Sidewalks					
Street Reconstruction Projects	\$ 1,300,000	\$ 1,200,000	\$ -	\$ -	\$ -
Street Seal Coat Projects	\$ -	\$ -	\$ -	\$ 200,000	\$ -
Sidewalk New/Replace Project	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
Sidewalk New Replace Project	\$ -	\$ 500,000	\$ -	\$ -	\$ -
Nile Valley Road- Phase II Design	\$ -	\$ -	\$ 350,000	\$ -	\$ -
Nile Valley Road- Phase II Construct.	\$ -	\$ -	\$ -	\$ 3,500,000	\$ -
Nile Valley Road- UPRR Bridge Rehab	\$ 500,000	\$ -	\$ -	\$ -	\$ -
Diversion Channel Improvements CDBG-DR Grant (Harvey)	\$ 287,006	\$ -	\$ -	\$ -	\$ -
Cottonwood Creek Improvements- RESTORE Act Grant	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Drainage Construction-GLO Grant	\$ 15,000,000	\$ -	\$ -	\$ -	\$ -
Drainage Improvements-Hamman Railroad Project	\$ 688,000	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Street & Sidewalks Subtotals	\$ 17,975,006	\$ 1,800,000	\$ 400,000	\$ 3,700,000	\$ 50,000
Parks					
Southern Pacific Trailway-TXDOT	\$ -	\$ 1,400,000	\$ -	\$ -	\$ -
Splash Pad, Other Amenities	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Park Improvements-Neighborhood Playgrounds	\$ 40,000	\$ 80,000	\$ 40,000	\$ -	\$ -
16 th St Pool Improvements	\$ -	\$ -	\$ 525,000	\$ 2,975,000	\$ -
Ball Field Lighting- Hardeman Park	\$ -	\$ -	\$ -	\$ 335,000	\$ -
Ball Field Lighting- Frahm's Soccer Field	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Aquatics Center	\$ -	\$ -	\$ 3,000,000	\$ 17,000,000	\$ -
Performance Pavilion- LeTulle Park	\$ 250,000	\$ 125,000	\$ 125,000	\$ -	\$ -
Parks Subtotals	\$ 590,000	\$ 1,605,000	\$ 3,690,000	\$ 20,310,000	\$ 200,000

CAPITAL

Building & Improvements

Pedestrian Ramps	\$ -	\$ 50,000	\$ -	\$ -	\$ -
Service Center (USO)	\$ -	\$ 40,000	\$ 40,000	\$ -	\$ -
Replace Roof- Armory (Parks)	\$ 86,000	\$ -	\$ -	\$ -	\$ -
Renovation- Old Texas Theatre	\$ 50,000	\$ -	\$ -	\$ 5,000,000	\$ -
EAC Building	\$ 40,000	\$ 80,000	\$ -	\$ -	\$ -
Restroom- Hardeman Park	\$ 80,000	\$ -	\$ -	\$ -	\$ -
Public Safety Bldg. (Police, Fire, etc)	\$ -	\$ -	\$ 1,300,000	\$ 13,000,000	\$ -
Teen Center	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Sports Complex Roof	\$ -	\$ -	\$ -	\$ 225,000	\$ -
Bldgs. & Improvements Subtotals	\$ 296,000	\$ 170,000	\$ 1,340,000	\$ 18,225,000	\$ -

Equipment Subtotals	\$ 327,000	\$ 115,000	\$ 730,000	\$ -	\$ 160,000
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General Fund CIP Fund Totals	\$ 19,188,006	\$ 3,690,000	\$ 6,160,000	\$ 42,235,000	\$ 410,000
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Source of Funds:

Operating Budget	\$ 40,000	\$ 170,000	\$ 130,000	\$ 50,000	\$ 210,000
Grants(EDA,TDA,H-GAC,LCRA,ETC.)	\$ 15,570,006	\$ 1,825,000	\$ -	\$ -	\$ -
American Rescue Plan (ARP)	\$ 1,113,000	\$ 80,000	\$ -	\$ -	\$ -
Transfers (CARES Act, etc.)	\$ 416,000	\$ -	\$ -	\$ -	\$ -
Other Sources (BCCDC,Interlocals)	\$ 62,500	\$ 75,000	\$ -	\$ -	\$ 100,000
Bond/Loan Proceeds	\$ 500,000	\$ -	\$ 5,905,000	\$ 42,035,000	\$ -
Hotel/Motel	\$ 237,500	\$ 125,000	\$ 125,000	\$ -	\$ -
Operational Savings (Reserves)	\$ -	\$ 100,000	\$ -	\$ 150,000	\$ -
Street/Sidewalk (Reserves)- Fund 28	\$ 1,050,000	\$ 1,200,000	\$ -	\$ -	\$ -
Fixed Asset Replacement Fund (FARF)	\$ 199,000	\$ 115,000	\$ -	\$ -	\$ 100,000
Total Resources Planned	\$ 19,188,006	\$ 3,690,000	\$ 6,160,000	\$ 42,235,000	\$ 410,000

Utility Fund

Project Description	Budget FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 2025	Budget FY 2026
Utility Water					
Fire Hydrant & Valve Rehab Program	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
Recoating Whitson EST, Liberty EST, 6 th & Ave I GST	\$ -	\$ 749,400	\$ -	\$ -	\$ -
Public Water System-Airport Well	\$ 195,000	\$ 1,100,000	\$ -	\$ -	\$ -
Mockingbird Water Well #7-Rework	\$ -	\$ 353,000	\$ -	\$ -	\$ -
Mockingbird Water Plant No. 2- Electrical Improvements	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
6 th St. & Ave I Water Well #9-Rework	\$ -	\$ 368,000	\$ -	\$ -	\$ -
4 th St. & Ave B Water Plant No. 1- Electrical Improvements	\$ -	\$ -	\$ 781,000	\$ -	\$ -
AMI Meter Replacement Program	\$ 3,800,000	\$ -	\$ -	\$ -	\$ -
New Water Plant- North Side	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -
New Water Plant- East Side	\$ 400,000	\$ 3,100,000	\$ -	\$ -	\$ -
12-Inch Water Transmission Line (New Water Plant-North Side)	\$ -	\$ 250,000	\$ 2,250,000	\$ -	\$ -
12-Inch New Waterline Extension SH35E	\$ 350,000	\$ 650,000	\$ -	\$ -	\$ -
12-Inch Waterline Replacement 5 th St.	\$ -	\$ -	\$ 300,000	\$ 1,800,000	\$ -
12-Inch New Waterline Extension SH 60 North Phase I	\$ -	\$ -	\$ 300,000	\$ 859,000	\$ -
12-Inch New Waterline 12 th St. East	\$ -	\$ -	\$ 550,000	\$ 660,000	\$ -
6-Inch New Waterline Hillcrest Drive	\$ -	\$ 155,000	\$ -	\$ -	\$ -
12-Inch New Waterline SH 60 South	\$ -	\$ -	\$ 700,000	\$ 654,000	\$ -
Utility Water Subtotals	\$ 9,245,000	\$ 6,775,400	\$ 4,881,000	\$ 3,973,000	\$ 50,000
Wastewater System					
Manhole Rehab Program	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ 60,000
Lift Station Rehab Program	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -
New Sewerline Extension-SH35 E	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
WWTP Rehab-Phase II Construction	\$ 12,700,000	\$ 12,900,000	\$ 6,800,000	\$ -	\$ -
Gravity Sewer Rehab Main Trunkline to Sewer Plant	\$ 300,000	\$ 2,700,000	\$ -	\$ -	\$ -
Wastewater Subtotals	\$ 14,110,000	\$ 15,600,000	\$ 6,910,000	\$ -	\$ 60,000

CAPITAL

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	\$	-
Bldg. & Improvements Subtotals	\$	-	\$ 50,000	\$	170,000	\$	307,600	\$	-

Equipment Subtotals	\$	293,000	\$	303,000	\$	275,000	\$	45,000	\$	220,000
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Utility System CIP Fund Totals	\$	9,286,069	\$	12,761,000	\$	6,958,200	\$	5,833,600	\$	4,118,000
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Source of Funds:

Operating Budget	\$	903,000	\$	1,873,400	\$	1,336,000	\$	352,600	\$	330,000
American Rescue Plan	\$	195,000	\$	1,100,000	\$	-	\$	-	\$	-
Bond/ Loan Proceeds	\$	22,050,000	\$	19,755,000	\$	10,900,000	\$	3,973,000	\$	-
Operational Savings	\$	500,000	\$	-	\$	-	\$	-	\$	-
Total Resources Planned	\$	23,648,000	\$	22,728,400	\$	12,236,000	\$	4,325,600	\$	330,000

Airport Fund

Project Description	Budget FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 2025	Budget FY 2026
Construction-Taxiway with Drainage	\$ 8,587,000	\$ -	\$ -	\$ -	\$ -
Engineering & Design-Main Apron Strengthening	\$ -	\$ 70,000	\$ -	\$ -	\$ -
Airport Master Plan & ALP Update	\$ -	\$ 200,000	\$ -	\$ -	\$ -
Engineering & Design-Runway Overlay	\$ -	\$ -	\$ 200,000	\$ -	\$ -
Construction- Main Apron Strengthening	\$ -	\$ -	\$ 693,000	\$ -	\$ -
Construction- Runway Overlay	\$ -	\$ -	\$ -	\$ 3,488,000	\$ -
Airport Projects Subtotals	\$ 8,587,000	\$ 270,000	\$ 893,000	\$ 3,488,000	\$ -

CAPITAL OUTLAY

Fiscal Year 2022 Capital Expenditures

GENERAL FUND

Vehicles and Equipment

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
135	Code Enforcement	Truck	1	51,000**
150	Police	Vehicle (Patrol Unit)	1	47,000**
150	Police	Vehicle (Patrol Unit)	1	47,000**
179	Recycling Center	Bailer	1	83,000*
180	Parks	Truck	1	32,000**
180	Parks	Mower	1	22,000**
180	Parks	Utility Vehicle (ARP)	1	15,000*
180	Parks	Playground	1	40,000
Total General Fund Equipment				337,000

Supported by Current Revenues- \$40,000

*Supported by Grants- \$98,000

**Fixed Asset Replacement Fund- \$199,000

Capital Projects

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
175	Streets	Drainage Project -Hamman (ARP)	1	688,000*
175	Streets	Nile Valley Road Project	1	500,000**
175	Streets	Street Rehab- Elliot Subdivision	1	1,300,000
175	Streets	Drainage Improvements	1	15,000,000*
175	Streets	Diversion Channel Improvements	1	287,006*
175	Streets	Cottonwood Creek Improvements (Bank Stabilization)	1	200,000*
180	Parks	Restroom- Hardeman Park	1	80,000*
180	Parks	Armory Roof	1	86,000*
180	Parks	Teen Center Remodel (ARP)	1	40,000*
180	Parks	Lighting- Frahm's Field (ARP)	1	300,000*
110	City General	EAC Interior Rehab (ARP)	1	40,000*
Total General Fund Projects				18,521,006

Supported by Current Revenues- \$0

Street Reserve- \$1,300,000

*Supported by Grant- \$16,721,006

**Supported by Other Financing Sources \$500,000

**GOVERNMENTAL FUNDS
SPECIAL REVENUE FUND**

HOTEL/MOTEL FUND

Vehicles and Equipment

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
252	Civic Center	New Projector & Screen	1	18,000
Total Hotel Fund Equipment				18,000

Supported by Current Revenues- \$ 18,000

Capital Projects

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
251	Tourism	Performance Pavilion	1	250,000
253	Theater	Texas Theater Rehab	1	50,000
Total Hotel Fund Projects				300,000

Supported by Operational Reserves- \$300,000

**INTERNAL SERVICE FUNDS
INFORMATION TECHNOLOGY (IT) FUND**

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
810	IT	Phone System (ARP)	1	30,000*
810	IT	Batch Scanner	1	6,500
Total IT Equipment				36,500

Funded ½ by General Fund and ½ Utility Fund Current Revenues - \$6,500

**Supported by Grants- \$30,000*

**PROPRIETARY FUNDS
ENTERPRISE FUNDS**

UTILITY FUND

Vehicles and Equipment

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
615	Utility Maintenance	Vehicle	3	135,000
615	Utility Maintenance	Vehicle (F-350)	1	65,000
615	Utility Maintenance	Mini Excavator	1	45,000
615	Utility Maintenance	Utility Trailer	1	13,000
615	Utility Maintenance	Bobcat	1	35,000
Total Utility Equipment				293,000

Supported by Current Revenues- \$ 293,000

Capital Projects

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
615	Utility Maintenance	AMI Meter System	1	3,800,000**
615	Utility Maintenance	12" Waterline- North Side	1	350,000**
615	Utility Maintenance	12" Sewerline-SH35 East	1	1,000,000**
620	Water & WWTP	Public Water System (Airport)	1	195,000*
620	Water & WWTP	New Water Plant- North Side	1	3,500,000**
620	Water & WWTP	New Water Plant- East Side	1	400,000**
620	Water & WWTP	WWTP System Rehab	1	12,700,000**
620	Water & WWTP	Sewer Main Trunkline	1	300,000**
620	Water & WWTP	Mockingbird Plant Rehab	1	1,000,000
Total Utility Projects				23,245,000

Supported by Current Revenues- \$500,000; Operational Reserves- \$500,000

**Supported by Grant- \$195,000*

***Supported by Other Financing Sources (TWDB) \$22,050,000*

ENTERPRISE FUNDS

AIRPORT

Vehicles & Equipment

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
640	Airport	Mower	1	20,000**
Total Airport Equipment				20,000

Supported by Current Revenues- \$0

***Fixed Asset Replacement Fund- \$20,000*

Capital Projects

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
640	Airport	Taxiway A	1	8,587,000
Total Airport Projects				8,587,000

Supported by Current Revenues- \$0

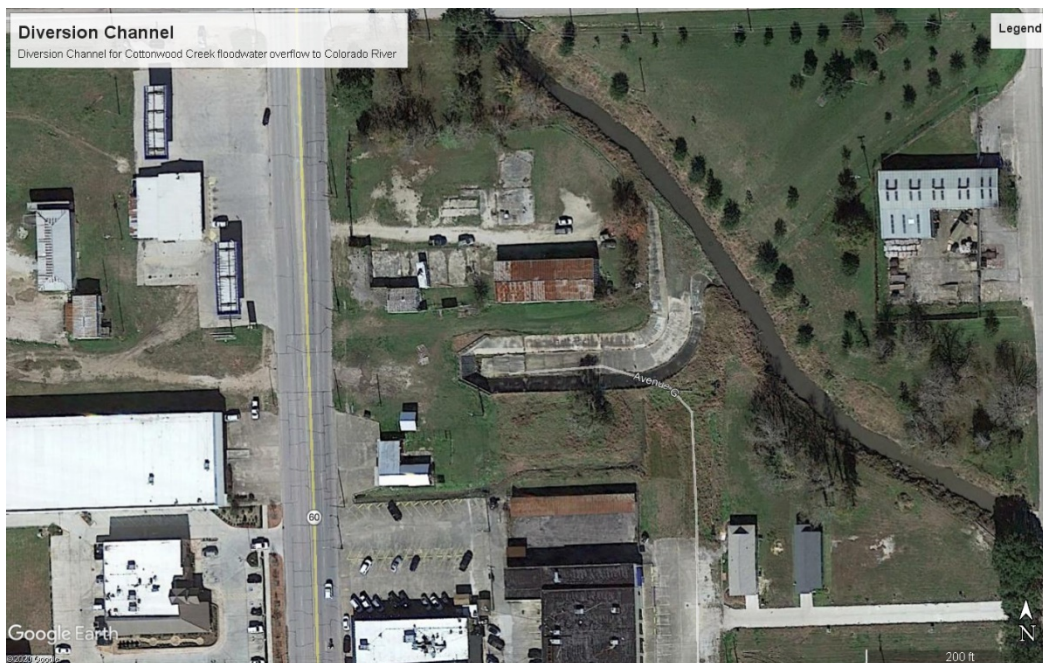
**Supported by Grant- \$7,922,000*

***Supported by Other Financing Sources- \$665,000*

General Fund – Cottonwood Creek Improvements RESTORE Act Grant FY 2022

Infrastructure (Strategic Focus)

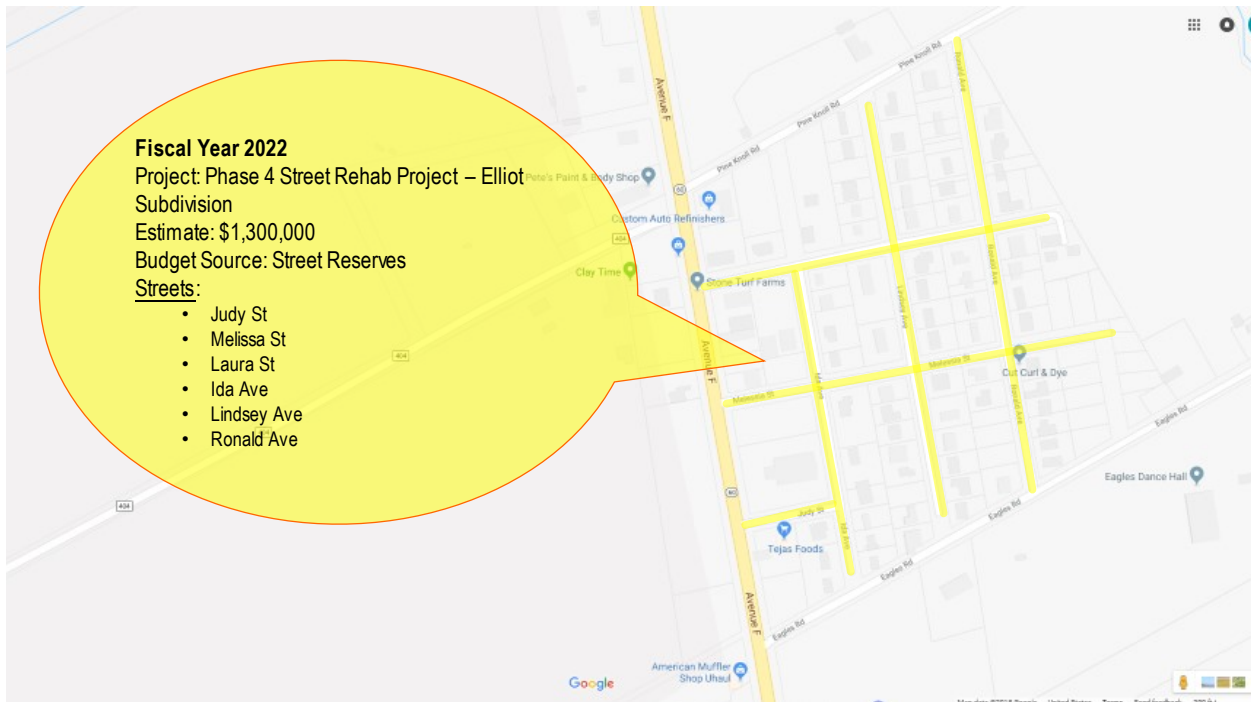
Project Scope		Approved Project Funding	
This grant will provide funding to address erosion control issues along Cottonwood Creek in the downtown area.		Funding Source	Fiscal Year 2022
Project Name: Cottonwood Creek Improvements RESTORE Act Grant		Grant Funds	N/A
Construction Start:		Certificate of Obligations	N/A
Project Completion:		Project Budget & Expenditures	
Current Phase:		Project Budget:	\$200,000
Project Contact Information		Expended to Date:	\$0
City Project Manager:	Oscar Garcia	Operational Impact	
Phone Number:	(979) 479-0718	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:	ogarcia@cityofbaycity.org	Current Activity	
Grant Administrator:	GrantWorks	This grant has not been award to the City yet.	
Engineer:			
General Contractor:			
City Construction Inspection:	William "Bill" Tanner		
City Engineering Tech:	Alyssa Dibbern		



General Fund – Street Reconstruction Projects FY 2022

Infrastructure (Strategic Focus)

Project Scope		Approved Project Funding	
The City as allocated \$1,300,000 to street reconstruction project in 2022. The current street reconstruction project is Elliot Subdivision Reconstruction and Waterline Improvements.		Funding Source	Fiscal Year 2022
Project Name: Street Reconstruction Projects		Grant Funds	N/A
Construction Start: 2022		Certificate of Obligations	N/A
Project Completion: TBD		Project Budget & Expenditures	
Current Phase: N/A		Project Budget:	\$1,300,000
Project Contact Information		Expended to Date:	\$1,300,000
City Project Manager:	Oscar Garcia	Operational Impact	
Phone Number:	(979) 479-0718	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:	ogarcia@cityofbaycity.org	Current Activity	
Grant Administrator:	N/A	Civil Corp sent bids out on November 17 th and 24 th 2021. Bids are due December 2 nd 2021 and will be presented to council on December 7 th . Contactor TBD.	
Engineer:	Civil Corp		
General Contractor:	TBD		
City Construction Inspection:	William "Bill" Tanner		
City Engineering Tech:	Alyssa Dibbern		



General Fund – Diversion Channel Improvements CDBG-DR Grant (Harvey) FY 2022

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.	Funding Source	Fiscal Year 2022
Project Name: Diversion Channel Improvements (C142)	Grant Funds	\$287,006
Construction Start: 2022	Certificate of Obligations	
Project Completion: 2022	Project Budget & Expenditures	
Current Phase: Addendum Update	Project Budget:	\$287,006
Project Contact Information	Expended to Date:	\$0
City Project Manager: Barry Calhoun	Operational Impact	
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: bcalhoun@cityofbaycity.org	Current Activity	
Grant Administrator: GLO - CDBG-DR Grant (Harvey) (GrantWorks)	Currently waiting on an Addendum Update from GLO - 12/1/2021	
Engineer: Jones and Carter		
General Contractor: N/A		
City Construction Inspection: William “Bill” Tanner		
City Engineering Tech: Alyssa Dibbern		



General Fund – Drainage Construction - GLO Grant FY 2022

Infrastructure (Strategic Focus)

Project Scope		Approved Project Funding					
<p>This phase of the project will consist of engineering services to design rehabilitation and reconstruction of the roadway and bridge approaches on Nile Valley Dr from SH35 (7th Street) to SH60 (Ave F).</p> <p>The engineer will prepare a topographic survey, develop design drawings showing the limits and details of construction, the cost estimate, bid package, and perform construction management services.</p>		<table border="1"> <thead> <tr> <th>Funding Source</th> <th>Fiscal Year 2022</th> </tr> </thead> <tbody> <tr> <td>Grant Funds</td> <td>N/A</td> </tr> </tbody> </table>	Funding Source	Fiscal Year 2022	Grant Funds	N/A	<p>Certificate of Obligations</p>
Funding Source	Fiscal Year 2022						
Grant Funds	N/A						
<p>Project Name:</p> <p>Construction Start:</p> <p>Project Completion:</p> <p>Current Phase:</p>		<p>Project Budget & Expenditures</p> <p>Project Budget: \$15,000,000</p> <p>Expended to Date: \$</p>					
<p>Project Contact Information</p> <p>City Project Manager:</p> <p>Phone Number:</p> <p>Email Address:</p> <p>Grant Administrator: N/A</p> <p>Engineer:</p> <p>General Contractor:</p> <p>City Construction Inspection:</p> <p>City Engineering Tech: Alyssa Dibbern</p>		<p>Operational Impact</p> <p>This roadway is necessary as a detour for truck traffic and relief to the downtown area. It has the potential to enhance the quality of life for citizens and to reduce traffic delays due to railroad operations within the City. This would have a positive impact on economic activity within the City. These improvements will also reduce response time for emergency services.</p>					
		<p>Current Activity</p> <p>Pre-Bid Conference: October 14, 2020</p> <p>Bid Opening: October 23, 2020</p> <p>Award Bid: October 27, 2020</p> <p>Pre-Construction Conference: November 23, 2020</p> <p>Target Construction Start: January 2021</p> <p>Target Construction End: September 2021</p>					

General Fund – Hamman Rd Drainage Improvements FY 2022

Infrastructure (Strategic Focus)

Project Scope		Approved Project Funding	
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.		Funding Source	Fiscal Year 2022
Project Name: Hamman Rd Drainage Improvements		Grant Funds: N/A	
Construction Start: 2022		Certificate of Obligations	
Project Completion: 2022		Project Budget & Expenditures	
Current Phase: 1		Project Budget:	\$688,000
Project Contact Information		Expended to Date:	\$39,000 (PO# 21-0537)
City Project Manager: Oscar Garcia		Operational Impact	
Phone Number: 979-323-1659		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.	
Email Address: ogarcia@cityofbaycity.org		Current Activity	
Grant Administrator: N/A		Bids received. Presenting to City Council December 7, 2021.	
Engineer: Jones and Carter			
General Contractor: TBD			
City Construction Inspection: William “Bill” Tanner			
City Engineering Tech: Alyssa Dibbern			

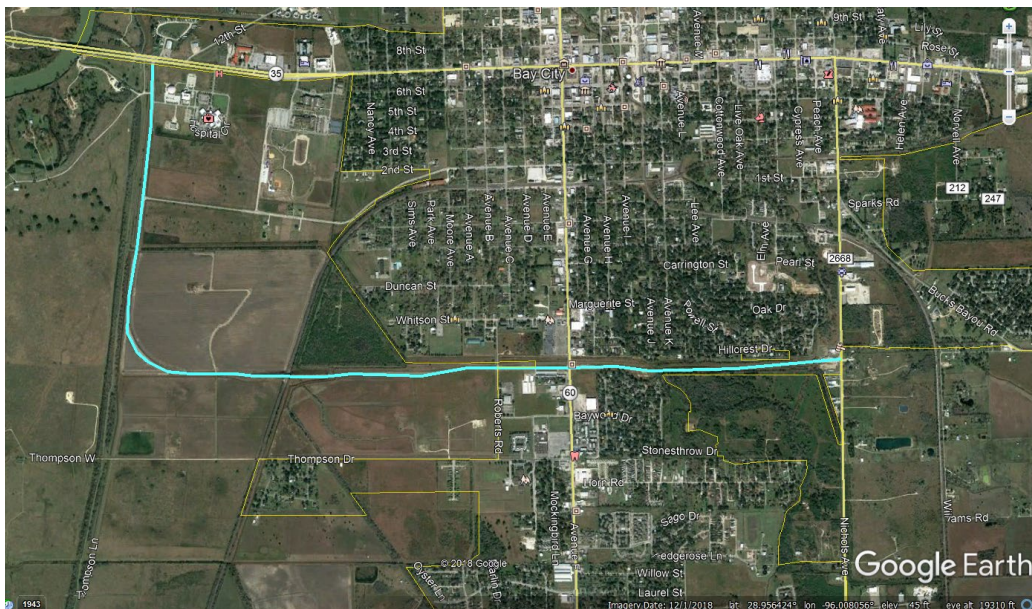


General Fund – Nile Valley Drive – UPRR Bridge Rehab FY 2022

Infrastructure (Strategic Focus)

Project Scope	
This project will address the rehabilitation and coating of the Nile Valley Dr Bridge that spans over the UPRR.	
Project Name:	Nile Valley Dr UPRR Bridge Rehab
Construction Start:	TBD
Project Completion:	TBD
Current Phase:	N/A
Project Contact Information	
City Project Manager:	Oscar Garcia
Phone Number:	(979) 479-0718
Email Address:	ogarcia@cityofbaycity.org
Grant Administrator:	N/A
Engineer:	Jones Carter
General Contractor:	Lester Contracting
City Construction Inspection:	William “Bill” Tanner
City Engineering Tech:	Alyssa Dibbern

Approved Project Funding	
Funding Source	Fiscal Year 2022
Grant Funds	N/A
Certificate of Obligations	
Project Budget & Expenditures	
Project Budget:	\$500,000
Expended to Date:	\$0
Operational Impact	
This roadway is necessary as a detour for truck traffic and relief to the downtown area. It has the potential to enhance the quality of life for citizens and to reduce traffic delays due to railroad operations within the City. This would have a positive impact on economic activity within the City. These improvements will also reduce response time for emergency services.	
Current Activity	
Staff preparing bid docs to bid project early 2022.	



Utility Fund – Mockingbird Water Plant No.2 - Electrical Improvements FY 2022


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.		Funding Source	Fiscal Year 2022
		Grant Funds	N/A
		Certificate of Obligations	
		Project Budget & Expenditures	
		Project Budget:	\$1,000,000
Project Name: Mockingbird Water Plant No.2 - Electrical Improvements		Expended to Date: \$0	
Construction Start: June 2022		Operational Impact	
Project Completion: N/A		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.	
Current Phase: N/A			
Project Contact Information			
City Project Manager: Louis Rodriguez			
Phone Number: 979-323-1659			
Email Address: lrodriguez@cityofbaycity.org		Current Activity	
Grant Administrator: N/A		A scope of services was submitted. Notice to proceed is advised when the city is ready.	
Engineer: Garver			
General Contractor: TBD			
City Construction Inspection: Ozzie Martinez			
City Engineering Tech: Alyssa Dibbern			

Utility Fund – AMI Meter Replacement Program FY 2022

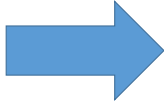
Infrastructure (Strategic Focus)

Project Scope		Approved Project Funding	
<p>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.</p>		Funding Source	Fiscal Year 2022
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		Project Budget & Expenditures	
Current Phase: N/A		Project Budget:	\$3,800,000
Project Contact Information		Expended to Date:	\$-
City Project Manager:	Louis Rodriguez	Operational Impact	
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:	lrodriguez@cityofbaycity.org	Current Activity	
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:	Alyssa Dibbern	Notice to Proceed: November 8, 2021	
		Actual Construction Start: November 8, 2021	
		Target Construction End: November 30, 2022	



5-Year CIP – Utility Fund – Water Projects

Fiscal Year 2022
Project: AMI Meter Replacement Program
Estimate: \$3,800,000
Budget Source: TWDB



New AMI Metering System Better Suited for Bay City

Airport Fund – Taxiway Construction with Drainage

Infrastructure (Strategic Focus)

Project Scope		Approved Project Funding	
This grant will address the safety zone issue between the runway and taxiway, also the drainage and erosion control issues along the taxiway and runway.		Funding Source	Fiscal Year 2022
Project Name: TWY A Relocation		Grant Funds 90%	\$7,728,300
Construction Start: TBD		City Funds 10%	\$858,700
Project Completion: TBD		Project Budget & Expenditures	
Current Phase: Final Design		Project Budget:	\$8,587,000
Project Contact Information		Expended to Date:	\$0
City Project Manager:	James Mason	Operational Impact	
Phone Number:	(979) 429-0890	This project will increase the safety zone between the taxiway and runway to the required size per FAA specifications. The drainage improvements will protect against flooding and erosion. Ensuring that the airport can operate during and after a disaster.	
Email Address:	jmason@cityofbaycity.org	Current Activity	
Grant Administrator:	TxDOT Aviation	This project is in final design and is going out for bid based on grant schedule (early as March 2022, latest of August 2022).	
Engineer:	Tom Dodson, P.E.		
General Contractor:	TBD		
Construction RPR:	TBD		
TxDOT Engineer:	Robert Johnson, P.E.		



Airport Fund – Public Water Well & Bulk Water Distribution

Infrastructure (Strategic Focus)

Project Scope		Approved Project Funding	
This grant will provide a public water well for the airport and its tenants, as well as provide for bulk water service for firefighting and sales.		Funding Source	Fiscal Year 2022
Project Name: Airport Public Water Well & Bulk Water Distribution		Grant Funds 100% (ARPA Grant)	\$1,295,000
Construction Start: TBD		City Funds 0%	\$0
Project Completion: TBD		Project Budget & Expenditures	
Current Phase: Planning		Project Budget:	\$1,295,000
Project Contact Information		Expended to Date:	\$0
City Project Manager:	James Mason	Operational Impact	
Phone Number:	(979) 429-0890	This project will ensure the airport has clean drinking water in compliance with TCEQ for staff, tenants and visitors, while adding the capacity and ability to fight fires and the ability to sale bulk water.	
Email Address:	jmason@cityofbaycity.org	Current Activity	
Grant Administrator:	Grantworks	The grant administrator has just been selected.	
Engineer:	Tom Dodson, P.E.		
General Contractor:	TBD		
Construction RPR:	TBD		
TxDOT Engineer:	N/A		



5-Year CIP – Utility Fund – Water Projects

Fiscal Year 2022, 2023

Project: Bay City Regional Airport Water Well
 Estimate: \$1,295,000
 Budget Source: ARP



Capital Improvement Plan
FY 2023-2026 Project Outlook

General Fund

Street Reconstruction Projects (\$1,200,000)
 Street Sealcoat Projects (\$200,000)
 Sidewalk New/Replace Project (\$100,000)
 Sidewalk New/Replace Project (TxDOT, TCF, etc.) (\$500,000)
 Nile Valley Drive- Phase II Design (\$350,000)
 Nile Valley Drive- Phase II Construction (\$3,500,000)
 Railroad Project- (\$100,000)
 Southern Pacific Trailway (TxDOT Grant) (\$1,400,000)
 Park Improvements- Splash Pad, Other Amenities- (\$200,000)
 Park Improvements- Neighborhood Playgrounds (\$120,000)
 Park Improvements- 16th Street Pool (\$3,500,000)
 Ball Field Lighting- Hardeman Park (\$335,000)
 Aquatics Center- (\$20,000,000)
 Performance Pavilion- LeTulle Park (\$250,000)
 Replace Roof-Armory (Parks and Recreation) (\$86,000)
 Pedestrian Ramp at City Facilities- (\$50,000)
 Renovation- Old Texas Theater- (\$5,000,000)
 Public Safety Building (Police, Fire, etc.) (\$14,300,000)
 EAC Building- (\$80,000)
 Sports Complex Roof- (\$225,000)
 Service Center (USO)- (\$80,000)

Utility Fund

Water

Fire Hydrant & Valve Rehab Program (\$ 100,000)
 Water Plant Recoatings (1-Whiston EST, 2- Liberty EST, 3- 6th St. EST) (\$749,400)
 Public Water System-Airport Well (\$1,100,000)
 Mockingbird Water Well No. 7- Rework (\$353,000)
 6th St. & Ave. I Water Well No. 9- Rework (\$ 368,000)
 4th St. & Ave. B Water Plant No. 1-Electrical Improvements (\$781,000)
 New Water Plant- East Side (\$3,100,000)
 12-Inch Water Transmission Line (New Water Plant-North Side) (\$2,500,000)
 12-Inch New Waterline Extension, 7,500 LF- SH 35 East (\$650,000)
 12-Inch Waterline Replacement, 7,000 LF- 5th 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- 12th Street East (\$1,210,000)
 6-Inch New Waterline, 750 LF- Hillcrest Drive (\$155,000)
 12-Inch New Waterline Extension, 5,000 LF- SH 60 South (\$1,354,000)

Wastewater

- Manhole Rehab Program (\$120,000)
- Lift Station Rehab Program (\$50,000)
- WWTP Rehabilitation Phase II Construction (\$19,700,000)
- Gravity Sewer Rehabilitation Main Trunkline to Sewer Plant- (\$2,700,000)

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-Main Apron Strengthening (\$70,000)
- Engineering & Design- Runway Overlay (\$200,000)
- Planning-Airport Master Plan & ALP Update (\$200,000)
- Construction- Main Apron Strengthening (\$693,000)
- Construction- Runway Overlay (\$3,488,000)

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 \$.16363 of the current property tax rate of \$.63500. The City currently has eight 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, 2021 tax roll	\$968,851,553	Actual amount of tax-secured debt service - Year ended September 30, 2022	\$3,239,193
Limit on amount designated for debt service per \$100 assessed valuation	x \$ 1.50		
Legal Debt Service Limit	14,532,773	Legal Debt Margin	\$11,293,580

After fiscal year 2022 payments, outstanding general obligation bond and certificates of obligation bonds will be \$27,167,000 however only \$9,957,758 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 9/30	Total Debt Service			Total Self-Supported Debt Service			Total Partner Paid Debt Service			Total Tax Supported Debt Service		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2022	2,390,000	849,193	3,239,193	834,525	354,984	1,189,509	330,000	143,481	473,481	1,225,475	350,727	1,576,202
2023	2,471,000	773,932	3,244,932	863,292	325,068	1,188,359	340,000	133,581	473,581	1,267,709	315,283	1,582,992
2024	2,562,000	695,713	3,257,713	895,608	293,830	1,189,438	355,000	123,381	478,381	1,311,392	278,502	1,589,894
2025	2,223,000	610,299	2,833,299	924,375	261,000	1,185,374	365,000	112,731	477,731	933,626	236,568	1,170,193
2026	2,070,000	536,898	2,606,898	961,241	226,748	1,187,989	375,000	101,781	476,781	733,759	208,369	942,128
2027	2,141,000	462,468	2,603,468	998,774	190,356	1,189,130	385,000	90,531	475,531	757,226	181,581	938,807
2028	1,407,000	383,243	1,790,243	463,091	151,661	614,752	395,000	78,981	473,981	548,910	152,600	701,510
2029	1,463,000	341,222	1,804,222	477,024	139,842	616,865	410,000	67,131	477,131	575,977	134,249	710,225
2030	1,499,000	296,818	1,795,818	486,157	127,353	613,509	420,000	54,831	474,831	592,844	114,634	707,477
2031	1,221,000	257,406	1,478,406	368,490	114,529	483,018	430,000	46,431	476,431	422,511	96,446	518,956
2032	1,262,000	228,628	1,490,628	380,323	107,751	488,074	440,000	37,831	477,831	441,678	83,045	524,723
2033	1,283,000	198,802	1,481,802	385,489	100,725	486,214	445,000	29,031	474,031	452,511	69,045	521,556
2034	1,309,000	168,318	1,477,318	391,072	93,542	484,614	455,000	20,131	475,131	462,928	54,645	517,573
2035	1,121,000	136,070	1,257,070	342,655	85,807	428,462	465,000	10,463	475,463	313,345	39,801	353,146
2036	672,000	110,628	782,628	348,655	79,628	428,282	-	-	-	323,346	31,000	354,346
2037	310,000	94,647	404,647	230,000	72,947	302,947	-	-	-	80,000	21,700	101,700
2038	317,000	89,277	406,277	232,000	69,577	301,577	-	-	-	85,000	19,700	104,700
2039	324,000	83,474	407,474	239,000	65,899	304,899	-	-	-	85,000	17,575	102,575
2040	332,000	77,321	409,321	242,000	61,871	303,871	-	-	-	90,000	15,450	105,450
2041	335,000	70,750	405,750	245,000	57,550	302,550	-	-	-	90,000	13,200	103,200
2042	348,000	63,705	411,705	253,000	52,980	305,980	-	-	-	95,000	10,725	105,725
2043	352,000	56,169	408,169	257,000	48,057	305,057	-	-	-	95,000	8,113	103,113
2044	360,000	48,377	408,377	260,000	42,877	302,877	-	-	-	100,000	5,500	105,500
2045	364,000	40,231	404,231	264,000	37,481	301,481	-	-	-	100,000	2,750	102,750
2046	273,000	31,870	304,870	273,000	31,870	304,870	-	-	-	-	-	-
2047	277,000	25,931	302,931	277,000	25,931	302,931	-	-	-	-	-	-
2048	286,000	19,822	305,822	286,000	19,822	305,822	-	-	-	-	-	-
2049	290,000	13,400	303,400	290,000	13,400	303,400	-	-	-	-	-	-
2050	295,000	6,801	301,801	295,000	6,801	301,801	-	-	-	-	-	-
Total	\$29,557,000	\$ 6,771,411	\$36,328,411	\$12,763,767	\$ 3,259,885	\$16,023,652	\$ 5,610,000	\$ 1,050,319	\$ 6,660,319	\$11,183,233	\$ 2,461,208	\$13,644,441

- 29,557,000 City Wide Debt Outstanding Principal before FY 2022 Payment**
- \$27,167,000 Outstanding Principal at Fiscal Year End**
- \$9,957,758 Outstanding Principal of Tax Supported Debt at Fiscal Year End**
- \$11,929,242 Outstanding Principal of Self -Supported Debt (Paid by Water and Sewer Revenues)**
- \$5,280,000 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*

Interest and Sinking Fund (I & S)	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Adopted FY 2022
Taxes					
Property Taxes- Current	1,212,135	1,299,533	1,538,147	1,520,950	1,576,202
Property Taxes- Delinquent	19,239	17,342	1,000	19,775	1,000
Property Taxes- P & I Fees	15,188	17,571	1,000	17,850	1,000
Total Taxes	1,246,563	1,334,446	1,540,147	1,558,575	1,578,202
Miscellaneous					
Interest Income	25,195	11,965	1,622	1,600	1,316
Other Funds- Gas Co.	-	21,282	-	239,116	236,741
Other Funds- BCCDC	-	21,282	-	239,116	236,741
Total Miscellaneous	25,195	54,529	1,622	479,831	474,798
Intergovernmental					
Transfer In- General Fund	595,125	-	478,231	-	-
Transfer In- Utility Fund	-	-	-	-	-
Total Intergovernmental	595,125	-	478,231	-	-
Total I & S Revenue	1,866,882	1,388,975	2,020,000	2,038,406	2,053,000
Debt Service					
Debt Service Principal	1,465,175	986,258	1,484,591	1,484,591	1,555,475
Debt Service Interest	364,072	387,190	531,786	531,786	494,208
Debt Service Admin. Fee	2,200	1,700	2,000	2,000	2,000
Bank Charges	2,141	2,525	1,623	1,600	1,317
Total Debt Service	1,833,588	1,377,673	2,020,000	2,019,977	2,053,000
Total I & S Expenditures	1,833,588	1,377,673	2,020,000	2,019,977	2,053,000

FY 2022 Requirements:			
Issue	Principal	Interest	Total
Series 2013 GO	385,000	23,700	408,700
*Series 2014 CO	105,000	63,159	168,159
*Series 2016 CO	166,675	82,037	248,712
2018 Tax Note	205,000	26,037	231,037
**Series 2020 CO	485,000	220,975	705,975
*Series 2021 GO	208,800	78,300	287,100
Total	1,555,475	494,208	2,049,683

*Payments paid by both property taxes and utility system revenue

**A portion of the CO 2020 payment (\$473,481) 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 1st 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%. 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 1st 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%. 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*

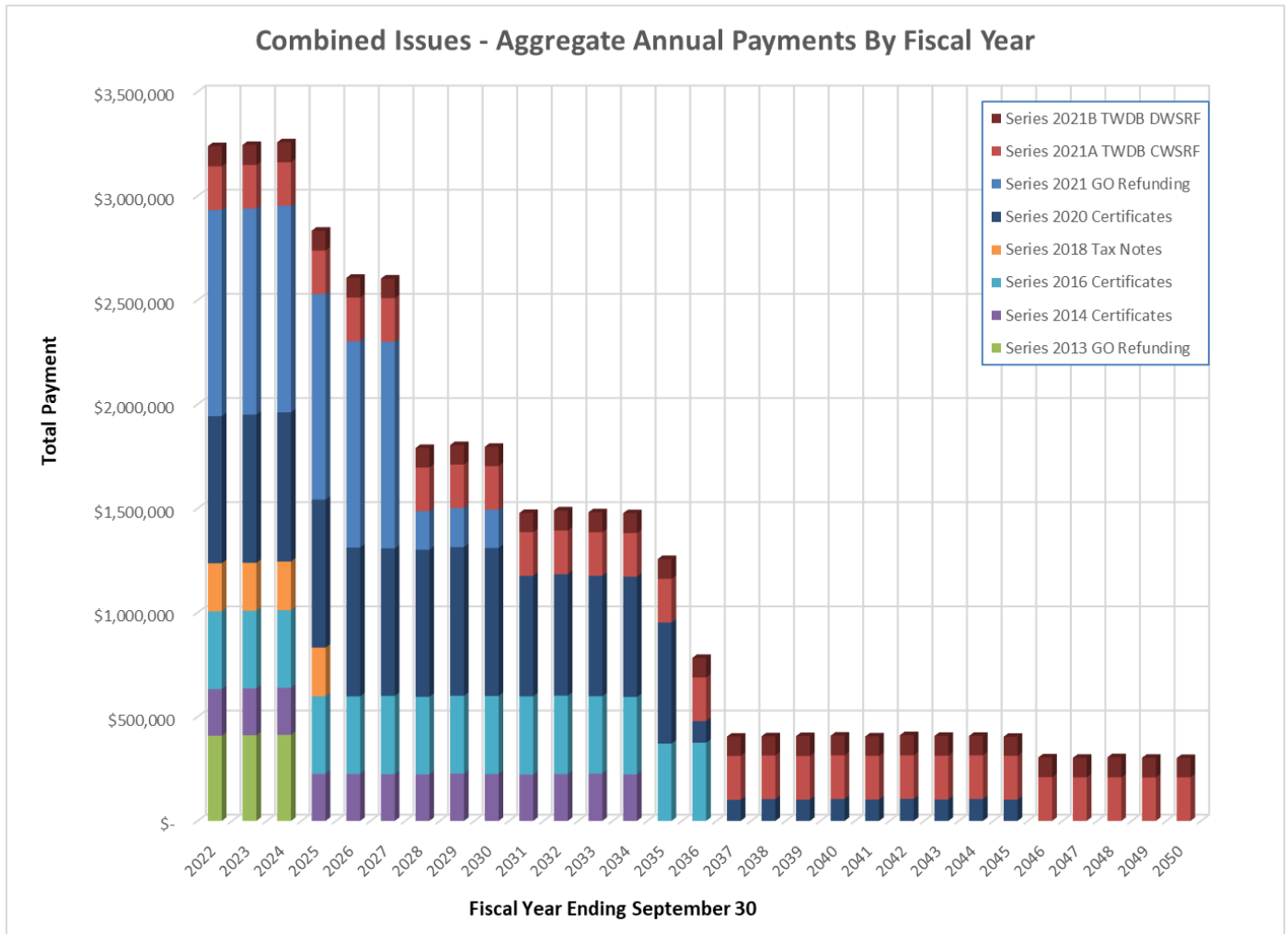
Utility Debt Service	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Adopted FY 2022
Miscellaneous					
Interest Income	4,355	1,563	1,699	300	300
Total Miscellaneous	4,355	1,563	1,699	300	300
Intergovernmental					
Transfer In- Utility Fund	985,878	988,128	988,301	988,301	1,189,509
Total Intergovernmental	985,878	988,128	988,301	988,301	1,189,509
Prior Fund Balance					
Prior Fund Balance	-	-	-	-	1,191
Total Prior Fund Balance	-	-	-	-	1,191
Total Water Debt Service	990,233	989,691	990,000	988,601	1,191,000
Debt Service					
Debt Service Principal	-1	-	770,408	770,408	834,525
Debt Service Interest	248,133	227,611	217,893	217,893	354,984
Debt Service- Admin Fee	500	500	500	500	500
Bank Charges	585	1,519	1,199	900	991
Total Debt Service	249,217	229,630	990,000	989,701	1,191,000
Total Utility Debt Service	249,217	229,630	990,000	989,701	1,191,000

FY 2022 Requirements:			
Issue	Principal	Interest	Total
*Series 2014 CO	35,000	21,053	56,053
*Series 2016 CO	83,325	41,013	124,338
*Series 2021 GO	511,200	191,700	702,900
Series 2021A CO	140,000	69,455	209,455
Series 2021B CO	65,000	31,763	96,763
Total	834,525	354,984	1,189,509

*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%	
FYE	Series 2013	Series 2014	Series 2016	Series 2018	Series 2020	Series 2021	Series 2021A	Series 2021B	
9/30	GO Refunding	Certificates	Certificates	Tax Notes	Certificates	GO Refunding	TWDB CWSRF	TWDB DWSRF	Total
2022	408,700	224,213	373,050	231,037	705,975	990,000	209,455	96,764	3,239,193
2023	411,000	225,013	373,050	229,866	711,425	989,000	209,335	96,244	3,244,932
2024	413,100	225,663	372,950	233,545	716,275	991,250	209,207	95,724	3,257,713
2025	-	225,788	372,750	233,462	710,525	986,500	209,071	95,204	2,833,299
2026	-	225,363	372,450	-	714,475	990,000	209,927	94,684	2,606,898
2027	-	224,763	375,700	-	707,825	991,250	209,767	94,164	2,603,468
2028	-	223,575	372,300	-	705,875	185,250	209,599	93,644	1,790,243
2029	-	227,200	373,750	-	713,475	187,250	209,423	93,124	1,804,222
2030	-	225,000	374,900	-	710,325	183,750	209,239	92,604	1,795,818
2031	-	222,600	375,750	-	577,925	-	210,047	92,084	1,478,406
2032	-	225,000	376,300	-	582,925	-	209,839	96,564	1,490,628
2033	-	227,000	371,550	-	577,625	-	209,623	96,004	1,481,802
2034	-	223,600	371,650	-	577,225	-	209,399	95,444	1,477,318
2035	-	-	371,450	-	580,963	-	209,921	94,737	1,257,070
2036	-	-	375,950	-	103,700	-	209,096	93,883	782,628
2037	-	-	-	-	101,700	-	210,023	92,924	404,647
2038	-	-	-	-	104,700	-	209,703	91,874	406,277
2039	-	-	-	-	102,575	-	209,160	95,740	407,474
2040	-	-	-	-	105,450	-	209,421	94,450	409,321
2041	-	-	-	-	103,200	-	209,465	93,085	405,750
2042	-	-	-	-	105,725	-	209,320	96,660	411,705
2043	-	-	-	-	103,113	-	209,981	95,076	408,169
2044	-	-	-	-	105,500	-	209,441	93,436	408,377
2045	-	-	-	-	102,750	-	209,733	91,748	404,231
2046	-	-	-	-	-	-	209,851	95,020	304,870
2047	-	-	-	-	-	-	209,790	93,141	302,931
2048	-	-	-	-	-	-	209,585	96,237	305,822
2049	-	-	-	-	-	-	209,215	94,185	303,400
2050	-	-	-	-	-	-	209,695	92,106	301,801
Total	\$ 1,232,800	\$ 2,924,775	\$ 5,603,550	\$ 927,909	\$ 10,331,250	\$ 6,494,250	\$ 6,077,336	\$ 2,736,542	\$36,328,411





CITY OF BAY CITY, TEXAS

WATER PRODUCED AND CONSUMED AND WASTEWATER TREATED

Last ten fiscal years

Fiscal Year	Gallons of Water Produced	Gallons of Water Consumed	Gallons of Water Unbilled	Average Percent Unbilled	Gallons of Wastewater Treated
2011	820,538,000	732,557,300	87,980,700	10.72%	574,870,000
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

STATISTICAL INFORMATION

CITY OF BAY CITY, TEXAS
NET POSITION BY COMPONENT (1)
Last ten fiscal years

	Fiscal Year			
	2011	2012	2013	2014
Governmental activities				
Net investment in capital assets	\$ 7,541,744	\$ 7,904,146	\$ 8,444,943	\$ 7,050,325
Restricted	407,739	410,945	132,143	1,073,579
Unrestricted	<u>4,373,229</u>	<u>5,054,417</u>	<u>3,865,608</u>	<u>2,807,480</u>
Total governmental activities net position	<u>\$ 12,322,712</u>	<u>\$ 13,369,508</u>	<u>\$ 12,442,694</u>	<u>\$ 10,931,384</u>
Business-type activities				
Net investment in capital assets	\$ 10,543,619	\$ 10,948,774	\$ 12,245,026	\$ 9,681,894
Restricted	339,292	-	-	-
Unrestricted	<u>2,359,186</u>	<u>2,952,528</u>	<u>2,668,278</u>	<u>6,217,963</u>
Total business-type activities net position	<u>\$ 13,242,097</u>	<u>\$ 13,901,302</u>	<u>\$ 14,913,304</u>	<u>\$ 15,899,857</u>
Primary government				
Invested in capital assets, net of related debt	\$ 18,085,363	\$ 18,852,920	\$ 20,689,969	\$ 16,732,219
Restricted	747,031	410,945	132,143	1,073,579
Unrestricted	<u>6,732,415</u>	<u>8,006,945</u>	<u>6,533,886</u>	<u>9,025,443</u>
Total primary government activities net position	<u>\$ 25,564,809</u>	<u>\$ 27,270,810</u>	<u>\$ 27,355,998</u>	<u>\$ 26,831,241</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.

CITY OF BAY CITY, TEXAS
NET POSITION BY COMPONENT (1)
Last ten fiscal years

Fiscal Year					
2015	2016	2017	2018	2019	2020
\$ 6,540,844	\$ 9,638,245	\$ 10,607,667	\$ 11,656,559	\$ 13,287,618	\$ 21,205,583
646,117	994,641	1,034,228	813,690	857,834	1,199,626
3,391,400	783,252	(93,799)	160,683	512,916	2,151,111
<u>\$ 10,578,361</u>	<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>
\$ 13,826,216	\$ 15,011,700	\$ 14,799,364	\$ 14,675,677	\$ 14,858,787	\$ 15,909,542
-	-	-	-	-	-
1,518,085	2,926,172	3,541,009	4,098,316	4,067,830	4,066,694
<u>\$ 15,344,301</u>	<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>
\$ 20,367,060	\$ 24,649,945	\$ 25,407,031	\$ 26,332,236	\$ 28,146,405	\$ 37,115,125
646,117	994,641	1,034,228	813,690	857,834	1,199,626
4,909,485	3,709,424	3,447,210	4,258,999	4,580,746	6,217,805
<u>\$ 25,922,662</u>	<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>

STATISTICAL INFORMATION

CITY OF BAY CITY, TEXAS

CHANGES IN NET POSITION (1)

Last ten fiscal years

	Fiscal Year			
	2011	2012	2013	2014
Governmental activities				
Expenses				
General government	\$ 2,592,172	\$ 1,992,271	\$ 2,321,123	\$ 2,295,602
Public safety	4,248,889	4,073,513	4,303,562	4,662,949
Public works	3,571,109	2,377,316	2,656,096	5,854,434
Construction for outside parties	-	-	-	-
Cultural and recreation	2,028,142	1,920,640	2,100,338	2,137,429
Interest on long-term debt	576,214	331,816	495,527	305,880
Total expenses	<u>13,016,526</u>	<u>10,695,556</u>	<u>11,876,646</u>	<u>15,256,294</u>
Program revenues				
Charges for services				
General government	210,778	94,793	81,818	999,059
Public safety	1,139,693	620,749	538,848	149,354
Public works	-	-	59,130	1,832,671
Construction for outside parties	-	-	-	-
Cultural and recreation	199,657	161,334	154,573	260,195
Operating grants and contributions	334,370	111,982	281,587	280,889
Capital grants and contributions	-	-	-	-
Total program revenues	<u>1,884,498</u>	<u>988,858</u>	<u>1,115,956</u>	<u>3,522,168</u>
Total governmental activities net program (expense) revenue	<u>(11,132,028)</u>	<u>(9,706,698)</u>	<u>(10,760,690)</u>	<u>(11,734,126)</u>
General revenues and other changes in net position				
Taxes				
Property taxes	3,724,754	3,728,127	3,769,351	3,749,040
Sales taxes	4,423,374	3,385,962	3,440,988	3,469,272
Franchise taxes	794,918	1,099,039	1,087,598	984,607
Other taxes	478,484	474,242	497,136	614,073
Investment earnings	14,914	6,163	5,779	3,653
Miscellaneous	1,100,694	924,999	685,286	709,694
Special item - discontinued operations	-	-	-	-
Transfers	98,338	1,134,962	501,909	692,477
Total general revenues and other changes in net position	<u>10,635,476</u>	<u>10,753,494</u>	<u>9,988,047</u>	<u>10,222,816</u>
Total governmental activities change in net position	<u>\$ (496,552)</u>	<u>\$ 1,046,796</u>	<u>\$ (772,643)</u>	<u>\$ (1,511,310)</u>

STATISTICAL INFORMATION

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

Fiscal Year					
2015	2016	2017	2018	2019	2020
\$ 2,147,396	\$ 2,534,500	\$ 2,489,768	\$ 2,570,638	\$ 2,525,947	\$ 2,543,235
4,661,538	5,383,527	5,633,913	5,129,141	5,329,122	5,434,064
5,595,487	5,216,175	5,500,397	5,513,362	6,347,218	5,630,596
2,220,915	2,483,518	2,576,955	2,534,887	2,720,126	2,962,822
<u>340,100</u>	<u>450,012</u>	<u>376,732</u>	<u>391,428</u>	<u>329,979</u>	<u>636,430</u>
<u>14,965,436</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>
235,881	429,269	421,190	610,361	602,332	546,080
326,125	276,229	16,762	18,332	18,705	42,283
2,657,519	2,779,000	2,413,138	2,394,073	2,467,600	2,528,436
154,741	239,908	237,775	128,710	124,532	152,478
200,000	317,050	571,157	807,058	2,207,235	3,441,951
<u>386,329</u>	<u>828,794</u>	<u>911,963</u>	<u>798,666</u>	<u>376,144</u>	<u>7,844,725</u>
<u>3,960,595</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>
(11,004,841)	(11,197,482)	(12,005,780)	(11,382,256)	(11,455,844)	(2,651,194)
4,098,134	4,462,235	4,618,958	5,268,946	5,603,015	5,677,751
4,077,195	4,060,320	4,295,598	4,277,863	4,447,508	4,966,859
1,047,005	1,040,631	1,127,475	1,253,205	1,266,666	1,258,458
668,601	694,611	845,778	801,926	779,523	698,939
2,660	16,254	37,960	110,943	134,570	107,377
1,077,904	756,915	213,350	289,684	483,211	501,621
(1,208,541)	-	-	-	-	-
<u>2,903,367</u>	<u>1,004,293</u>	<u>998,619</u>	<u>1,007,784</u>	<u>768,787</u>	<u>(661,859)</u>
<u>12,666,325</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>\$ 1,661,484</u>	<u>\$ 837,777</u>	<u>\$ 131,958</u>	<u>\$ 1,628,095</u>	<u>\$ 2,027,436</u>	<u>\$ 9,897,952</u>

STATISTICAL INFORMATION

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

	Fiscal Year			
	2011	2012	2013	2014
Business-type activities				
Expenses				
Water and sewer	\$ 5,027,229	\$ 5,026,141	\$ 5,134,720	\$ 5,775,681
Sanitation	1,890,468	2,482,660	2,446,553	503,196
Airport	401,842	389,402	459,418	540,255
Total expenses	<u>7,319,539</u>	<u>7,898,203</u>	<u>8,040,691</u>	<u>6,819,132</u>
Program revenues				
Charges for services				
Water and sewer	6,326,946	6,521,880	6,367,177	6,582,946
Sanitation	2,204,210	2,632,229	2,768,743	449,082
Airport	227,920	239,173	250,113	327,899
Operating grants and contributions	-	220,997	27,468	10,914
Capital grants and contributions	123,325	-	584,651	975,226
Total program revenues	<u>8,882,401</u>	<u>9,614,279</u>	<u>9,998,152</u>	<u>8,346,067</u>
Total business-type activities net program (expense) revenue	1,562,862	1,716,076	1,957,461	1,526,935
General revenues and other changes in net position				
Unrestricted investment earnings	3,677	5,422	3,507	3,680
Miscellaneous	22,977	3,608	3,487	148,415
Special item - discontinued operations	-	-	-	-
Transfers	(98,338)	(1,134,962)	(501,909)	(692,477)
Total general revenues and other changes in net position	<u>(71,684)</u>	<u>(1,125,932)</u>	<u>(494,915)</u>	<u>(540,382)</u>
Total business-type activities change in net position	<u>\$ 1,491,178</u>	<u>\$ 590,144</u>	<u>\$ 1,462,546</u>	<u>\$ 986,553</u>
Total primary government change in net position	<u>\$ 994,626</u>	<u>\$ 1,636,940</u>	<u>\$ 689,903</u>	<u>\$ (524,757)</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					
2015	2016	2017	2018	2019	2020
\$ 6,063,713	\$ 6,681,343	\$ 6,121,251	\$ 6,431,453	\$ 6,993,425	\$ 7,655,910
-	-	-	-	-	-
<u>550,555</u>	<u>588,537</u>	<u>707,869</u>	<u>584,476</u>	<u>644,192</u>	<u>778,555</u>
<u>6,614,268</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>
6,873,149	7,108,017	7,438,810	7,779,321	7,849,327	7,700,198
-	-	-	-	-	-
340,572	276,533	305,074	304,191	313,835	284,031
-	68,197	48,351	15,870	84,130	50,000
<u>1,115,799</u>	<u>3,384,479</u>	<u>406,561</u>	<u>417,799</u>	<u>219,828</u>	<u>730,209</u>
<u>8,329,520</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>
1,715,252	3,567,346	1,369,676	1,501,252	829,503	329,973
1,729	5,966	23,244	51,731	86,208	30,887
-	24,552	8,200	-	5,800	26,900
(2,903,367)	-	-	-	-	-
<u>1,134,457</u>	<u>(1,004,293)</u>	<u>(998,619)</u>	<u>(1,007,784)</u>	<u>(768,787)</u>	<u>661,859</u>
<u>(1,767,181)</u>	<u>(973,775)</u>	<u>(967,175)</u>	<u>(956,053)</u>	<u>(676,779)</u>	<u>719,646</u>
<u>\$ (51,929)</u>	<u>\$ 2,593,571</u>	<u>\$ 402,501</u>	<u>\$ 545,199</u>	<u>\$ 152,724</u>	<u>\$ 1,049,619</u>
<u>\$ 1,609,555</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>

(concluded)

STATISTICAL INFORMATION

CITY OF BAY CITY, TEXAS

FUND BALANCES, GOVERNMENTAL FUNDS (1)

Last ten fiscal years

	Fiscal Year			
	2011	2012	2013	2014
General Fund				
Nonspendable				
Prepaid items	\$ 53,128	\$ 108,116	\$ 16,879	\$ 55,374
Assigned	7,201	7,201	-	-
Unassigned	<u>2,013,578</u>	<u>2,821,025</u>	<u>2,719,997</u>	<u>1,727,220</u>
Total general fund	<u>\$ 2,073,907</u>	<u>\$ 2,936,342</u>	<u>\$ 2,736,876</u>	<u>\$ 1,782,594</u>
All Other Governmental Funds				
Nonspendable				
Prepaid items	\$ -	\$ -	\$ -	\$ -
Restricted				
Retirement of long-term debt	10,285	11,275	30,568	550,221
Capital project funds	1,365,723	1,337,295	1,191,190	2,022,383
Community development	1,806,794	-	-	-
Special revenue funds	884,510	823,579	-	-
Tourism	-	-	221,561	302,436
Municipal court	-	-	101,575	96,262
Culture and recreation	-	-	42,270	71,538
Public safety	-	-	610,912	615,582
Public works	-	-	-	-
Unassigned	-	-	-	(40,379)
Total all other governmental funds	<u>\$ 4,067,312</u>	<u>\$ 2,172,149</u>	<u>\$ 2,198,076</u>	<u>\$ 3,618,043</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					
2015	2016	2017	2018	2019	2020
\$ 120,664	\$ 44,589	\$ 31,665	\$ 49,261	\$ 44,540	\$ 64,211
-	-	-	-	-	-
<u>2,945,445</u>	<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>\$ 3,066,109</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>
\$ -	\$ -	\$ -	\$ 14,849	\$ 13,799	\$ 19,990
31,305	233,825	199,330	191,351	224,645	235,947
2,877,230	3,899,359	3,183,380	2,583,241	621,267	6,890,626
-	-	-	-	-	-
-	-	-	-	-	-
372,746	449,295	568,200	404,406	473,619	591,966
102,994	83,196	71,500	65,170	59,591	47,902
60,336	92,576	118,928	52,213	-	-
631,515	94,804	54,276	40,023	44,280	48,307
-	-	-	15,851	9,968	230,274
<u>(98,700)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(710,973)</u>	<u>(2,014,216)</u>
<u>\$ 3,977,426</u>	<u>\$ 4,853,055</u>	<u>\$ 4,195,614</u>	<u>\$ 3,367,104</u>	<u>\$ 736,196</u>	<u>\$ 6,050,796</u>

STATISTICAL INFORMATION

CITY OF BAY CITY, TEXAS

CHANGES IN FUND BALANCES, GOVERNMENTAL FUNDS (1)

Last ten fiscal years

	Fiscal Year			
	2011	2012	2013	2014
Revenues				
Taxes	\$ 9,398,598	\$ 8,764,173	\$ 8,845,091	\$ 8,894,495
Licenses and permits	9,335	8,947	5,706	205,321
Fines and forfeitures	736,614	466,970	378,455	339,905
Fees and charges for services	751,218	408,908	444,908	2,585,325
Intergovernmental	334,370	111,982	281,587	342,057
Investment income	14,914	6,159	5,773	3,647
Miscellaneous	1,102,026	954,226	713,618	805,993
Total revenues	12,347,075	10,721,365	10,675,138	13,176,743
Expenditures				
Current				
General government	2,553,230	1,862,353	2,031,233	2,343,485
Public safety	4,074,012	3,840,767	4,118,972	4,472,587
Public works	1,617,989	981,178	1,142,463	2,895,565
Cultural and recreation	1,658,183	1,764,783	1,869,035	2,022,110
Capital outlay	2,351,256	467,801	1,005,219	1,072,074
Debt service				
Principal retirement	883,784	653,759	775,707	847,110
Interest and fiscal charges	622,147	398,754	348,511	257,997
Paying agents' fees and issue cost	-	-	154,249	71,973
Total expenditures	13,760,601	9,969,395	11,445,389	13,982,901
Excess (deficiency) of revenues over expenditures	(1,413,526)	751,970	(770,251)	(806,158)
Other financing sources (uses)				
Debt issued	-	-	4,672,000	1,598,000
Premium on debt issuance	-	-	65,470	67,893
Payment to escrow	-	-	(3,960,250)	-
Transfers in	1,271,561	568,493	874,319	1,684,648
Transfers out	(1,173,223)	(576,872)	(1,054,827)	(2,078,698)
Total other financing sources (uses)	98,338	(8,379)	596,712	1,271,843
Changes in fund balances	\$ (1,315,188)	\$ 743,591	\$ (173,539)	\$ 465,685
Debt service as a percentage of noncapital expenditures	<u>13.20%</u>	<u>11.09%</u>	<u>11.23%</u>	<u>8.84%</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					
		2015	2016	2017	2018	2019	2020
\$	9,988,557	\$ 10,375,097	\$ 10,972,108	\$ 11,692,838	\$ 12,169,745	\$ 12,653,131	
	235,881	255,511	154,409	396,638	281,795	205,985	
	326,125	322,166	268,378	215,278	218,133	253,564	
	2,809,761	2,898,210	2,675,326	2,553,631	2,690,027	2,799,645	
	420,857	264,635	1,141,371	437,982	1,528,833	1,033,091	
	2,660	16,240	37,941	110,753	134,381	106,954	
	<u>998,560</u>	<u>892,115</u>	<u>490,118</u>	<u>685,503</u>	<u>1,020,763</u>	<u>929,003</u>	
	<u>14,782,401</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>	
	2,083,129	2,335,155	2,263,841	2,444,796	2,284,868	2,259,594	
	4,581,482	4,986,001	5,140,028	4,819,143	4,853,722	5,147,126	
	3,163,745	3,425,770	3,241,311	3,429,104	3,950,358	3,476,267	
	2,102,214	2,396,240	2,350,942	2,350,388	2,381,035	3,174,094	
	2,245,491	3,704,716	2,024,539	2,384,427	3,957,938	3,334,455	
	1,496,153	1,553,752	1,432,357	1,419,841	1,465,175	986,258	
	368,026	344,650	402,072	362,729	364,072	387,190	
	-	123,195	5,495	59,101	4,341	263,595	
	<u>16,040,240</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>	
	(1,257,839)	(3,845,505)	(1,120,934)	(1,176,906)	(1,217,832)	(1,047,206)	
	1,398,250	3,776,667	-	1,285,000	-	9,122,532	
	-	235,643	-	-	-	419,757	
	-	-	-	-	-	-	
	3,058,627	2,920,044	2,162,044	1,841,923	1,822,325	1,946,639	
	<u>(1,556,140)</u>	<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>2,900,737</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>1,642,898</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>13.64%</u>	<u>13.88%</u>	<u>12.61%</u>	<u>12.72%</u>	<u>11.89%</u>	<u>9.18%</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
2011	2010	\$ 312,638,392	\$ 381,341,753	\$ 77,386,950	\$ 111,494,200	\$ 659,872,895	\$ 0.56424
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

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
2011	\$ 0.04510	\$ 0.51914	\$ 0.56424	\$ 1.32000	\$ 0.27478	\$ 0.03116
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	1.43140	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

Overlapping Rates			
Matagorda Co. Hospital District	Matagorda Co. Drainage District #1	Matagorda Co. Conservation & Reclaim. Distr.	Total
\$ 0.18851	\$ 0.09627	\$ 0.00481	\$ 2.47977
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
0.31815	0.04201	0.00831	2.93338

STATISTICAL INFORMATION

CITY OF BAY CITY, TEXAS

PRINCIPAL PROPERTY TAXPAYERS

(UNAUDITED)

Current Year and Nine Years Ago

2020		
Taxpayer	Taxable Assessed Valuation	Percentage of Total City Taxable Assessed Valuation
Nichols Square Partners LTD	\$ 15,500,786	1.78%
AEP Texas Central Company	10,405,070	1.20%
Oak Manor Bay City LLC	10,255,308	1.18%
Cypressbrook Palm Village LP	9,053,150	1.04%
Bay City Community Development Corp.	8,974,480	1.03%
Wal Mart Real Estate Business Trust	8,615,910	0.99%
IMFI CB Apartments LP	6,882,500	0.79%
Fortress Lodgin	6,289,436	0.72%
Interurban Riverway LLP	5,883,260	0.68%
HE Butt Grocery Company	5,876,680	0.68%
	<u>\$ 87,736,580</u>	<u>10.09%</u>

2011		
Taxpayer	Taxable Assessed Valuation	Percentage of Total City Taxable Assessed Valuation
Wal-Mart Stores	\$ 11,601,344	2.52%
Key Energy Services, Inc.	7,832,340	1.70%
Davis Net Lease No 1 LP	5,043,276	1.09%
AEP Texas Central Co.	4,990,140	1.08%
Kansas City Southern Railway	4,300,860	0.93%
Farmers Coop of El Campo	4,265,160	0.93%
Winfield Solutions LLC	3,989,351	0.87%
Sutherland Lumber Southwest, Inc.	3,248,950	0.71%
Davis Don Motor Co Inc.	2,885,392	0.63%
Crop Protection Services	2,468,658	0.54%
	<u>\$ 50,625,471</u>	<u>11.00%</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
2011	\$ 3,716,207	\$ 3,575,427	96.21%	\$ 127,850	\$ 3,703,277	99.65%
2012	3,726,103	3,608,960	96.86%	103,144	3,712,104	99.62%
2013	3,749,131	3,629,326	96.80%	106,876	3,736,202	99.66%
2014	3,756,041	3,625,489	96.52%	115,230	3,740,719	99.59%
2015	4,088,577	3,980,062	97.35%	89,763	4,069,825	99.54%
2016	4,474,600	4,356,460	97.36%	97,004	4,453,464	99.53%
2017	4,625,198	4,508,161	97.47%	90,399	4,598,560	99.42%
2018	5,305,799	5,189,424	97.81%	76,116	5,265,540	99.24%
2019	5,611,415	5,497,009	97.96%	50,474	5,547,483	98.86%
2020	5,683,596	5,558,188	97.79%	-	5,558,188	97.79%

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

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
2011	\$ 5,287,500	\$ 4,420,000	\$ 3,633,262	\$ 59,466	\$ 71,667
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

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>
\$ 2,057,500	\$ 2,795,000	\$ 112,436	\$ 18,436,831	N/A	\$ 1,475
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	1,531

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
2011	\$ 7,345,000	\$ 7,215,000	\$ 184,103	\$ 14,744,103
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

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

Debt Service Monies Available	Net Bonded Debt	Percentage of Actual Taxable Value of Property	Per Capita
\$ 10,285	\$ 14,733,818	100.00%	\$ 824
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%	1,449

CITY OF BAY CITY, TEXAS

DIRECT AND OVERLAPPING GOVERNMENTAL ACTIVITIES DEBT

(UNAUDITED)

September 30, 2020

	<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)	9/30/2020	\$ 19,407,012	100.00%	\$ 19,407,012
Overlapping Debt:				
Matagorda County	9/30/2020	2,847,480	19.12%	544,434
Bay City Independent School District	9/30/2020	<u>132,549,720</u>	63.30%	<u>83,904,200</u>
Total Overlapping Debt		<u>135,397,200</u>		<u>84,448,634</u>
Total		<u>\$ 154,804,212</u>		<u>\$ 103,855,646</u>

(1) Figures do not include accrued compensated absences and net pension 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			
	2011	2012	2013	2014
General government				
Building permits issued	310	231	459	1,227
Building inspections conducted	691	431	1,222	1,735
Fire inspection conducted	5	6	22	8
Public safety				
Police				
Arrests	1,730	893	1,722	1,520
Accident Reports	416	199	304	325
Citations	3,223	1,196	1,621	1,862
Offense reports	2,734	1,327	2,669	2,231
Calls for service	33,453	19,333	32,155	31,544
Fire				
Emergency responses	220	175	233	178
Fire incidents	132	95	101	66
Service calls and other calls	88	80	132	112
Automatic aid, mutual aid given	27	39	21	19
Streets and highways				
Street resurfacing (lane miles)	-	-	-	-
Water and wastewater				
Water				
Average daily consumption (millions)	2.248	2.217	2.187	1.707
Total consumption (millions)	820.538	809.245	798.353	623.508
Peak daily consumption (millions)	4.395	3.799	3.485	2.001
Wastewater				
Average daily sewage treatment (millions)	1.575	1.570	1.566	N/A
Total consumption (millions)	574.870	573.170	571.850	545.020
Peak daily consumption (millions)	9.758	11.916	11.755	N/A

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					
2015	2016	2017	2018	2019	2020
1,039	1,012	1,246	1,373	1,224	1,037
2,238	2,256	2,366	2,040	1,696	1,631
13	16	23	14	18	10
1,364	1,405	1,356	1,234	1,280	959
471	521	505	476	515	434
1,784	1,736	1,707	956	1,863	1,539
3,427	2,820	2,892	2,744	3,071	2,861
32,864	29,618	31,320	28,448	31,842	31,645
170	167	204	254	181	165
64	74	111	130	79	70
106	93	93	124	102	86
23	32	44	31	14	9
5.20	3.49	9.52	1.00	0.50	-
2.251	1.692	1.563	2.024	1.470	1.502
824.901	635.604	609.958	743.714	537.300	549.790
3.338	2.569	2.445	2.418	2.050	2.030
1.774	1.954	1.634	1.634	1.938	1.469
691.614	717.629	581.611	657.579	707.134	536.280
6.287	6.532	3.520	3.526	5.264	4.060

STATISTICAL INFORMATION

CITY OF BAY CITY, TEXAS

CAPITAL ASSET STATISTICS BY FUNCTION/PROGRAM

Last ten fiscal years

Function/Program	Fiscal Year			
	2011	2012	2013	2014
Public safety				
Police				
Stations	1	1	1	1
Patrol units	31	31	35	33
Fire				
Fire stations	1	1	1	1
Public works				
Streets				
Streets (lane miles)	109	109	109	109
Parks				
Acreage	360	360	360	360
Parks	22	22	22	22
Swimming pools	2	2	2	2
Water and wastewater				
Water				
Water mains (miles)	94	94	94	115
Fire hydrants	600	600	600	600
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	8	-

STATISTICAL INFORMATION

CITY OF BAY CITY, TEXAS

CAPITAL ASSET STATISTICS BY FUNCTION/PROGRAM

Last ten fiscal years

Fiscal Year					
2015	2016	2017	2018	2019	2020
1	1	1	1	1	1
37	34	34	34	32	32
1	1	1	1	1	1
109	109	109	109	109	110
348	348	348	299	314	326
22	23	23	23	26	26
2	2	2	2	2	2
115	115	113	113	113	113
650	650	650	650	650	650
4	4	3	3	3	3
88	88	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

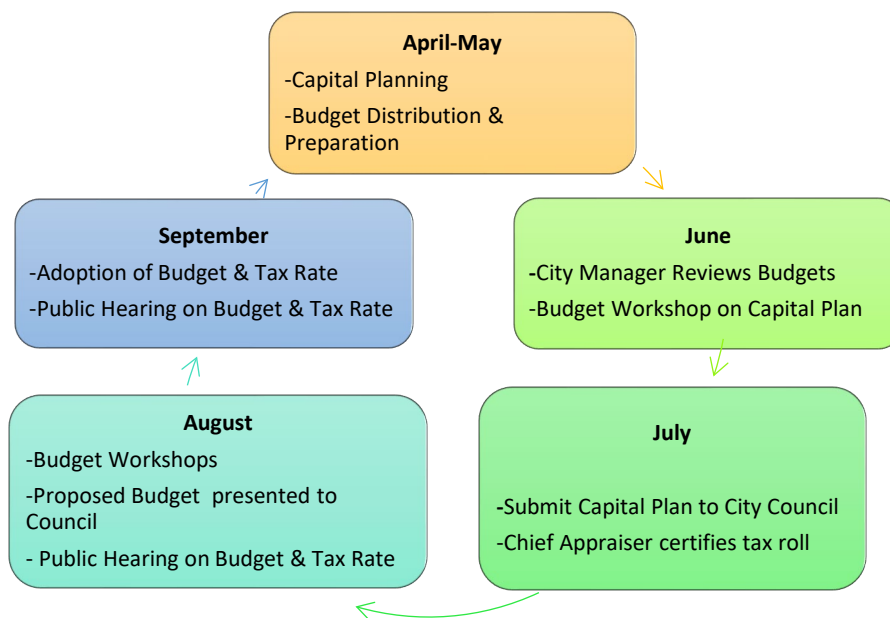
The purpose of this segment is to explain the budgetary policies and process of the City of Bay City. This narrative describes the legal requirements, budgeting standards and basic rationale of the budget process.

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 2022

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
April 21	Distribute budget package to Division Heads	Finance Director
May 11	Budget Workshop – Goal Visioning- 4:00 PM Regular Council Meeting	City Council, City Manager Department Heads
May 14	Turn in budget package to Finance Director	Department Heads
May 25	Budget Workshop – Goal Visioning- 4:00 PM Regular Council Meeting	City Council, City Manager Department Heads
June 8	Regular Council Meeting -Approve Strategic Plan (City Council Goals)	City Council, City Manager Department Heads
June 9-10	Budget review with Department Heads	City Manager, Finance Director Department Heads
June 22	Budget Workshop- Capital Planning- 3:00 PM Regular Council Meeting	City Council, City Manager Department Heads
July 13	Budget Workshop– BCCDC, Outside Organizations- 4:00 PM Regular Council Meeting	City Council, City Manager Department Heads
July 25	Certification of appraisal roll	Chief Appraiser
July 27	Regular Meeting	City Council
August 5	Publishes notice of effective and rollback tax rates	Matagorda County Tax Office
August 10	Budget Workshop- 5 -year capital plan- 4:00 PM Regular Meeting	City Council
August 15	Last day to file Proposed Budget with City Secretary	Finance Director
August 23	Budget Workshop- 4:00 PM	City Council, City Manager Department Heads
August 24	Budget Workshop (Tentative) Regular Meeting -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 9	Special Called Meeting- 6:00 -Public Hearings on budget -Public Hearing on Capital Plan (Charter 10.16) -Public Hearing on tax rate (if required)	City Council
September 14	Regular Council Meeting -Approve Capital Plan -Approval of budget and tax rate ordinance -First and final reading of fee ordinance	City Council
September 28	Distribute budgets	Finance Director
October 1	Budget becomes effective	N/A

Fiscal Year 2022

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 2020 / Accomplishments 2019</i> <i>Matagorda County Appraisal District</i>
April-May	Mailing of Notices of appraised value	<i>Budget Kick off with Department Heads</i>
April 21 (Wed)	Distribute budget packets to staff	<i>Review Strategic Plan/Vision Statement Strategic Plan Update- Set New Priorities and Goals</i>
May 11 (Tues)	Budget Workshop- Goal Visioning Regular Council Meeting	<i>Capital Plans, Budget, Business Plans, Accomplishments</i> <i>Strategic Plan Update- Set New Priorities and Goals</i> <i>Review Accomplishments and discuss Business Plans</i>
May 14 (Fri)	Turn in budget packet to Finance Director	
May 25 (Tues)	Budget Workshop- Goal Visioning Regular Council Meeting	
June 8 (Tues)	Submit first draft to City Manager	
June 8 (Tues)	Regular Meeting (Approve Strategic Plan)	<i>Approve City Council Goals FY 2022</i>
June 9-10 (Wed-Thurs)	Budget Review with Department Heads	
June 16 (Wed)	Budget Review with Department Heads Capital Plan Review with City Manager	<i>Review Capital Plan to be presented to City Council</i> <i>Present Capital Plan and receive input from Council of Ranking (10-year Plan)</i>
June 22 (Tues)	Regular Council Meeting Budget Workshop- Capital Planning	
July 13 (Tues)	Budget Workshop- BCCDC Regular Council Meeting	<i>BCCDC, Hotel/Motel and Outside Organizations</i>
July 25	Deadline for Certification of Roll (MCAD)	<i>Chief appraiser certifies the approved appraisal roll</i>
July 26-Aug 5	Calculation of Effective Tax Rate	
July 27 (Tues)	Regular Council Meeting	

APPENDIX

August 4 (Wed)	Publication of effective & roll back rates (Matagorda Tax Assessor/Collector)	Place information on City’s Website <i>Effective & Roll back Rates (Deadline is Aug. 7)</i> <i>Narrow 10-year plan down to 5-Year Capital plan</i> <i>Kick Off Budget Workshop</i> <i>“Consider and/or approve placing a proposal to adopt a tax rate for the 2022 fiscal year as an action item on the agenda of a future meeting, specifying therein the desired rate and publishing notice thereof.”</i> <i>“Consider and/or approve setting public hearing on the proposed 2022 Tax Rate for September 9.” Only required if proposed rate exceeds “No-New Revenue Rate” (Effective tax rate)</i> <i>“Consider and/or approve setting public hearing on the proposed 2022 Budget for September 9.”</i> <i>“Notice of 2021 Tax Year Proposed Tax Rate” if applicable</i> <i>“Notice of Public Hearing on Proposed Budget”</i> <i>Ads to run Sun Aug. 29</i>
August 10 (Tues)	Budget Workshop-5-year plan Regular Council Meeting	
August 15 (Sun)	Last Day to File Proposed Budget with City Secretary	
August 20 (Fri)	72 Hour Notice (August 23 & 24 Meeting)	
August 23(Mon)	Budget Workshop -General Fund -Utility -Budget Calendar deadlines -Proposed Fee Ordinance -Budgetary & Financial Policy	
August 24 (Tues)	Budget Workshop (Tentative) Regular Council Meeting Discussion of tax rate; If proposed tax rate exceeds the no new revenue rate- take record of vote and schedule PH’s. Set public hearing on <u>capital plan</u> per Charter	
August 25 (Wed)	Confirm placement with newspaper Put Notices on City’s Website	
September 3 (Fri)	72 Hour Notice for Public Hearings	

<p>September 9 (Thurs)</p>	<p>Special Called Meeting <i>Public Hearing Capital Plan (Citizen Input)</i></p> <p>Public Hearings on tax rate (if needed) & Proposed Budget & 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 & time for final approval for the budget and tax rate ordinance (September 14 @ 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>
<p>September 14 (Tues)</p>	<p>Regular Council Meeting -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 2022 budget.”</i></p> <p><i>“Consider an ordinance fixing the tax rate....”</i> <i>Approve Fee Ordinance if applicable</i></p>
<p>September 28 (Tues)</p>	<p>Distribute Budgets</p>	
<p>Oct. 1</p>	<p>Budget becomes effective</p>	

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 1st 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 (1st), 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

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 1st, 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 1st, 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

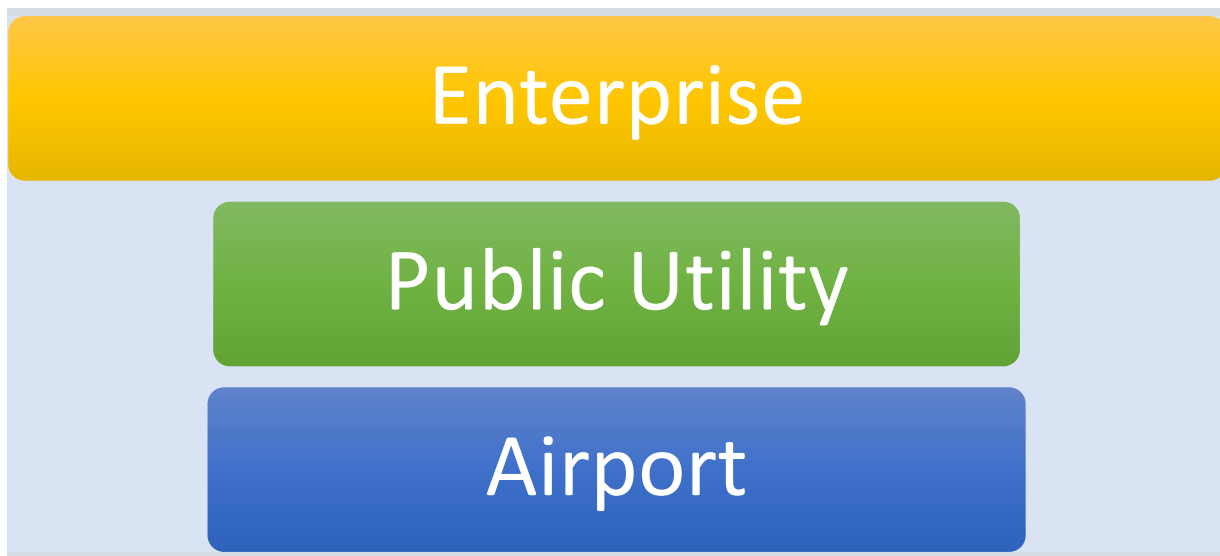


*Although the City has a number of funds shown above, only the General Fund, Hotel/Motel and Debt Service Fund(s) are appropriated. All City funds are audited annually.

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 2022 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 2022 and

WHEREAS, the proposed Operating Budget was placed on file with the City Secretary on the 15th day of August 2021; and

WHEREAS, a public hearing on the Operating Budget for the City of Bay City for the fiscal year 2022 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 2022 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.

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, 2021.

PASSED AND APPROVED on this 14th day of September 2021.

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, 2022, LEVYING A MAINTENANCE AND OPERATIONS RATE OF \$.47137 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 \$.16363; PROVIDING FOR A LIEN ON ALL REAL AND PERSONAL PROPERTY TO SECURE PAYMENT OF TAXES DUE THEREON; PROVIDING A SERVERABILITY 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 2022; 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 2022; 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 5.45 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY -\$10.75.

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 2022.

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 2022 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 corporate limits of the City of Bay City, Texas on January 1, 2021, 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 \$0.47137 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, 2021, 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 \$0.16363 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, 2022.

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 14th day of September 2021.



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.

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 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.
- 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.

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.

- 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. 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.

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

- 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.

- 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-2021-0016**

**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 10, 2021 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, 2021 – September 30, 2026), a copy of which is attached hereto and incorporated in the Fiscal Year Budget 2022, is hereby adopted in compliance with the City of Bay City Home Rule Charter.

PASSED and APPROVED this 16th day of September 2021.

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.

2022 Business Plans (Objectives)

- Create a virtual new hire process
- Update and maintain pay scale
- Implement Phase 2 (partial) adjust employees further in the scale (up to \$5,000 max)
- Implement Certification Pay for all employees
- Implement pay cards for non-direct deposit employees

2021 Accomplishments of Prior Year Business Plans

- ✓ Resumed the monthly HR Newsletter and updates
- ✓ Increased participation in area HR salary surveys
- ✓ Implemented a virtual benefit platform for health insurance

Salary Increase (City Council Annual Approval)

City Council approved a compensation pool of 3.0% of all current positions along with some compression adjustments.

Approved Positions for FY 2022 (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. Code/Fire Marshal increased one regular part-time position. The Police increased one position that will be fully funded by a Grant for the first year only. **The City increased overall staffing levels by 1.5 positions.**

Approved by Council for 2022 Budget

- Amount of Salary Increase Allocated- \$305,000
- Number of Positions (159)

Summary Personnel Listing

<i>Occupational Department</i>	<i>No. Of Positions FY 2019</i>	<i>No. Of Positions FY 2020</i>	<i>No. Of Positions FY 2021</i>	<i>No. Of Positions FY 2022</i>
<i>*Administration</i>	9	8	8	8
<i>City Secretary</i>	2	1	1	1.5
<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	0	3	3.5
<i>Police</i>	57	57	55	56
<i>Fire</i>	1	1	1	1
<i>Animal Impound</i>	3	3	3	3
<i>Streets</i>	16	16	15	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	10	3	3
<i>Utility Maintenance</i>	13	13	15	14
<i>Waste Water (WWTP)</i>	7	7	7	7
<i>Utility Operations</i>	0	0	5	5
<i>*Airport</i>	3	4	4	4
<i>Information Technology</i>	2	2	2	2
<i>Equipment Maintenance</i>	3	3	3	3
<i>Facility Maintenance</i>	4	4	5	5
<i>Total Budgeted Positions</i>	193	193	193	195
<i>*Temporary /Appointed Positions</i>	36	36	35.5	36
<i>Total Full Time/Part Time</i>	157	157	157.5	159
<i>Temporary/Appointed by Department</i>				
<i>Council Members- Administration</i>	5	6	6	6
<i>Appointed-Judges- Municipal Court</i>	2	2	2	2
<i>Temporary Workers-Administrative</i>	1	0	0	.5
<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	1	.5	.5
<i>Temporary Worker- Airport</i>	1	1	1	1
<i>Total Budgeted Positions</i>	193	193	193	195

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

2022 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:

- ❖ Create a welcoming, positive environment that encourages new and current businesses and their employees to invest in Bay City with human and financial capital.
- ❖ Continue to invest in the beautification of Bay City through new and existing programs; expanding the reach of our main thoroughfares and side streets.
- ❖ Provide opportunities for education expansion that meet and exceed the needs of our community.
- ❖ Develop and encourage entrepreneurship/leadership in the community.
- ❖ Aid in developing and/or enhancing water, wastewater and street, infrastructure, and housing needs in Bay City.
- ❖ Support the development and enrichment of recreational and tourism opportunities for all citizens of Bay City.
- ❖ Create opportunities to connect residents with resources, support and foster leadership prospects in their efforts to enhance and revitalize their City and neighborhoods.

FY 2022 Business Plans (Objectives)

- Streamline the permitting processes to a One-Stop-Shop for Developers
- Continue to work with local officials in supporting community development projects
- Refine the incentive package from BCCDC/City/Other entities for housing developers
- Develop blighted shopping centers and dilapidated buildings focusing on the main Highway 60 and 35 corridors
- 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 Bay City Tourism to direct a business-related mural
- 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

FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Completed County-wide strategic plan to outline 5–10-year goals
- ✓ Took action on the results of drainage study with the City of Bay City, Drainage District 1, and Matagorda County to include regional detention
- ✓ 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
- ✓ Designed and maintained the COVID-19 Business Resiliency Task Force
- ✓ 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
- ✓ Participated in "Talking Brass Tacks" with MCEDC to educate the public on Economic and Community Development activities
- ✓ Assisted the City in identifying and acquiring land for their next wastewater system
- ✓ Developed the Economic Recovery Task Force for Matagorda County to assess and respond to the COVID-19 outbreak
- ✓ Organized the Leadership Matagorda class of 19 and partnered with other entities to run the program smoothly
- ✓ 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

Bay City Community Development Corporation (BCCDC) Budget Summary

	<i>Actual FY 2020</i>	<i>Actual FY 2021</i>	<i>Adopted FY 2022</i>
<i>STP Lease Income</i>	75,600	80,695	85,661
<i>SMBG Lease Income</i>	350,000	275,000	300,000
<i>Sales Tax Collections</i>	1,577,000	1,575,000	1,650,000
<i>BDC Income</i>	6,000	4,800	9,600
<i>Main Street Income</i>	43,091	48,000	48,000
<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
Total Revenue	\$2,230,311	\$2,140,995	\$2,247,011
<u>Administrative</u>			
<i>Salaries and Wages</i>	220,000	182,876	183,000
<i>Other Compensation</i>	2,052	2,052	2,052
<i>Payroll Taxes</i>	16,830	13,479	13,999
<i>Unemployment Taxes</i>	600	250	616
<i>Retirement Expense</i>	24,426	20,342	20,355
<i>Workers Compensation</i>	850	800	800
<i>Employee Health Insurance</i>	12,772	26,000	31,070
<i>Travel and Training</i>	1,795	4,000	4,000
<i>General Supplies</i>	3,500	3,500	4,800
<i>Dues and Subscriptions</i>	5,000	5,000	3,400
<i>Vehicle Expense</i>	4,000	1,614	3,000
<i>General Insurance</i>	36,171	50,000	50,000
<i>Telephone</i>	5,000	1,750	3,000
<i>Utilities</i>	4,500	4,500	4,000
<i>Legal and Professional Fees</i>	25,000	25,000	25,000
<i>Cleaning and Maintenance</i>	6,000	6,210	6,750
<i>Leaseholder Improvements</i>	2,000	40,000	-
<i>Equipment Rentals</i>	4,600	4,600	3,100

<i>Continued</i>	<i>Actual FY 2020</i>	<i>Actual FY 2021</i>	<i>Adopted FY 2022</i>
<i>Building Rental</i>	61,200	62,424	60,000
<i>Business Meals</i>	2,000	2,000	2,000
<i>Misc. Furniture and Equipment</i>	500	1,000	2,000
<i>Miscellaneous</i>	500	500	1,000
<i>Repairs and Maint. Equipment</i>	500	-	440
<i>Total Administrative</i>	\$440,536	\$456,673	\$424,867
<i>Prospect Development</i>			
<i>Travel and Training</i>	4,000	4,000	4,000
<i>Contracted Services</i>	600	1,000	1,000
<i>Advertising</i>	10,000	7,000	7,000
<i>Website Development & Maint</i>	-	8,000	3,500
<i>Business Meals</i>	500	1,000	1,000
<i>Miscellaneous</i>	500	500	500
<i>Total Prospect Development</i>	\$15,600	\$21,500	\$17,000
<i>Project Expenses</i>			
<i>Mat. Co. Economic Devel. Corp.</i>	75,000	75,000	75,000
<i>Main Street</i>	30,000	30,000	25,000
<i>Website Grant</i>	49,970	-	50,000
<i>Family Entertainment Center (property taxes)</i>	-	240,000	-
<i>City Vision 2040 Plan</i>	20,000	5,000	5,000
<i>BR&E Program</i>	310,000	75,000	150,000
<i>CED Insurance and Maintenance</i>	1,207,263	209,000	120,000
<i>Downtown Parking Lot</i>	3,200	-	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
<i>Interest Expense</i>	437,285	412,480	349,690
<i>Debt Service-Nile Valley Road</i>	21,282	239,116	239,116
<i>Total Project Expenses</i>	\$2,608,274	\$1,723,606	\$1,477,292
<i>Total BCCDC Expenditures</i>	\$3,064,410	\$2,201,779	\$1,919,159
<i>Revenue over (under) expenditures</i>	\$(834,099)	\$(60,784)	\$327,851

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 updated in 2017 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.

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 and Texas State Data Center 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
White Alone	10,662	60.6%
Black Alone	2,516	14.3%
American Indian	52	0.3%
Asian	140	0.8%
Pacific Islander	35	0.2%
Other	5,488	31.3%
2 or more Races	403	2.3%
Hispanic (any race)	9,083	51.8%

Source: US Census Bureau www.census.gov

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%
Median Age	36.0	

Source: U.S. Census Bureau 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%
Median Household Income	\$46,104	

Source: U.S. Census Bureau www.census.gov

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

	Business Count	Business Percent	Employee Count	Employee Percent
Total, All Industries	1,102	100%	6,101	100%
Agricultural & Mining	61	5.5%	244	4.0%
Construction	54	4.9%	130	2.1%
Manufacturing	26	2.4%	173	2.9%
Transportation	23	2.1%	136	2.2%
Communication	8	0.7%	97	1.6%
Utility	4	0.4%	253	4.1%
Wholesale Trade	47	4.3%	253	4.1%
Retail Trade	218	19.8%	1,572	25.8%
Finance, Insurance, Real Estate	106	9.6%	345	5.7%
Services	526	47.7%	2,622	43.0%
Government	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.

Table 7 2010 Housing Occupancy

	Count	Percent
Total	7,856	100%
Occupied	6,648	84.6%
Owner	3,523	44.8%
Renter	3,125	39.8%
Vacant	1,208	15.4%
For Rent	594	7.6%
Rented- Not Occupied	16	0.2%
For Sale Only	65	0.8%
Sold- Not Occupied	20	0.3%
Seasonal Use	68	0.9%
Migrant Workers	2	0.0%
Other	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

	Count	Percent
Total	11,905	100%
1, Detached	7,510	63.1%
1, attached	154	1.3%
2	121	1.0%
3 to 4	444	3.7%
5 to 9	1,073	9.0%
10 to 19	520	4.4%
20 or More	271	2.3%
Mobile Home	1,750	14.7%
Boat, RV, Van, Etc.	62	0.5%

Source: US Census Bureau www.census.gov

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

	Count	Percent
Total	5,0008	100%
<\$50,000	1,065	21.3%
\$50,000 - \$99,999	1,314	26.2%
\$100,000 - \$149,999	959	19.1%
\$150,000 - \$199,999	703	14.0%
\$200,000 - \$299,999	605	12.1%
\$300,000 - \$499,999	299	6.0%
\$500,000 - \$999,999	47	0.9%
> \$1,000,000	16	0.3%
Median Value	\$105,500	

Source: U.S. Census Bureau 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+

	Count	Percent
Total Pop 25+	15,293	100%
Less than 9th grade	1,999	13.1%
Some HS, no diploma	1,609	10.5%
HS Degree	4,608	30.1%
Some College	3,897	25.5%
Associates Degree	870	5.7%
Bachelor’s Degree	1,721	11.3%
Graduate degree	589	3.9%

Source: US Census Bureau 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)

	Rate / \$100
City of Bay City	0.65500
City of Palacios	0.85351
Matagorda County	0.41758
Bay City ISD	1.55222
Boling ISD	1.04000
Matagorda ISD	1.13541
Palacios ISD	1.13500
Tidehaven ISD	1.22275
Van Vleck ISD	1.25325
Matagorda County Hospital District	0.32159
Port of Bay City Authority	0.05389
Matagorda County Nav District #1	0.04533
Matagorda County Consv. & Recl. District	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

	Gross Sales	Amount Subject to Sales Tax
2008	\$1,129,330,892	\$206,250,221
2009	\$886,306,707	\$168,627,904
2010	\$1,054,681,190	\$165,389,889
2011	\$1,267,010,937	\$180,724,866
2012	\$1,195,880,273	\$188,777,615
2013- Through 3rd Qtr.	\$913,418,235	\$140,552,454

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
- H-GAC**- Houston-Galveston Area Council

APPENDIX

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
VVUSD- Van Vleck Independent School District
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.

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 1st through September 30th, 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.

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.

Working Capital

The excess of current assets over current liabilities.

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