

**CITY OF BAY CITY, TEXAS**  
**ANNUAL BUDGET**  
**FISCAL YEAR 2018**



## **CITY OF BAY CITY**

**1901 Fifth Street  
Bay City, Texas 77414  
979-245-2137**

**[www.cityofbaycity.org](http://www.cityofbaycity.org)**

# CITY OF BAY CITY, TEXAS

## ANNUAL OPERATING BUDGET

### FOR FISCAL YEAR 2018

This budget will raise more revenue from property taxes than last year's budget by \$676,302 (14.60%), and of that amount \$75,486 is tax revenue to be raised from new property added to the roll this year.

City Council Voted on **September 28, 2017**

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 Mark Bricker*	Not Voting	Not Voting	Not Voting
Mayor Pro-Tem Bill Cornman	X	X	X
Julie Estlinbaum	X	X	X
Crystal Folse	X	X	X
Becca Sitz	X	X	X
Jason Childers	X	X	X

\*Note: Mayor Mark Bricker only votes in the event of a tie.

Tax Rate Information	Adopted FY 2017	Adopted FY 2018
Property Tax Rate	.60209	<b>.65500</b>
Effective Rate	.59582	.57798
Effective M&O Tax Rate	.48951	.46567
Debt Rate	.11398	.14401
Rollback Tax Rate	.65708	.66075

Debt service requirements for the City of Bay City are currently \$.14401 of the current **proposed** property tax rate of **\$.65500**. The City has six outstanding general obligation debt issues. At the end of Fiscal Year 2018, outstanding general obligation bond and certificates of obligation bonds will be \$19,446,000 however only \$10,778,257 is currently supported by property taxes.

**2018 Debt Service Requirement** to be paid by property taxes \$1,167,501. See Debt rate (.14401) requirement above.

## 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 divided into the following twelve (12) sections:

### **Budget Message**

This section contains the Mayor'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.

### **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, Donation, 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.

### **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.

*(Hard copy only)*

<b>Budget Message.....</b>	<b>1</b>
<b>City Profile.....</b>	<b>9</b>
<i>Elected</i>	
<i>Officials.....</i>	9
<i>Mission and</i>	
<i>Vision.....</i>	11
<i>Strategic Plan and Goals .....</i>	13
<i>City Officials.....</i>	16
<i>Organizational Chart.....</i>	17
<i>History Of Bay City.....</i>	18
<i>Snapshot of Bay City Today.....</i>	21
<i>Demographic Overview .....</i>	23
<b>Budget Summaries.....</b>	<b>25</b>
<i>Budgetary Fund Structure.....</i>	25
<i>Combined Budget Overview.....</i>	26
<i>Changes in Fund Balance/Working Capital.....</i>	27
<i>Combined Revenue and Expenditures Summary.....</i>	28
<b>Revenue Assumption and Trends.....</b>	<b>31</b>
<i>General Fund Revenue.....</i>	31
<i>Enterprise and Special Revenue Funds.....</i>	34
<b>General Fund.....</b>	<b>37</b>
<i>General Fund Revenue.....</i>	37
<i>General Fund Expenditures by Function.....</i>	40
<i>Departmental Summaries.....</i>	42
Administrative Council.....	42
City Secretary.....	44
City General.....	47
Main Street.....	48
Human Resources.....	51
Municipal Court.....	53
Finance.....	55
Police.....	58

---

## TABLE OF CONTENTS

---

Animal Impound.....	61
Fire.....	63
Street & Bridge.....	66
Recycling Center.....	69
Parks.....	71
Riverside Park.....	74
Recreation .....	77
Pools.....	80
Library.....	82
<b>Enterprise Funds.....</b>	<b>86</b>
<i>Public Utility Fund Revenue.....</i>	86
<i>Public Utility Expenditures by Function.....</i>	88
<i>Public Utility Fund Departmental Summaries.....</i>	90
Utility Operations.....	90
Utility Maintenance.....	94
Water & Wastewater Treatment Plant .....	97
Warehouse Operations.....	101
<i>Airport Fund Revenue.....</i>	104
<i>Airport Fund Departmental Summary.....</i>	106
Airport Operations.....	106
<b>Special Revenue Funds.....</b>	<b>113</b>
<i>Hotel/Motel Fund.....</i>	113
<i>TIRZ Fund.....</i>	120
<i>Donation Fund.....</i>	125
<i>Forfeiture Fund.....</i>	127
<i>Building Security Fund.....</i>	129
<i>Court Technology Fund.....</i>	131
<b>Internal Service Funds.....</b>	<b>133</b>
<i>Information Technology Fund.....</i>	133
<i>Maintenance Fund.....</i>	138
Equipment Maintenance.....	140
Facility Maintenance.....	143

<b>Capital.....</b>	<b>147</b>
<i>Capital Improvement Plan.....</i>	147
<i>Five Year Capital Improvement Plan Summary-All Funds.....</i>	148
<i>2018 Project Details.....</i>	150
<i>Operating Capital Outlay By Funds.....</i>	161
<b>City Wide Debt.....</b>	<b>165</b>
<i>Long Term Debt.....</i>	165
<i>Property Tax Supported Debt.....</i>	166
<i>Public Utility Fund Supported Debt.....</i>	168
<i>Outstanding Debt Issue By Series.....</i>	169
<b>Statistical Information.....</b>	<b>171</b>
<b>Appendix.....</b>	<b>199</b>
<i>Budgetary Process and Guidelines.....</i>	199
<i>Budget Planning Calendar.....</i>	200
<i>Summary Description of the Budget Process.....</i>	206
<i>Budget Ordinance.....</i>	212
<i>Tax Rate Ordinance.....</i>	213
<i>Budgetary &amp; Financial Management Policies.....</i>	215
<i>Investment Policy Summary.....</i>	225
<i>Capital Asset Policy.....</i>	226
<i>Resolution Adopting a Five-Year Capital Improvement Program.....</i>	232
<i>Compensation and Staffing Plan .....</i>	233
<i>Long-Term Financial Planning.....</i>	235
<i>Glossary of Terms.....</i>	243
<i>Acronyms.....</i>	249
<i>Index.....</i>	251

**Contributors**

**Inside Back Cover**



# BUDGET MESSAGE





Mayor and Council Members  
City of Bay City

Dear Council and Citizens,

“The role of a leader is not to come up with all the great ideas. The role of a leader is to create an environment in which great ideas can happen.” - Simon Sinek’s *Start with Why*

As Mayor, it is my privilege and goal to lead and create an environment in which City Council, city employees, and myself are able to maximize opportunities, and exceed goals and expectations. Most importantly I aspire to continue to improve the quality of life for the citizens of Bay City through a balanced budget for FY 2018.



The City of Bay City is experiencing commercial and residential growth that has been the catalyst for new development in neighborhoods and businesses within the City. The City has a diverse group of elected officials and professional staff that work diligently to accommodate the movement towards a better and brighter future for Bay City.

The FY 2018 Budget provides the avenues to increase structured growth that will benefit the citizens of Bay City. City departments, including Administration, Public Works, Utilities, Parks & Recreation, Finance, Police Department, and Fire have been funded efficiently to facilitate the influx of growth throughout the City.

The Comprehensive Plan (Bay City Vision 2040) and a five-year Capital Improvement Plan is an earnest depiction of the elected officials and City Staff’s resolve to the growth of the City and to foster a climate that will improve the quality of life exponentially for the citizens of Bay City.

Please accept the FY 2018 budget as an essential element as the City continues to gravitate towards a more dynamic and sustainable community. In the spirit of progress let us build a partnership that provides that our successes be the foundation of our community.

Mark Bricker  
Mayor

**Executive Summary**

The City Council and Staff recently reviewed the City’s Comprehensive Plan (Vision 2040) and from those sessions provided staff with 2018 Strategic Goals. This process will set the tone and direction for each year’s budget process. The Mayor and Key Leader Team reviewed the Vision 2040 Elements & the new Strategic Plan 2018 Objectives set by the Mayor and City Council. 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 2018 strategic focus areas are Governance: Improving the City’s Image, Organizational and Operational Effectiveness, Communication, 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 2018 Budget

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

The prior year's budget was focused on improving the City's infrastructure and other amenities. This was accomplished through numerous public improvement projects such as the following:

- Rehabilitated numerous water and sewer lines
- Completed Water and Waste Water System Analysis and Master Plan
- Reconstructed 3.5 miles of streets- Hamman Road, Thompson Drive, Grace Street, etc.
- Installed 10 blocks new drainage pipe and cleaned 25 blocks of ditches in various locations
- Overlaid 1,500 linear feet of streets by in-house crews
- Demolished seven substandard properties
- Constructed a new Dog Park near the City's downtown
- Added a new restroom at LeTulle Park and Duncan Park
- Extended the walking trail on Southern Pacific right-of-way
- Completed engineering to replace Airfield lighting
- Replaced a portion of the roof for Bay City's newly acquired Theatre of Art's Center
- Completed Parks Master Plan

With the 2040 Plan in mind coupled with the most recent set of strategic goals, the City's capital budget remains focused on continuing improvements of aging infrastructure and provides for improvements to the City's Parks. 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 Proposed Budget for FY 2018 recommends an increase in property tax revenue and an increase in water, sewer and garbage rates. The City-Wide Budget totals \$25,990,000. Of this amount, \$14,518,000 is estimated for the operations and maintenance of the General Fund (2% decrease from prior year), \$1,784,000 for the Debt Service Fund, \$7,721,000 for the Public Utility Fund (7% decrease from prior year), and \$400,000 for the Airport Fund (24% decrease from prior year). Within these budgets are capital costs of approximately \$3.2 million to fund equipment and major public improvement projects. Capital costs account for most of the variances over prior year. 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 six Special Revenue Funds. The Hotel/Motel Tax Fund totals \$1,567,000. Capital projects account for approximately \$1 million to fund facility improvements. 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 MESSAGE

---

## 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 sales tax revenue is just now building back up to the 2011 revenue stream. The City's population has declined by 9.5% (1,675) as compared to the population 10 years ago.
2. The City struggles to maintain a competitive salary with surrounding cities.
3. The City's health care plan has continually increased due to historically high claims.
4. The City's fund balance is below the 90 days (25%) operating reserve policy and is expected to be as low as 12% by fiscal year end 2017. The city has used reserve over the last two years to fund capital expenditures, absorb health insurance increases, pay debt, provide compensation increases to maintain a competitive workforce, and added new positions to poise for future growth with the development of a seamless pipe mill just outside the city limits.
5. The City added additional personnel in prior years to public safety to address traffic concerns with the onset of construction of Tenaris and to prepare for the additional employees projected by Tenaris. With compensation plan increases and new personnel, costs increased well over \$500,000 in two years in Public Safety alone.
6. The City owns a Gas Company, however due to a large recent infrastructure replacement the Gas Company's contribution to the General Fund dropped \$375,000 over the last four years. This income is used to offset a 2013 General Obligation Refunding Bond that was originally issued in 2004 for a six-million-dollar street project. The annual debt payment averages near \$400,000 per year. This large decrease in funding from the gas company in prior year impacted reserves in Fiscal Year 2017.
7. The City's legal costs have continued to be over \$200,00 which appears high as compared to surrounding cities and other cities our size.
8. Available road materials recently depleted, therefore the City for the first time in a long time will have to purchase its own material (\$70,000).
9. 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 \$350,000 in operational cost per year. In addition, the Library and pool need major repairs. The City plans on replacing the Library's roof (\$265,000) through issuance of a tax note.
10. The City lost a large tenant (Capital One) resulting in decreased rental revenue of \$78,000.

## How City Addressed Challenges

The FY 2018 Proposed Budget utilizes business plans that were developed in support of the City's **Vision 2040 and 2018 Strategic Plan (Focus)**. The Strategic Plan 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:

- The City's sales tax revenue helped the City meet operational needs related to health care.
- The City increased tax revenue to maintain service levels, cover the annual debt payment requirement, and offset the need to use any operational reserves to balance the budget.
- The City staff provided net savings of approximately \$183,000 through cost efficiency reviews while another \$100,000 was due debt pay off and reduced subsidy to airport operations.
- The City reduced city staff by 3 positions, however decided to provide a minimum cost of living increase (1.6%) to help maintain a quality workforce.
- The Bay City Gas Company increased their contribution for Fiscal Year 2018 by \$200,000. These dollars will be dedicated to street rehabilitation.
- 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 do energy audits to reduce expenses.
- 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 steady increases in sales tax revenue this year, the City can maintain a solid service plan along with funding some major public improvements as explained in more detail below.

## BUDGET MESSAGE

---

### Budgetary Expenditure Highlights

The adopted expenditures of the City's major funds total \$25,990,000, down \$299,010 or 1% 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 1.6% or \$109,000.
- Capital Additions: Machinery and Equipment in General Fund (\$261,966), Utility Fund (\$346,303), Airport Fund (\$15,350), and Hotel Motel Fund (\$210,982)
- Capital Projects- General Fund: appropriated \$3,000,000 to reconstruct various streets and \$590,000 to replace roofs on several facilities
- Capital Projects- Hotel Motel Fund: appropriated \$585,000 to replace roof on the Civic Center and \$300,000 towards rehabilitation of the City's newly acquired Theatre of Arts Center
- Capital Projects- Utility Fund: appropriated \$650,000 for sewer line replacement along Cottonwood Street; \$308,000 for water line replacement along South Highway 60 North; \$815,000 for improvements to the Grace Street Water Plant and \$100,000 for lift station rehab and fire hydrant valve replacement
- Capital Project- Airport Fund: appropriated \$61,000 for engineering related to the Airfield Lighting project

### Outlook for the Future

Sales tax is anticipated to increase 3% over FY 2017 due to the construction of a seamless pipe mill company just outside of the City limits. This facility currently employs by contract approximately 1,500 construction employees and upon completion will bring more than 600 permanent jobs to the community. The new facility is expected to begin full operation in by December 2017.

Other developments are taking place in Bay City and in our extra-territorial jurisdiction (ETJ). The City will focus improvement plans to capitalize on this growth. We will examine infrastructure needs.

## 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 poised for growth. This year’s budget and corresponding Five Year Capital Plan address our current organization 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.

Mark Bricker, Mayor

Scotty Jones, Finance Director



# CITY PROFILE



**Elected Officials**

**Vision and Mission**

**Strategic Plan and Goals**

**City Officials**

**Organizational Chart**

**History of Bay City**

**Bay City Today**

**Demographic Overview**





## ELECTED OFFICIALS

The City has a home-rule Council-Mayor form of government. The elected body is made up of a Mayor and five council members who are elected at large by the community. The Mayor is elected for a three-year term while Council Members are all elected for staggered two-year terms.

The Mayor presides at council meetings and is the Chief Executive Officer of the City. The Mayor is also 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.

**CITY OF BAY CITY  
CITY COUNCIL  
FY 2018**



**MARK BRICKER**  
*Mayor*



**JULIE ESTLINBAUM**  
*Councilmember  
Position 1*



**BILL CORNMAN**  
*Councilmember  
Position 2  
Mayor Pro-Tem*



**CRYSTAL FOLSE**  
*Councilmember  
Position 3*



BECCA SITZ  
*Councilmember  
Position 4*



JASON CHILDERS  
*Councilmember  
Position 5*

## Our 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.*

## Our Vision

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

## Comprehensive Master Plan- Vision 2040

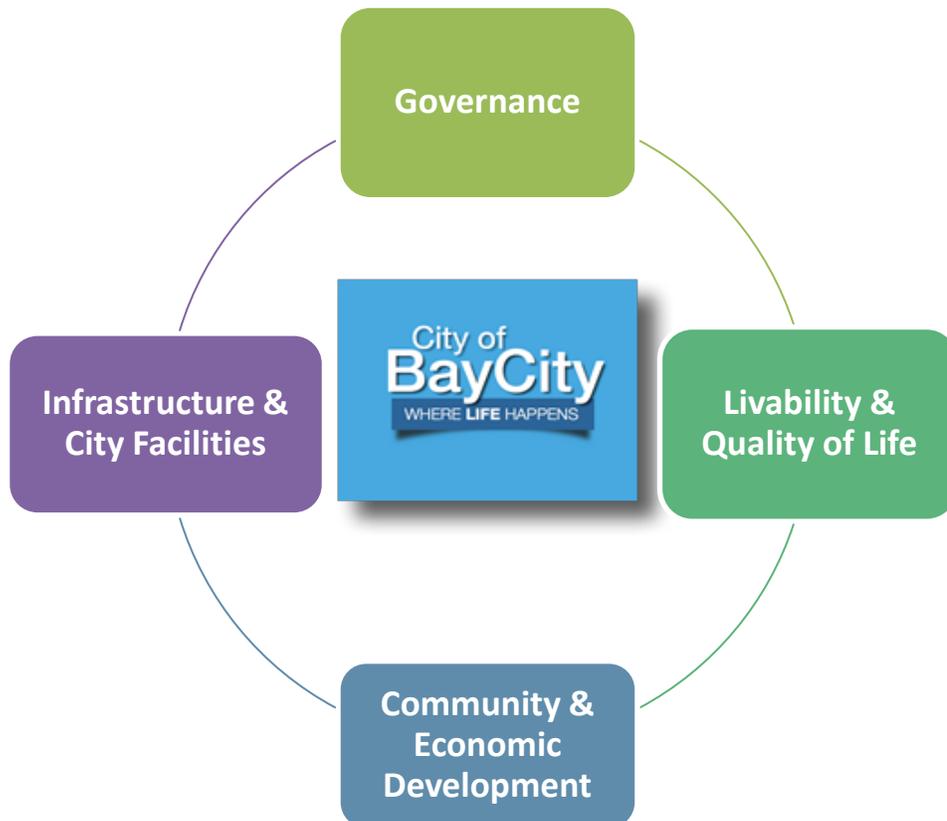
### Vision

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 2018 Strategic Focus\*



#### **Governance\***

- Improving the Image of Bay City
- Organizational & Operational Effectiveness
- Communication

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



#### **Infrastructure & 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\***

- Housing
- Downtown Revitalization/Historic Preservation
- Tourism
- Land Use

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**

- Parks and Recreation

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

# OUR CITY PROFILE

## Linking Long-Term Goals to Departmental Objectives

For the FY 2018 Budget, each department has outlined a description of services and aligned themselves with the City’s Vision 2040 Plan along with Council’s 2018 Strategic Area of Focus.

To succeed in the fulfillment of these goals, department staff compiled department objectives keeping the long-term vision mind while also considering the following:

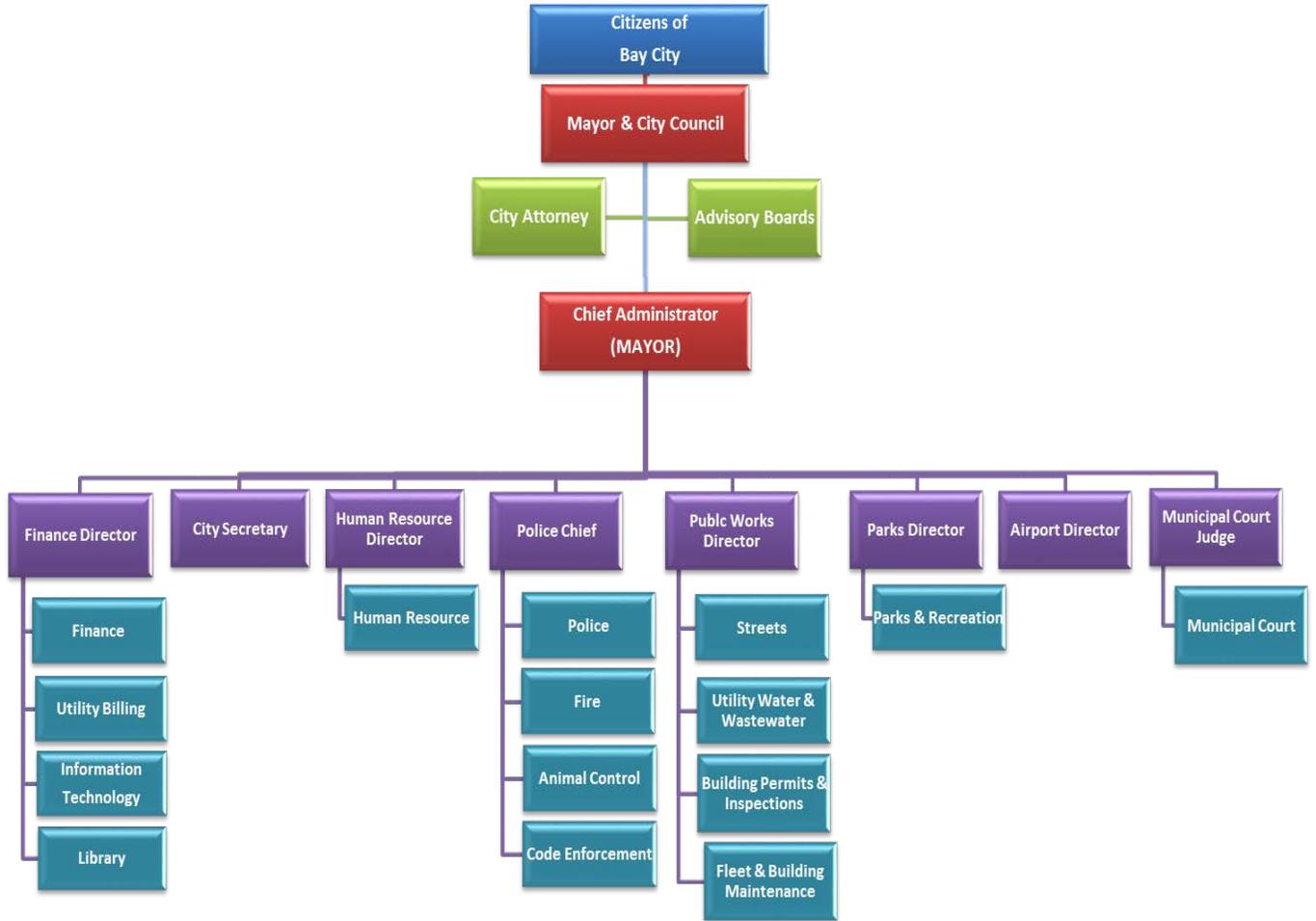
- How does this help Mr. or Ms. Citizen?
- How does this help their quality of life?
- How does this help their standard of living?

When compared to prior year accomplishments, these goals and 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.

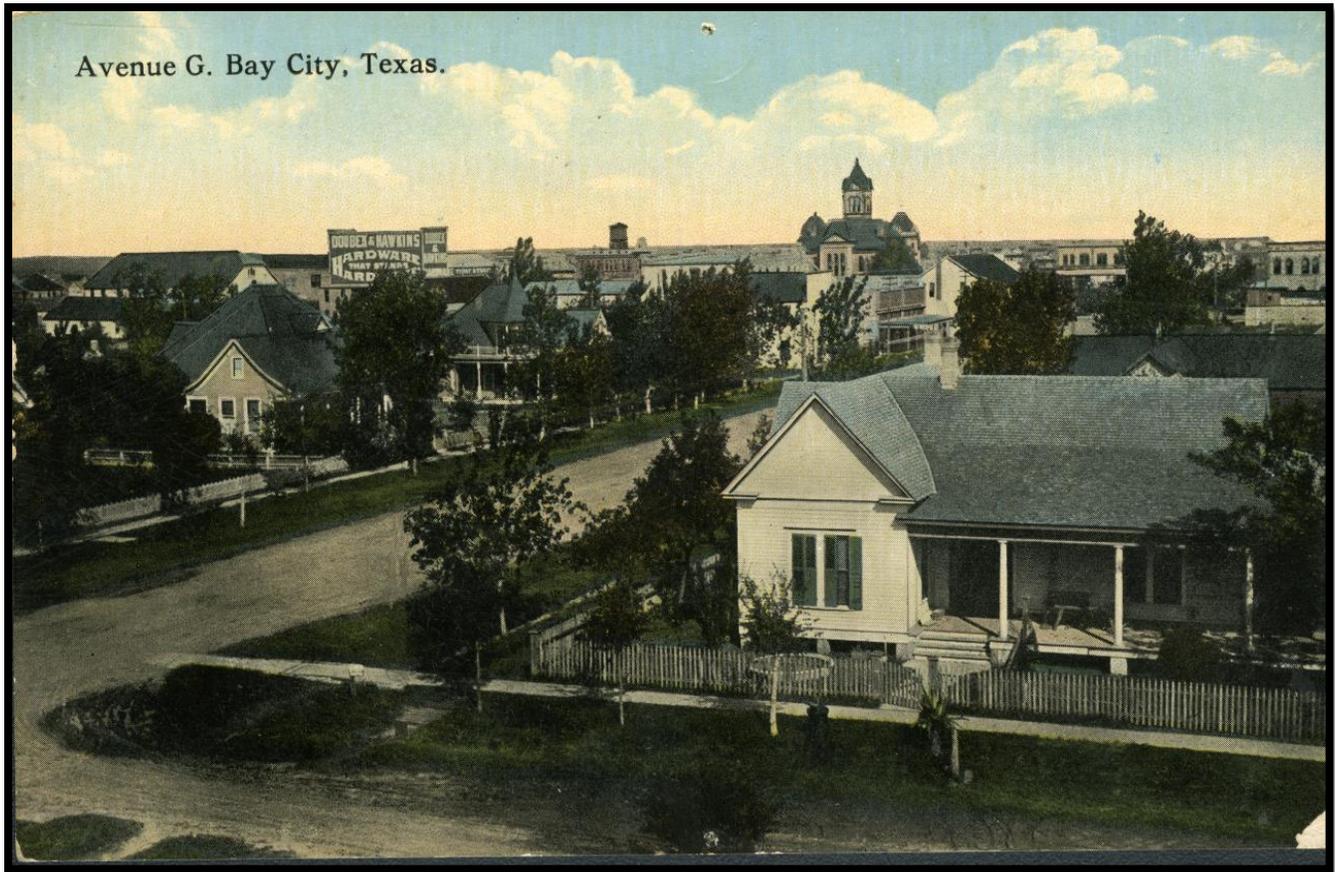
<b>GOVERNANCE</b>
<ul style="list-style-type: none"> <li>➤ Positive Community Perception</li> <li>➤ Organizational &amp; Operational Effectiveness (2018 Focus)</li> <li>➤ Communication (2018 Focus)</li> </ul>
<i>Bay City residents are well informed and involved with the affairs of local city government.</i>
<i>Fiscal Year 2018 Departmental Business Plans (Objectives)</i>
<b>Administrative Council</b>
<ul style="list-style-type: none"> <li>• Conduct annual strategic planning session with Council and staff together</li> <li>• Conduct regular workshops between City, Council, and staff to promote communication and understanding of issues in advance of decision making</li> <li>• Establish a clear policy on Council liaison appointments, roles, and responsibilities</li> </ul>
<b>City Secretary Department</b>
<ul style="list-style-type: none"> <li>• Implement new agenda software to enhance citizen engagement</li> <li>• Develop a City Council Public Comment Guide</li> </ul>
<b>Human Resource Department</b>
<ul style="list-style-type: none"> <li>• Improve the applicant recruiting effort</li> <li>• Improve the culture of service in all city departments- “How may I help improve our town today?”</li> </ul>
<b>Municipal Court Department</b>
<ul style="list-style-type: none"> <li>• Schedule more opportunities for reaching the youth of our community with powerful messages, speaker, and information about distracted and impaired driving.</li> </ul>
<b>Finance Department</b>
<ul style="list-style-type: none"> <li>• Assist in efficiency improvements (annual contracts, cost benefit analysis)</li> <li>• Revamp the Finance Department on City’s website</li> </ul>
<b>Public Safety Departments (Police, Fire, Animal Control &amp; Code Enforcement)</b>
<ul style="list-style-type: none"> <li>• Organize community programs such as Youth Explorers</li> </ul>

<p><b>Public Works Departments (Streets and Utility Departments)</b></p> <ul style="list-style-type: none"> <li>Utilize CityWorks software to track all street repairs, drainage repairs, mowing, and striping in order to analyze and improve efficiencies</li> </ul>
<p><b>INFRASTRUCTURE &amp; CITY FACILITIES</b>  <i>Bay City residents enjoy new streets, sidewalks and have access to public facilities that meet the standards of our community.</i></p>
<p><i>Fiscal Year 2018 Departmental Business Plans (Objectives)</i></p>
<p><b>Administrative Council</b></p> <ul style="list-style-type: none"> <li>Establish and implement plans for a walkable City (sidewalk connectivity plan)</li> <li>Implement a masonry ordinance providing for a more sustainable building model for future commercial buildings</li> </ul>
<p><b>Main Street</b></p> <ul style="list-style-type: none"> <li>Support the Texas Theatre Project</li> </ul>
<p><b>Public Safety Departments</b></p> <ul style="list-style-type: none"> <li>Police Department roof replacement</li> </ul>
<p><b>Public Works Departments (Streets and Utility Departments)</b></p> <ul style="list-style-type: none"> <li>Establish a street overlay, repair and maintenance program</li> <li>Establish a sidewalk program to install two-city blocks of new or replacement sidewalk annually with in-house crews</li> <li>Water and sewer line improvement projects</li> </ul>
<p><b>COMMUNITY &amp; ECONOMIC DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>➤ Housing</li> <li>➤ Downtown Revitalization/Historic Preservation <ul style="list-style-type: none"> <li>➤ Tourism</li> <li>➤ Land Use</li> </ul> </li> </ul> <p><i>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.</i></p>
<p><i>Fiscal Year 2018 Departmental Business Plans (Objectives)</i></p>
<p><b>Administrative Council</b></p> <ul style="list-style-type: none"> <li>Develop and tree and landscaping ordinance to aid in preservation of historic trees and improve overall city appearance</li> </ul>
<p><b>Main Street Department</b></p> <ul style="list-style-type: none"> <li>Grow CamoFest</li> <li>Award Façade Grants</li> <li>Promote downtown with increased presence on social media</li> </ul>
<p><b>LIVABILITY AND QUALITY OF LIFE</b></p> <ul style="list-style-type: none"> <li>➤ Parks and Recreation</li> </ul> <p><i>Bay City residents enjoy a safe community with great amenities and affordable living.</i></p>
<p><i>Fiscal Year 2018 Departmental Business Plans (Objectives)</i></p>
<p><b>Parks Department</b></p> <ul style="list-style-type: none"> <li>Implement Parks Master Plan (Build into capital plan)</li> </ul>





### 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.

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.

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.

## OUR CITY PROFILE

---

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

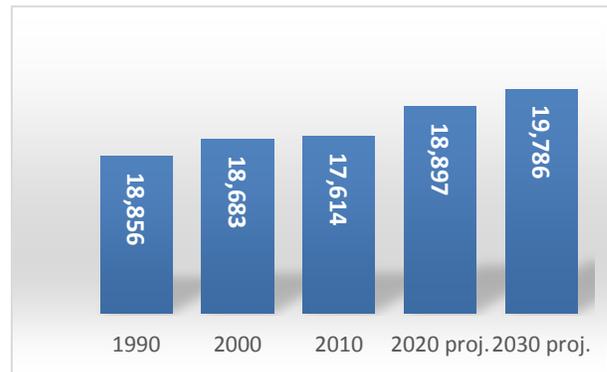
### Location

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. Bay City is the county seat of Matagorda County.



### 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 estimated 2014, 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.



### 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, Homes Elementary and Roberts Elementary School; one Sixth through Eighth grade middle school; Bay City Jr. High serves the Seventh and Eighth grades; Bay City High School serves the Ninth through Twelfth grades.



# OUR CITY PROFILE

---

## Culture and Recreation

Bay City is one of the most family-friendly cities you will ever visit! There are many things to do in this city, “The Gateway to the Great Outdoors.” Residents and visitors of all ages may take part in the many diverse activities available. With many activities throughout the year, citizens will find plenty to do. **Bay City has it all!**

Bay City provides a variety of restaurants ranging from Mexican food to seafood. There is also an excellent golf course, Rio Colorado at Riverside Park.

Bay City has many other amenities to offer including the following: 17 parks, Public Library, Museum, Movie Theater, bowling alley, 2 pools, convention center and plenty of shopping.



*Downtown Square*



*LeTulle Park*



*Rio Colorado Golf Course*



*Matagorda County Museum*

**CITY OF BAY CITY, TEXAS**

*DEMOGRAPHIC AND ECONOMIC STATISTICS*

*(UNAUDITED)*

*Last ten fiscal years*

<u>Fiscal Year</u>	<u>(1) Population</u>	<u>(4) Personal Income</u>	<u>(1) Per Capita Personal Income</u>	<u>(1) Median Age</u>	<u>(2) School Enrollment</u>	<u>(3) Unemployment Rate</u>
2007	19,273	\$ 574,887,007	\$ 29,829	32	4,410	5.9%
2008	19,735	588,684,295	29,829	32	4,140	7.0%
2009	18,667	568,335,482	30,446	32	4,140	11.2%
2010	17,614	N/A	21,773	33	3,797	11.2%
2011	17,663	N/A	21,773	33	3,772	11.6%
2012	17,663	N/A	22,000	33	3,770	10.1%
2013	17,476	N/A	22,000	33	3,860	9.80%
2014	17,509	N/A	35,426	38	3,735	8.30%
2015	17,368	N/A	37,324	38	3,755	6.80%
2016	17,598	N/A	39,111	39	3,725	7.00%

NOTES: The unemployment rates are a twelve-month average from October through September.

N/A denotes information not available

SOURCES: (1) US Dept of Labor, Bureau of Labor Statistics

(2) Bay City Independent School District

(3) Texas Workforce Commission

(4) County Information Program, Tx Assoc of Counties

# OUR CITY PROFILE

---

## CITY OF BAY CITY, TEXAS

### PRINCIPAL EMPLOYERS

(UNAUDITED)

Current Year and Four Years Ago

---

2016

---

<u>Employer</u>	<u>Employees</u>
South Texas Project (STP)	1,180
Bay City ISD	550
Matagorda County General Hospital	484
Tenaris	400
Matagorda County	250
OXEA	230
Lyondell	150
City of Bay City	146
H.E.B.	120
Walmart	<u>100</u>
	<u>3,610</u>

---

2012

---

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

NOTES: Information for nine years ago was not readily available.

# **BUDGET SUMMARIES**



**Budgetary Fund Structure**

**Combined Budget Overview**

**Changes in Fund Balances / Working  
Capital**

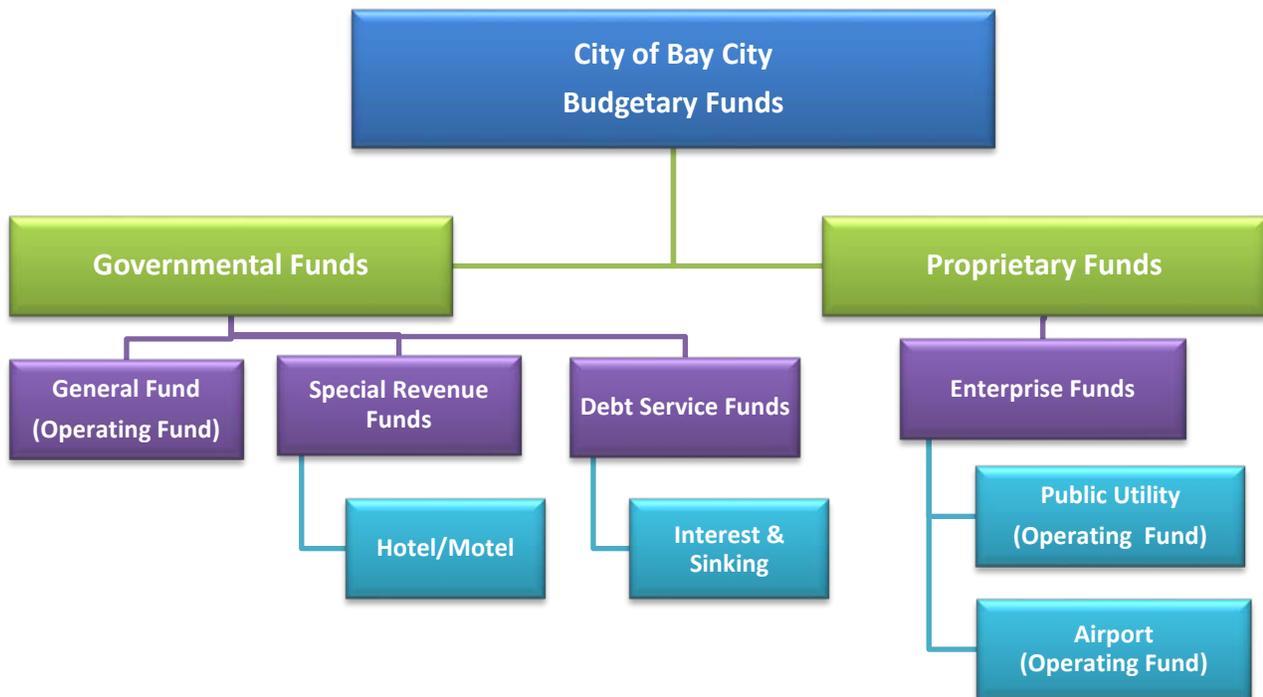
**Combined Revenue and Expenditure  
Summary**



*This section depicts the “big picture” of City wide revenue and expenditure, reflects the changes in fund balance or working capital for each budgeted fund, and provides comparison to prior year.*

### Budgetary Fund Structure

The illustration below is intended to serve as a “big picture” overview for the City of Bay City’s FY 2018 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.



# BUDGET SUMMARIES

---

## Combined Budget Overview

The FY 2018 budget for all appropriated funds totals \$25,990,000 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 2018 Budget by Funds as it compares to the prior year.*

	Budget FY 2017	Adopted Budget FY 2018	Variance	Variance By %
General Fund	14,813,586	14,518,000	-295,586	-2%
Interest & Sinking Fund	1,788,705	1,784,000	-4,705	0%
Public Utility Fund	8,309,527	7,721,000	-588,527	-7%
Airport Fund	528,751	400,000	-128,751	-24%
Hotel/Motel Fund	848,441	1,567,000	718,559	85%
<b>Total Budget</b>	<b>26,289,010</b>	<b>25,990,000</b>	<b>-299,010</b>	<b>-1%</b>



**Changes in Fund Balance/Working Capital**

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.

BUDGETD FUNDS	Beginning Fund Balance Working Capital 10-1-17	Budgeted Revenue FY 2018	Budgeted Expenditures FY 2018	Ending Fund Balance/ Working Capital 9-30-18
General Fund	1,475,000	14,518,000	(14,518,000)	1,475,000
Interest & Sinking Fund	133,825	1,784,000	1,784,000	133,825
Utility Fund	2,126,217	7,721,000	(7,721,000)	2,126,217
Airport Fund	88,257	363,000	(400,000)	51,257
Hotel Occupancy Tax Fund	377,504	1,382,650	(1,567,000)	193,154
<b>Total Fund Balance/Working Capital</b>	<b>4,200,803</b>	<b>24,423,000</b>	<b>(25,990,000)</b>	<b>3,979,453</b>

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

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 10-1-17	1,475,000	133,825	2,126,217	88,257	377,504
Operating Reserves (3 months)	(3,045,989)	0	(1,121,910)	N/A	N/A
Reserves Used-Capital Projects	0	0	0	(37,000)	(184,350)
Reserves Used- Balance Budget*	0	0	0	0	0
Budgeted Depreciation**	0	0	0	0	0
<b>Target Reserve Over/Under</b>	<b>(1,570,989)</b>	<b>N/A</b>	<b>1,004,307</b>	<b>N/A</b>	<b>N/A</b>

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

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

# BUDGET SUMMARIES

## Combined Revenue and Expenditures Summary

	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018	% Change Amended Budget to Adopted Budget
<b>Funding Sources</b>						
Property Tax	4,196,060	4,579,535	4,757,310	4,706,522	5,457,192	14.71%
Sales and Use Tax	4,114,992	4,100,512	4,165,000	4,275,798	4,152,500	-0.30%
Franchise Tax	1,156,136	1,155,180	1,050,000	1,125,000	1,265,000	20.48%
Hotel/Motel Tax	630,804	654,420	710,000	670,493	725,000	2.11%
Licenses and Permits	231,995	250,852	207,000	171,565	181,500	-12.32%
Charges for Services	8,760,866	9,128,388	9,921,340	9,270,825	9,838,000	-0.84%
Fines & Penalties	489,479	466,398	562,700	458,325	473,500	-15.85%
Other Revenues/ Sources	318,394	1,212,331	233,500	150,655	700,707	200.09%
Miscellaneous	2,280,853	2,583,276	2,846,731	737,813	2,043,751	-28.21%
Intergovernmental	2,739,691	3,961,348	1,983,496	1,642,253	1,258,350	-36.56%
Cost of Fuel	(130,494)	(123,029)	(148,067)	(148,067)	(105,500)	-28.75%
<b>Total Revenues &amp; Transfers</b>	<b>24,788,776</b>	<b>27,969,211</b>	<b>26,289,010</b>	<b>23,061,082</b>	<b>25,990,000</b>	<b>-1.14%</b>
<b>Expenditures</b>						
General Government	3,582,415	4,628,360	4,638,835	4,398,653	3,938,962	-15.30%
Streets	3,156,360	3,424,211	3,159,039	3,106,116	3,337,075	5.64%
Public Safety	4,569,085	4,938,374	5,173,788	4,985,225	5,005,868	-3.05%
Parks & Recreation	1,426,965	1,832,542	1,841,924	1,830,689	2,236,095	21.40%
Water & Sewer	7,111,393	8,826,749	8,309,527	7,510,954	7,721,000	-7.08%
Airport	420,061	465,509	528,751	462,661	400,000	-24.35%
Hotel Motel	639,778	657,825	848,441	785,946	1,567,000	84.69%
Interest & Sinking	1,880,681	1,828,803	1,695,403	1,695,403	1,784,000	5.23%
<b>Total Expenditures &amp; Transfers</b>	<b>22,786,738</b>	<b>26,602,373</b>	<b>26,195,708</b>	<b>24,775,647</b>	<b>25,990,000</b>	<b>-0.79%</b>
Net Revenue (Expenditures)	2,002,038	1,366,837	93,302	(1,714,565)	0	

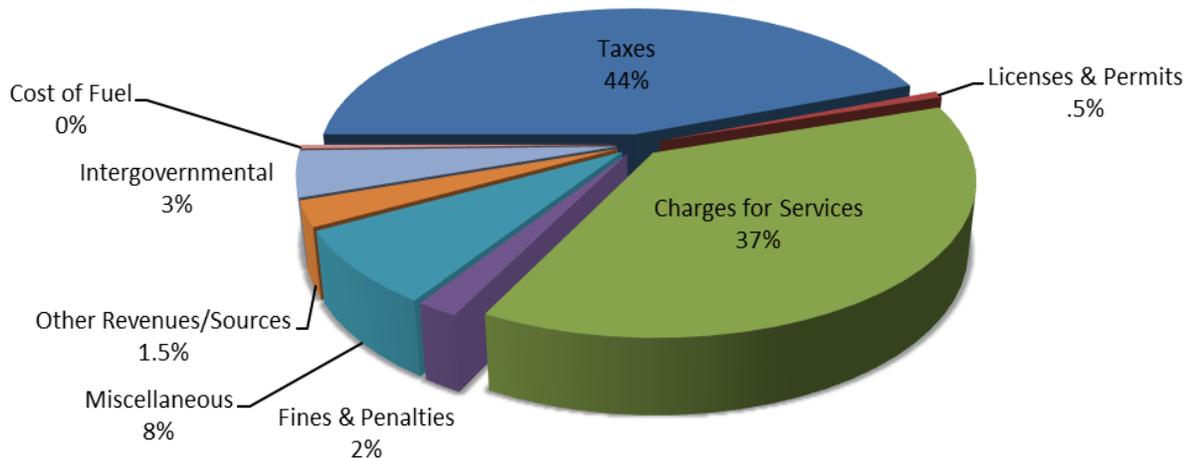
The following pages provide summaries related to City Wide Revenue by receipt type and City Wide Expense by function.

### City Wide Revenue

The FY 2018 budgeted revenues total \$25,990,000, which is under \$299,010 from prior year FY 2017 budget. The use of reserves to fund prior year capital projects and debt service attributes for this decrease. The largest revenue source fund is taxes which represents 44% of the total revenue. Detail of each revenue source fund can be found in the revenue section of this book.

Revenue by Receipt Type	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted Budget FY 2018
Taxes (Property, Sales, Franchise, Hotel/Motel)	10,097,993	10,489,646	10,682,310	10,777,813	11,599,692
Licenses & Permits	231,995	250,852	207,000	171,565	181,500
Charges for Services	8,760,866	9,128,388	9,921,340	9,270,825	9,838,000
Fines & Penalties	489,479	466,398	562,700	458,325	473,500
Miscellaneous	2,280,853	2,583,276	2,846,731	737,813	2,043,751
Other Revenues/ Sources	318,394	1,212,331	233,500	150,555	700,707
Intergovernmental	2,739,691	3,961,348	1,983,496	1,642,253	1,258,350
Cost of Fuel	(130,494)	(123,029)	(148,067)	(148,067)	(105,500)
<b>Total Revenue</b>	<b>24,788,776</b>	<b>27,969,211</b>	<b>26,289,010</b>	<b>23,061,082</b>	<b>25,990,000</b>

### Where do we get our dollars?



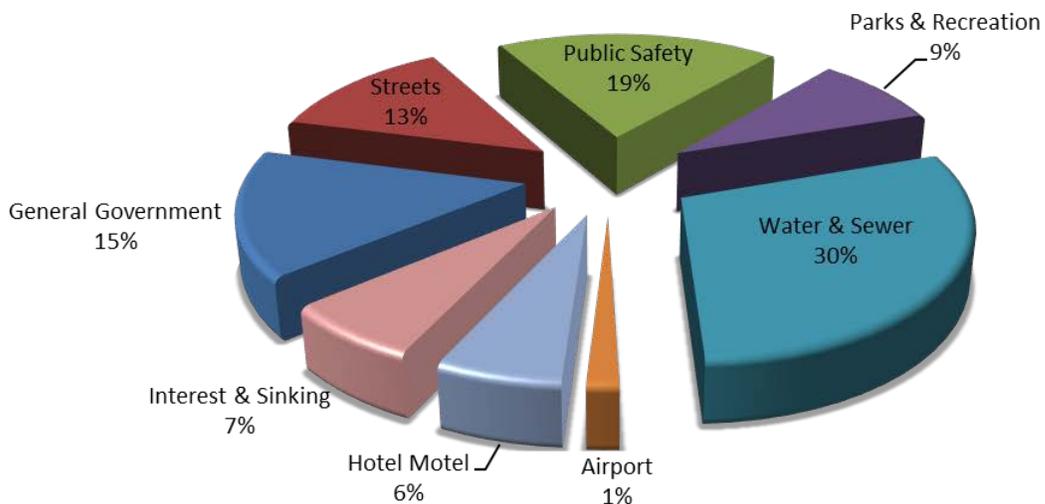
# BUDGET SUMMARIES

## City Wide Expenditures

The FY 2018 budgeted expenditures total \$25,990,000, which is down \$205,708 (1%) under FY 2017 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. In addition, transfer amounts to internal service funds reduced due to decreased operational costs in those respective funds.

By Object (Operational Funds)	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted Budget FY 2018
General Government	3,582,415	4,628,360	4,638,835	4,398,653	3,938,962
Streets	3,156,360	3,424,211	3,159,039	3,106,116	3,337,075
Public Safety	4,569,085	4,938,374	5,173,788	4,985,225	5,005,868
Parks & Recreation	1,426,965	1,832,542	1,841,924	1,830,689	2,236,095
Water & Sewer	7,111,393	8,826,749	8,309,527	7,510,954	7,721,000
Airport	420,061	465,509	528,751	462,661	400,000
Hotel Motel	639,778	657,825	848,441	785,946	1,567,000
Interest & Sinking	1,880,681	1,828,803	1,695,403	1,695,403	1,784,000
<b>Total Expenditures</b>	<b>22,786,738</b>	<b>26,602,373</b>	<b>26,195,708</b>	<b>24,775,647</b>	<b>25,990,000</b>

### Where do our dollars go?



# REVENUE ASSUMPTIONS AND TRENDS



**General Fund**

**Special Revenue Funds**

**Enterprise Funds**



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

## General Fund Revenue

### The Property Tax Rate and Property Tax Revenue

Property taxes are levied each year on October 1<sup>st</sup> on the assessed values as of the prior January 1<sup>st</sup> for all real and personal property located in the City. Assessed values are established by the Matagorda County Appraisal District (MCAD). Certified taxable values are provided to the City by the MCAD in July. Property tax is the largest source of income for the General Fund and makes up **29%** of the budgeted revenue for the 2018 fiscal year. This tax supports operations such as police services, fire protection, streets, park maintenance and code enforcement. 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 2018	Prior Year FY 2017	Variance	Variance
<b>Certified Taxable Value (2017 Tax Roll)</b>	810,967,405	763,470,173	47,497,232	6%

\* The City approved a \$10,000 exemption for all Bay City citizens over the age of 65.

Certified taxable property valuations provided to the City by the MCAD on July 19, 2017 totaled \$810,967,405 - an increase of 6% over prior year. For the Fiscal Year 2018 budget, City Council approved a budget that will raise more property taxes than last year's budget by \$676,302 (14.60%). The City Council adopted a tax rate of .6550/\$100 value which will still afford the City to maintain the same service levels.

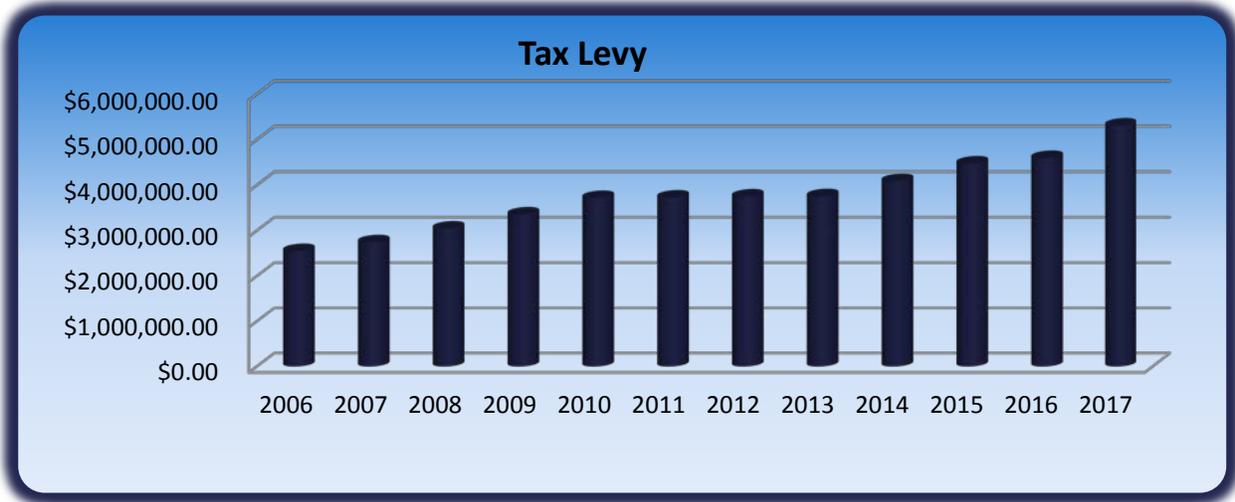
*The table below shows the City's tax rate distribution & associated tax levy as approved in the budget.*

	Tax Rate	Tax Rate Percent	Total Gross Levy <sup>1</sup>	FY 2018 Budget <sup>2</sup>
<b>Debt Service Funds:</b>				
Various Debt Service	.1440	21.98%	1,167,501	1,167,501
<b>Total Debt Service</b>	<b>(Required)</b>	<b>.1440</b>	<b>1,167,501</b>	<b>1,167,501</b>
<b>General Fund:</b>				
Operation and Maintenance	<u>.5110</u>	<u>78.02%</u>	<u>4,144,336</u>	<u>4,061,449</u>
<b>Total</b>	<b>.6550</b>	<b>100.00%</b>	<b>5,311,837</b>	<b>5,228,950</b>

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

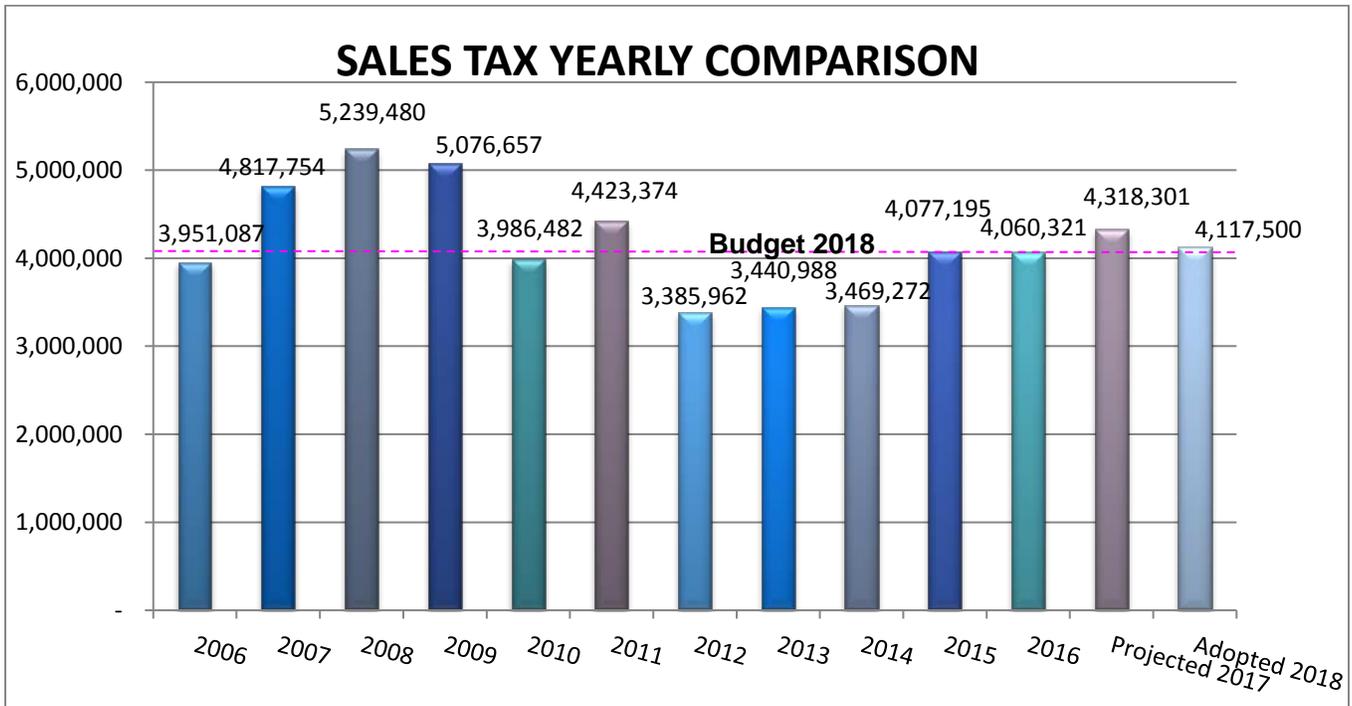
# REVENUE ASSUMPTIONS AND TRENDS

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 **28%** 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. With the volatile economy in mind, the City conservatively budgets sales tax using the history below.



### Franchise Fees

Franchise Fees represent **9%** 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 **\$1,265,000** 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 \$463,000. 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 **\$695,085**

- Interlocal agreement with Matagorda County for library services- \$200,000
- Interlocal agreement with Matagorda County for animal impound- \$72,085
- Agreement with the Bay City Gas Company- \$350,000
- Agreement with Bay City Community Development Corporation- \$70,000
- Local law enforcement grant - \$3,000

### 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.

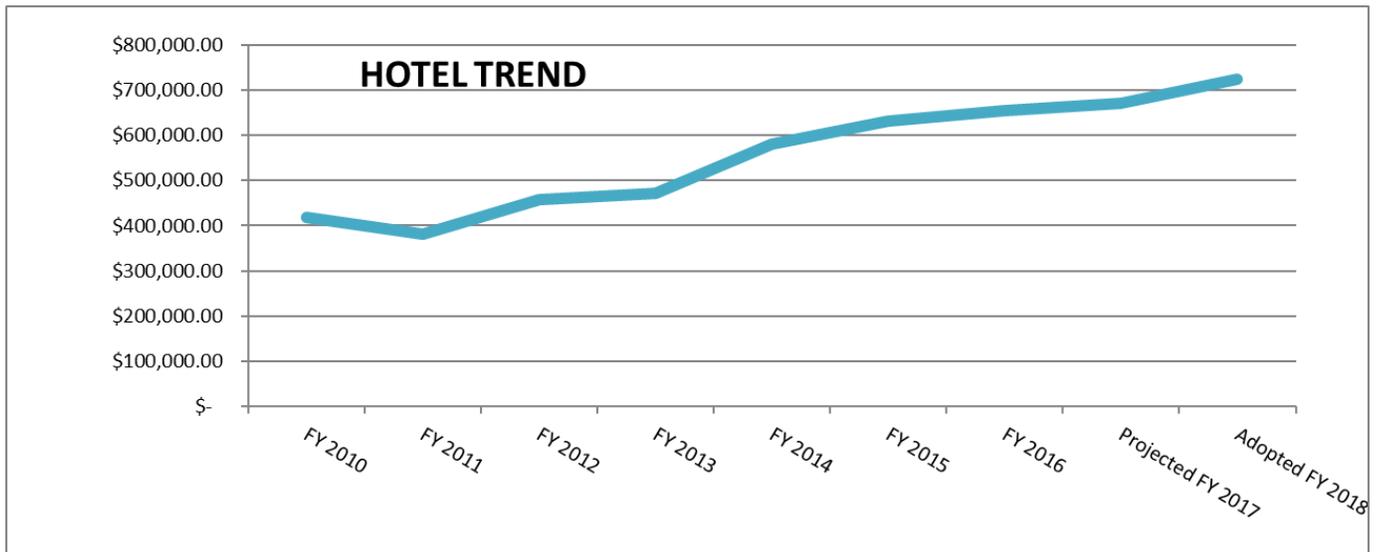
- Transfer in from Public Utility Fund to recover administrative fees- \$463,000
- Transfer in from Hotel Motel Fund to recover costs related to Main Street- \$50,800

## 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 \$725,000.



### Public Utility Fund

#### Water & Sewer Revenue

The water and waste water operations are funded primarily through user fees. The City has to 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 did increase water or sewer rates by 3%. The City’s last rate increase was **October 1, 2016**. The City estimates revenue based on historical trends that consider weather and consumption history.

#### Garbage Fees

Residential and commercial garbage pickup is provided by a private contractor. The City sets rates to cover the charges of the 3<sup>rd</sup> party contractor plus the cost of a remainder debt payment related to sanitation along with a 5% Franchise Fee. The City increased garbage rates by the calculated Consumer Price Index (CPI) of 1.88%. 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 (\$95,000) and fuel/oil sales (\$160,500) are the largest user fees in this fund and are estimated to be **\$255,500**, or **64%** of total budget. The General Fund subsidizes this fund by approximately \$150,000. 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 **37%** of citywide revenue.

Less than **16%** of the General Fund revenue comes from service fees (sanitation fees). However, this is **97%** of the Public Utility Fund's revenue source.

### **Fines & Forfeitures**

Fines and forfeitures account for approximately **2%** 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 and court costs. The revenue is represented as late 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 2018 budgeted revenues for the City totaled \$25,690,000. This is down \$599,010 or **2%** more than prior year's budget. This is attributable to funding various capital projects with depreciation reserves.



# GENERAL FUND

**Revenue**

**Expenditures**

**Department Summaries**



**Administrative Council**

**City Secretary**

**City General**

**Main Street**

**Human Resources**

**Municipal Court**

**Finance**

**Police**

**Animal Control**

**Fire**

**Street & Bridge**

**Recycling Center**

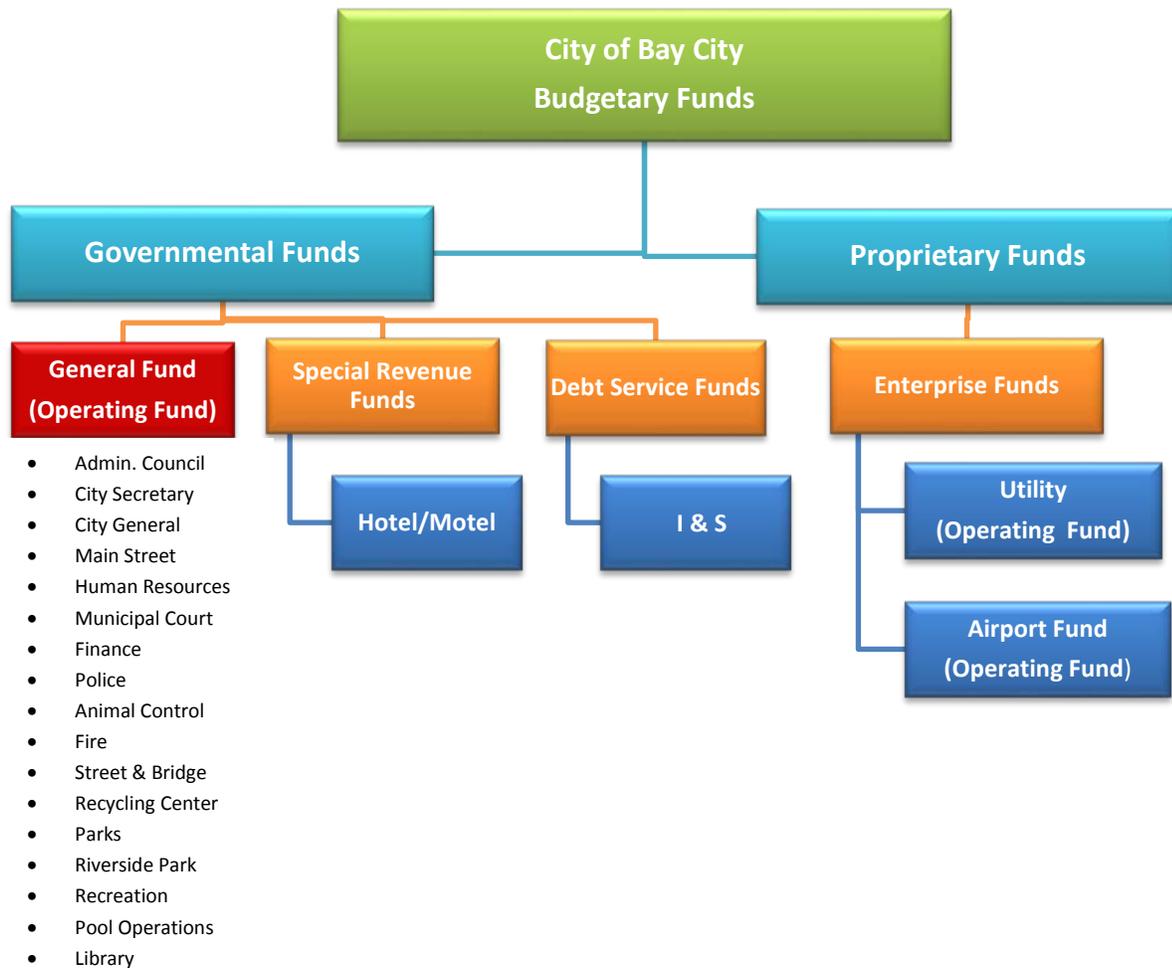
**Parks**

**Riverside Park**

**Recreation**

**Pool Operations**

**Library**



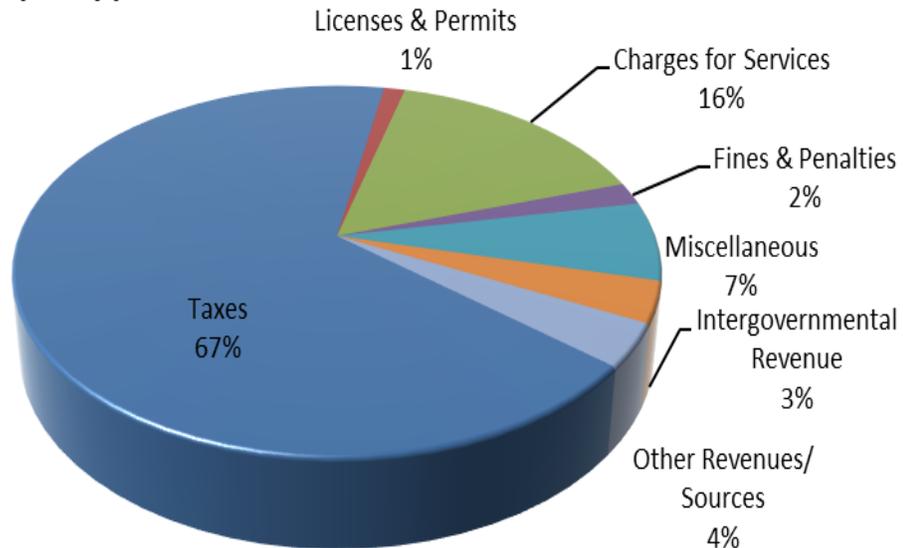
*The General Fund is the general operating fund of the City. It is used to account for all financial resources accounted for in other specific funds. This fund includes all general tax revenues and other receipts that are not restricted by law or contractual agreement to some other fund. General operating expenditures, fixed charges and capital improvement costs not paid through other funds are paid from this fund.*

*This section provides a four-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.*

### General Fund Revenue

Receipt Type	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted Budget FY 2018	Variance
Taxes	9,061,502	9,014,242	9,103,309	9,279,570	9,685,449	582,140
Licenses & Permits	231,995	250,852	207,000	171,565	181,500	-25,500
Charges for Services	2,073,502	2,176,457	2,353,843	2,191,330	2,316,000	-37,843
Fines & Penalties	284,596	277,226	362,700	280,675	283,500	-79,200
Miscellaneous	1,388,051	1,211,679	1,944,016	879,002	997,751	-946,265
Intergovernmental Rev.	1,038,038	834,193	842,718	522,549	513,800	-328,918
Other Revenues/Sources	0	0	0	0	540,000	540,000
<b>Total Revenue</b>	<b>14,077,684</b>	<b>13,764,649</b>	<b>14,813,586</b>	<b>13,324,691</b>	<b>14,518,000</b>	<b>-295,586</b>

### Revenue by Receipt Type



Largest Revenue Sources	Budget FY 2017	% Of Total FY 2017 General Fund Budget	Adopted Budget FY 2018	% Of Total FY 2018 General Fund Budget	Variance
Property Taxes	3,888,309	29%	4,267,949	30%	379,640
Sales Tax	4,117,500	30%	4,117,500	29%	0
Franchise Fees	1,050,000	8%	1,265,000	9%	215,000
<b>Total</b>	<b>9,055,809</b>	<b>66%</b>	<b>9,650,449</b>	<b>66%</b>	<b>594,640</b>

Note: Excludes consideration of Intergovernmental Revenue or Transfers from Enterprise Funds for administrative fees

# GENERAL FUND

## General Fund Revenue Detail

General Fund Revenues	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted Budget FY 2018
<b>Taxes</b>					
Property Taxes Collections	3,591,694	3,553,624	3,689,309	3,635,550	4,061,449
Delinquent Taxes	118,249	126,122	120,000	150,000	130,000
Tax Overpayments	1,676	3,455	4,000	700	1,500
Property Taxes- P&I Fees	78,754	75,349	75,000	75,000	75,000
State Sales Tax	2,729,286	2,714,355	2,745,000	2,823,810	2,745,000
State Mixed Drink Tax	37,797	40,191	47,500	40,083	35,000
Franchise Tax	701,323	683,654	700,000	680,000	680,000
Enterprise Franchise Fee	345,682	356,977	350,000	445,000	463,000
Waste Collection Franchise	109,132	114,550	0	0	122,000
State Sales Tax- Tax Relief	1,347,909	1,345,965	1,372,500	1,411,905	1,372,500
<b>Total Taxes</b>	<b>9,061,502</b>	<b>9,014,243</b>	<b>9,103,309</b>	<b>9,279,570</b>	<b>9,685,449</b>
<b>Licenses &amp; Permits</b>					
Alcohol Beverage Permit	5,845	4,748	5,000	4,250	4,500
Building Permits	225,039	240,871	200,000	122,500	175,000
Misc. Inspection Fee- Code Enf.	650	1,000	1,000	1,600	1,000
Plat Filing Fees	461	4,233	1,000	3,215	1,000
<b>Total Licenses &amp; Permits</b>	<b>231,995</b>	<b>250,851</b>	<b>207,000</b>	<b>171,565</b>	<b>181,500</b>
<b>Charges for Services</b>					
Sanitation Fees	2,073,502	2,176,457	2,353,843	2,191,330	2,316,000
<b>Total Charges for Services</b>	<b>2,073,502</b>	<b>2,176,457</b>	<b>2,353,843</b>	<b>2,191,330</b>	<b>2,316,000</b>
<b>Fines &amp; Penalties</b>					
Court Fines	251,837	243,906	325,500	225,000	250,500
Warrant Fines-Collected	17,145	17,963	20,000	16,000	17,000
Arrest Fees	565	884	1,000	750	1,000
Juvenile Case Management	7,928	8,005	9,200	8,075	8,000
Library Fines	7,120	6,468	7,000	5,850	7,000
<b>Total Fines &amp; Penalties</b>	<b>284,596</b>	<b>277,226</b>	<b>362,700</b>	<b>280,675</b>	<b>283,500</b>

## GENERAL FUND

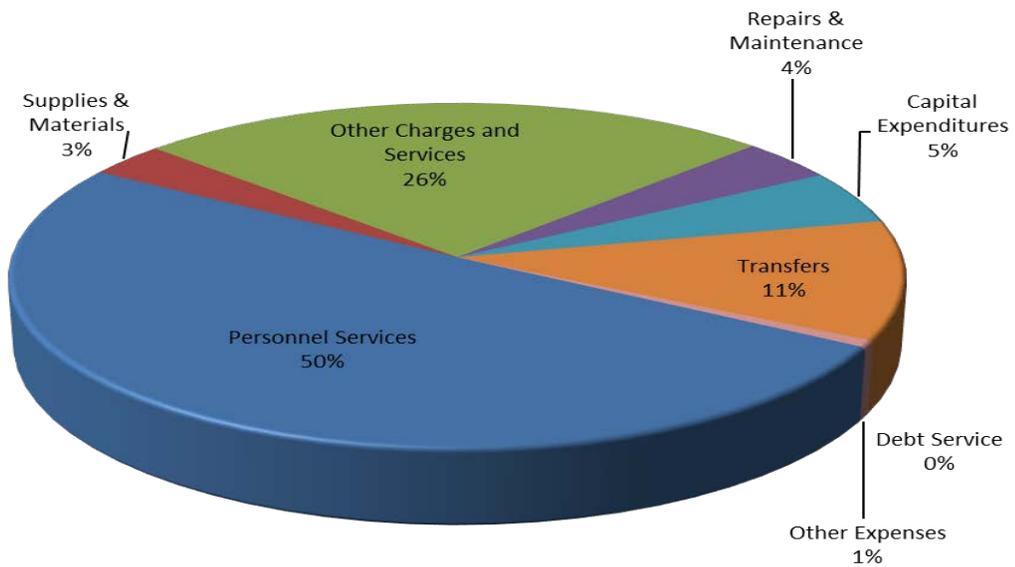
General Fund Revenues (Continued)	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted Budget FY 2018
<b>Miscellaneous</b>					
Interest Income	866	2,803	2,500	3,950	2,500
Liens	305	5,736	1,500	5,775	500
Building Demolitions	1,600	5,837	1,500	0	500
Rental Proceeds	96,840	76,320	93,840	65,215	12,000
Recycling Center	21,509	23,008	22,000	31,335	22,000
Royalties	155	143	250	0	0
PD Grants and Special Rev.	58,436	53,990	61,750	52,500	57,000
Grants- Various Sources	161,533	3,609	15,497	1,000	0
Law Enforcement Education	3,311	3,002	5,000	3,185	3,000
Parks- Rental Income	17,113	14,960	20,000	16,775	15,000
Rec Programs	19,842	31,154	28,200	28,000	23,900
Riverside- RV Rentals	593	0	0	59,750	65,000
Riverside Park Fees	89,621	74,183	95,000	25,000	25,000
Service Center Fees	4,781	7,411	10,000	4,500	5,000
Donations	757	1,552	10,000	16,250	10,000
BCISD- Pool Renovation	16,000	16,000	0	0	0
County- Animal Impound %	59,902	50,853	55,000	67,500	72,085
County- Library Funding	200,000	200,000	200,000	200,000	200,000
Animal Impound- Donations	125	255	0	475	0
Animal Impound- Fees	17,548	6,370	6,500	6,500	6,500
Suspense Account	0	-5,665	0	0	0
Insurance Claims	0	10,125	0	16,015	0
Gain on Disposal of Assets	0	24,264	0	7,552	0
Other Income- From Gas Co.	391,000	366,000	150,000	166,000	350,000
Other Income- Police	5,702	9,912	8,500	5,950	7,766
Other Income- BCCDC	0	0	0	0	70,000
Other Income	220,510	229,855	142,000	95,775	50,000
Prior Year Fund Balance	0	0	1,014,979	0	0
<b>Total Miscellaneous</b>	<b>1,388,051</b>	<b>1,211,679</b>	<b>1,944,016</b>	<b>879,002</b>	<b>997,751</b>
<b>Intergovernmental Revenue</b>					
Transfer From FD 25	39,317	31,866	40,391	57,564	50,800
Transfer From Utility	539,041	666,903	666,903	464,985	463,000
Transfer From Fund 75	328,201	0	0	0	0
Transfer- Library	131,480	135,424	135,424	135,424	0
<b>Total Intergovernmental</b>	<b>1,038,038</b>	<b>934,193</b>	<b>842,718</b>	<b>522,549</b>	<b>513,800</b>
<b>Other Revenues/Sources</b>					
Other Financing Sources	0	0	0	0	540,000
<b>Total Other Revenues/Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>540,000</b>
<b>Total General Fund Revenue</b>	<b>14,077,684</b>	<b>13,764,649</b>	<b>14,813,586</b>	<b>13,324,691</b>	<b>14,518,000</b>

GENERAL FUND

**General Fund Expenditures by Function**

Expenses by Function	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted Budget FY 2018	Variance
Personnel Services	6,308,557	6,863,733	7,500,439	7,255,641	7,332,570	-167,869
Supplies & Materials	413,893	439,085	511,093	380,809	459,574	-51,519
Charges and Services	3,731,389	3,877,625	3,734,633	3,820,686	3,720,814	-13,819
Repairs & Maint.	369,483	678,653	499,142	412,973	562,000	62,858
Capital Expenditures	450,933	700,923	263,400	278,613	727,000	463,600
Transfers	1,297,992	2,088,183	2,155,379	2,021,396	1,623,542	-531,837
Debt Service	69,811	69,598	54,500	53,891	0	-54,500
Other Expenses	92,767	105,688	95,000	96,674	92,500	-2,500
<b>Total Expenditures</b>	<b>12,734,825</b>	<b>14,823,488</b>	<b>14,813,586</b>	<b>14,320,684</b>	<b>14,518,000</b>	<b>-295,586</b>

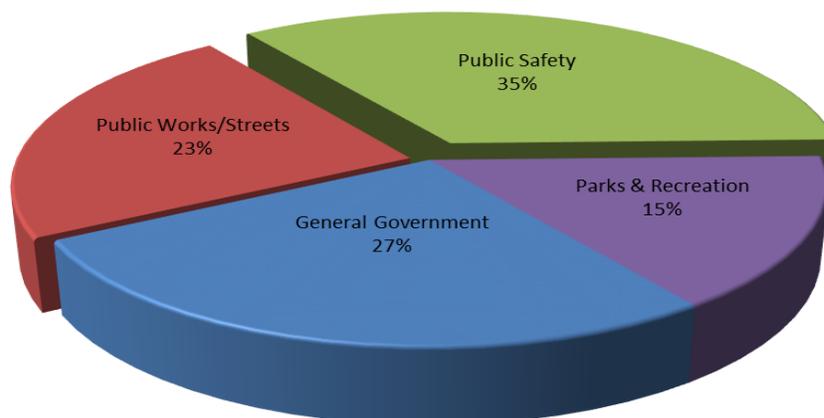
Expenditures by Function



## General Fund Expenditures by Department

Department	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted Budget FY 2018	Variance	%
City Secretary	309,441	327,107	387,549	316,525	141,451	-246,098	-64%
City General Services	2,414,575	3,485,696	3,276,602	3,132,522	2,665,540	-611,062	-19%
Administrative Council	244,505	266,736	262,517	284,399	206,205	-56,312	-21%
Main Street	45,164	42,104	50,890	57,000	50,800	-90	0%
Personnel Resources	24,235	0	0	0	238,202	238,202	0%
Municipal Court	285,253	288,033	311,367	295,447	308,019	-3,348	-1%
Finance	259,242	218,685	349,910	312,760	318,745	-31,165	-9%
Police	4,254,957	4,605,984	4,808,098	4,640,287	4,666,840	-141,258	-3%
Animal Impound	145,151	148,928	172,244	164,938	163,830	-8,414	-5%
Fire	168,977	183,461	193,446	180,000	185,198	-8,248	-4%
Public Works/Streets	2,962,722	3,185,747	2,981,749	2,946,116	3,177,046	195,297	7%
Recycling Center	193,638	238,464	177,290	160,000	160,029	-17,261	-10%
Parks & Recreation	492,780	823,928	836,865	818,397	929,937	93,072	11%
Riverside Park	166,685	225,555	173,712	170,000	223,300	49,588	29%
Recreational Programs	131,365	147,989	118,737	103,381	100,012	-18,725	-16%
Pool Operations	178,419	224,492	245,388	280,000	296,096	50,708	-21%
Library	457,716	410,578	467,222	458,911	686,750	219,528	47%
<b>Total Expenditures</b>	<b>12,734,825</b>	<b>14,823,488</b>	<b>14,813,586</b>	<b>14,320,684</b>	<b>14,518,000</b>	<b>-295,586</b>	<b>-2%</b>

### Expenditures by Department



## Departmental Summaries

### ADMINISTRATIVE COUNCIL

#### 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 Mayor exercises leadership in maintaining effective communication between the City Council, City employees and the citizens of Bay City. As the City's Chief Executive Officer, the Mayor 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

##### 2018 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 (2018 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 2018 Business Plans (Objectives)**

- Establish and implement a Masonry Ordinance providing for a more sustainable building model for future commercial businesses and multi-family residences
- Establish and implement a Tree and Landscaping Ordinance to aid in the preservation of Historic Trees and improve the overall appearance of the City
- Establish and implement plans that encompass the Mayor’s Vision for a walkable city with improved parks and a continuously growing downtown business district
- Continue to improve the relationship of the community with local Law Enforcement, Firefighting, and Public Works Departments
- Conduct regular workshops between Council and staff in a more casual environment to promote communication and understanding of issues in advance of decision making
- Conduct an annual strategic planning session with Council and staff together
- Establish a clear policy on Council liaison appointments, roles and responsibilities as liaisons

**FY 2017 Accomplishments of Prior Year Business Plans**

- Created Tax Increment Reinvestment Zone (TIRZ) Board #1 and #2
- Approved Façade Grants aiding in the maintenance of the Historic Downtown Business district
- Appointed new Planning Commission Chairman, and a bike trail/path plan is being developed by the Planning Commission
- Started construction the Southern Pacific Trail way path, and 3 blocks of the project were completed
- Established a Friends of the Park Committee
- Completed Chapters 1 &2 of the Parks Master Plan
- Completed Phase I of Texas Theatre Rehabilitation Project

**Budget Summary**

Administrative Council	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	222,027	231,187	236,417	262,399	193,855
Supplies & Materials	14,326	15,792	12,300	9,200	7,150
Other Charges & Services	8,152	19,757	13,800	12,800	5,200
Repairs & Maintenance	0	0	0	0	0
Capital Expenditures	0	0	0	0	0
<b>Total Admin. Council</b>	<b>244,505</b>	<b>266,736</b>	<b>262,517</b>	<b>284,399</b>	<b>206,205</b>

**Budgeted Personnel**

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Mayor	1	1	1	1
Executive Assistant	1	1	1	1
Council Members	5	5	5	5
Temporary Worker (Intern)	1	2	1	1
<b>Total</b>	<b>8</b>	<b>9</b>	<b>8</b>	<b>8</b>

## 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 government
- 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

#### 2018 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 2018 Business Plans (Objectives)**

- Implement the Granicus web-based program to manage meetings, agendas and increase the use of digital services that will assist all City departments and enhance citizen engagement
- Develop and promote a City Council Public Comment Guide for citizens wishing to address the Council
- Create a City Fee Ordinance to be presented to the City Council for action
- Continue organizing and updating of the City Code of Ordinances both hardcopy and online
- Review permanent records and records eligible for destruction to maintain an orderly, current and efficient records department
- 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
- Continue quality service and Departmental integrity while lowering the Department’s budget by 3% of the FY 2017 budget
- Maintain Records and appointment processes of Board membership and terms of all board members
- Create clear and consistent communication guidelines between Mayor and Council and Council and staff

**FY 2017 Accomplishments of Prior Year Business Plans**

- Created a City Easement Database
- Organized City lien records
- Separated the City Secretary and the Human Resources Department for more efficient service to the citizens of Bay City and the City employees

**Budget Summary**

City Secretary	Actual FY 2015	Actual FY 2017	Budgeted FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	214,902	222,618	253,685	244,655	116,451
Supplies & Materials	14,855	20,960	19,803	14,475	14,500
Other Charges & Services	79,685	83,322	95,661	57,395	10,500
Repairs & Maintenance	0	207	0	0	0
Capital Expenditures	0	0	18,400	0	0
<b>Total City Secretary</b>	<b>309,441</b>	<b>327,107</b>	<b>387,549</b>	<b>316,525</b>	<b>141,451</b>

**Budgeted Personnel**

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
City Secretary	1	1	1	1
Deputy City Secretary	1	1	1	1
Personnel Generalist	1	1	1	0
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>

# GENERAL FUND

---

## Performance Measures

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Number of Agendas/Meetings/Mins.	30	30	30	48
Number of requests for Public Info.	38	40	40	45
Number of new Ordinances approved	12	11	10	12
Number of closed sessions	8	10	8	8
Number of public hearings	7	6	6	6
Number of Proclamations	12	10	10	10
Number of resolutions approved	21	20	20	20
Number of elections prepared for	1	1	1	1
<b><i>Measuring our Effectiveness</i></b>				
% of Agendas posted 72 hours prior to meeting	100%	100%	100%	100%

## CITY GENERAL

### Description of Our Services

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

### Contingency

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

### Fixed Asset Replacement Fund Allocations

FARF allocations are for the future purchase of governmental fund assets. A minimum threshold will be reviewed annually for the appropriateness based on the depreciation schedule and age of the asset portfolio.

### Budget Summary

City General	Actual FY 2015	Actual FY 2016	Budgeted FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	7,962	8,894	0	0	15,000
Supplies & Materials	4,651	15,902	15,200	15,935	14,724
Other Charges & Services	1,004,463	1,255,153	1,017,523	1,017,800	982,274
Repairs & Maintenance	29,695	47,966	34,000	23,500	30,000
Capital Expenditures	0	0	0	0	0
Transfers	1,297,992	2,088,183	2,155,379	2,021,396	1,623,542
Debt Service	69,811	69,598	54,500	53,891	0
<b>Total City General</b>	<b>2,414,575</b>	<b>3,485,696</b>	<b>3,276,602</b>	<b>3,132,522</b>	<b>2,665,540</b>

### 2018 Major Addition: Generator

### MAIN STREET



#### **Our Mission**

The Mission of Bay City Main Street is to promote historic pride and economic vitality within the **Four Points Approach** of 1. **Design** (historic preservation) 2. **Organization** (added partners) 3. **Promotion** (inventive ideas) 4. **Economic Restructuring** (shared financial information and aid). Success in these four areas will result in our vision for hospitality and economic vitality through County strength and pride.

#### **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 afford the community resources to help address the needs and concerns of downtown businesses.

#### **Vision 2040**

##### **2018 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 21<sup>st</sup> Century.

**Vision 2040 Goals:**

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

**FY 2018 Business Plans (Objectives)**

- Increase Volunteers for Main Street events
- Partner with the Historic Downtown Business Association, Chamber of Commerce, CVB and other community organizations on downtown events
- Grow Camofest, increase funds raised, participation and attendance
- Update the downtown shopping map and guide
- Increase traffic downtown through seasonal promotions
- Increase utilization of downtown by installing speaker systems on the merchants’ side and seating on the courthouse side of the square
- Promote downtown with increased presence on social media
- Place emphasis on story telling through plaques and other media
- Increase façade grant budget funds
- Work with the Bay City Historic Commission to encourage façade rehabilitations
- Educate citizens, property owners & businesses on preservation practices
- Identify opportunities for grants and funding sources for downtown improvements
- Support the Texas Theater Project
- Develop a business appreciation plan
- Develop an incentive plan for downtown investors

# GENERAL FUND

## FY 2017 Accomplishments of Prior Year Business Plans

- Reinvested \$1,215,000 downtown through private and public Investment
- Completed BayTex project
- Completed beautification of planters, irrigation & tree plaques
- Revamped “adopt a planter” program
- Installed bistro tables and seating throughout downtown
- Installed trash receptacles.
- Awarded a façade grant to Green Brothers
- Held a successful Camofest while increasing funds raised, participation and attendance
- Completed map of downtown Bay City
- Partnered with Historic Downtown Business Association for successful “Light it Up” fundraiser for Christmas decorations
- Accredited Main Street America and Texas Main Street program

## Budget Summary

Main Street	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	3,440	0	0	0	0
Supplies & Materials	396	0	0	30	0
Other Charges & Services	39,553	35,764	45,890	45,296	45,800
Other Expenses	1,775	6,340	5,000	11,674	5,000
<b>Total Main Street</b>	<b>45,164</b>	<b>42,104</b>	<b>50,890</b>	<b>57,000</b>	<b>50,800</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
10 point criteria met/Accredited	Yes	Yes	Yes	Yes
CamoFest Revenue	N/A	\$25,165	\$46,801	\$55,000
CamoFest Attendance	N/A	600	750	1,000
Beautification Project	N/A	\$2,800	\$21,532	\$20,000
Façade Grants Awarded	1	2	1	2

*\*Main St. didn't hold CamoFest until FY 15-16\**

---

---

## 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 is capable of providing 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

#### 2018 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 2018 Business Plans (Objectives)
<ul style="list-style-type: none"><li>• Update compensation study (participate in other studies)</li><li>• Develop and maintain a pay scale</li><li>• Develop and maintain City-wide certification pay scale</li><li>• Provide quarterly training and policy review for supervisors</li><li>• Establish mandatory training classes and programs for supervisors</li><li>• Review and amend new employee orientation program (create on-boarding process)</li><li>• Conduct quarterly benefit meetings with employees</li><li>• Continue and expand on monthly policy update and review for employees</li><li>• Improve the applicant recruiting effort</li><li>• Create a process to scan in all personnel records for archiving</li><li>• Begin to fully utilize the HR module in Incode</li><li>• Improve the culture of service of the city in all departments- “How may I help you improve our town today?”</li></ul>

# GENERAL FUND

## FY 2017 Accomplishments of Prior Year Business Plans

- Transitioned employee medical files into a more organized file system
- Completed records destruction
- Performed monthly insurance audit
- Increased the number of monthly employee and supervisor policy reviews
- Pre-filled open enrollment forms for more efficiency
- Reviewed and modified job descriptions

## Budget Summary

Human Resources	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	0	0	0	0	172,202
Supplies & Materials	0	0	0	0	5,500
Other Charges & Services	24,235	0	0	0	60,500
Capital Expenditures	0	0	0	0	0
<b>Total Human Resources</b>	<b>24,235</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>238,202</b>

## Budgeted Personnel

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Director of Human Resources	0	0	0	1
Personnel Generalist	0	0	0	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>

*\*Prior to FY 2018 Human Resources was budgeted under City Secretary Dept. \**

## Performance Measures

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Number of new employees processed (F/T)	30	37	20	15
Number of employee terminations (F/T)	32	25	15	12
Number of work related injuries	18	19	15	15
Number of open enrollment changes processed	N/A	60	50	40
Number of applications received	250	200	150	220
Number of grievances	0	0	0	0

---

---

## 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

### 2018 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 2018 Business Plans (Objectives)
<ul style="list-style-type: none"><li>• Continue to provide impartial and courteous case resolution to the public</li><li>• Develop an electronic storage/filing system for hard copies of cases that are 2 or more years old that are currently being stored at Municipal Court</li><li>• Schedule more opportunities for reaching the youth of our community with powerful messages, speaker and information about distracted and impaired driving</li><li>• Hold successful Amnesty, Warrant Round Up and Municipal Courts Week campaigns for the 2018 FY</li></ul>

FY 2017 Accomplishments of Prior Year Business Plans
<ul style="list-style-type: none"><li>• Researched all outstanding warrants in an effort to clear warrants from defendants that may be uncollectible due to death or imprisonment</li><li>• Conducted a successful 2017 Warrant Round UP, clearing 156 warrants by working with Bay City Police Department and utilizing their partnership and Facebook to clear more warrants than in years past</li><li>• Completed a successful Municipal Courts Week campaign, bringing car seat safety to local nursery schools in the area</li><li>• Cleared multiple warrants during Amnesty Program in Sept. 2016</li><li>• For the first time in its history, Municipal Court is being operated by Level 1 certified court clerks and staff.</li></ul>

# GENERAL FUND

## Budget Summary

Municipal Court	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	156,021	174,625	182,667	174,752	183,919
Supplies & Materials	6,274	6,893	6,600	6,657	7,200
Other Charges & Services	111,015	104,834	117,600	111,738	113,900
Repairs & Maintenance	6,377	1,680	4,500	2,300	3,000
Capital Expenditures	5,566	0	0	0	0
<b>Total Municipal Court</b>	<b>285,253</b>	<b>288,033</b>	<b>311,367</b>	<b>295,447</b>	<b>308,019</b>

## Budgeted Personnel

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Municipal Court Judge-Contract	2	1	1	1
Municipal Court Assoc. Judge-Contract	1	1	1	1
Municipal Court Administrator-Exempt	1	1	1	1
Municipal Juvenile Case Manager	1	1	1	1
Municipal Court Clerk	2	2	2	2
<b>Total</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Number of violations filed	3,620	3,728	3,263	3,400
Number of warrants issued	1,367	1,247	1,033	1,250
Number of juvenile citations	106	50	63	60
Number of warrants cleared	114	1,234	1,041	1,050
<b><i>Measuring our Effectiveness</i></b>				
#of case files created with 24 hrs. of citation receipt	100%	100%	100%	100%

## FINANCE

### Our Mission

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

### Description of Our Services

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



### Vision 2040

### 2018 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**

#### Infrastructure and City Facilities

Bay City residents enjoy new streets, sidewalks and other improvements year after year.

#### FY 2018 Business Plans (Objectives)

- Earn the new Transparency Stars: Traditional Finance Award from the State Comptroller\*
- Create the Purchasing Policy and Procedures Manual\*
- Train other departments and employees to use Purchase Order Module\*
- Expand the City's five-year plan into a long-term financial plan\*
- Assist in efficiency improvements of the City (annual contract procurement, cost benefit analysis) \*
- Improve the budget document to create an easy, understandable format for our citizens\*
- Continue to increase the number of outstanding ratings on the City's CAFR document that is submitted to the Government Finance Officers Association for review
- Continue to provide for timely financial reporting to departments, managers and City Council
- Expand digitally archiving finance documents other than Accounts Payable
- Continue to reduce number of adjusting audit entries performed by auditors
- Revise quarterly financial report to include various city statistics and performance measures
- Apply for budget award with the Government Finance Officers Association (GFOA)
- Revamp Finance Department on City's website\*

## GENERAL FUND

### FY 2017 Accomplishments of Prior Year Business Plans

- Received the Comprehensive Annual Financial Report (CAFR) Award through Government Finance Officers Association (GFOA) for Fiscal Year 2015-2016
- Cross trained finance staff in utility billing department and advanced financial reporting
- Started digitally archiving financial documents using Laser Fiche
- Implemented new Purchase Order Module
- Assisted City Departments with various grant reporting
- Implemented new Time Clock entry software

### Budget Summary

Finance	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	236,153	152,240	331,360	289,885	304,115
Supplies & Materials	7,469	7,147	8,250	7,000	8,250
Other Charges & Services	15,620	59,298	10,300	15,875	6,380
Repairs & Maintenance	0	0	0	0	0
Capital Expenditures	0	0	0	0	0
<b>Total Finance</b>	<b>259,242</b>	<b>218,685</b>	<b>349,910</b>	<b>312,760</b>	<b>318,745</b>

### Budgeted Personnel

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Finance Director	1	1	1	1
Assistant Finance Director	0	0	1	0
Payroll	1	1	1	1
Finance Clerk	1	1	1	1
Accounts Payable Clerk	1	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>4</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Number of invoices processed	8,719	9,729	8,220	8,650
Number of vendor checks issued	4,426	5,078	4,736	4,925
Number of payroll checks/ACH issued	1,487	1,498	1,519	1,575
Number of manual journal entries	1,630	1,477	1,812	1,750
<b><i>Measuring our Effectiveness</i></b>				
GFOA's Excellence in Financial Reporting Award received	Yes	Yes	Yes	Yes
Audit receives a clean opinion	Yes	Yes	Yes	Yes
Continuing Disclosure report by March 31 <sup>st</sup>	Yes	Yes	Yes	Yes
Compliance with Investment Policy	100%	100%	100%	100%
Average number of working days to close month	N/A	N/A	10	8
Average number of working days to issue monthly financial report	N/A	N/A	15	15

## POLICE DEPARTMENT

### Our Mission

#### Police

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.

#### Code Enforcement

It is the mission of the Code Enforcement department to protect and enhance the character and stability of the community through both long and short-range planning activities including management and enforcement assigned laws, codes and ordinances.

### 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, Code Enforcement, 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.

The Code Enforcement department provides enforcement and inspection services in accordance with the City's Code of Ordinances.



### Vision 2040

#### 2018 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**

##### Livability and Quality of Life

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

**FY 2018 Business Plans (Objectives)**

- Continue to update the Police Department’s Policies and Procedures Manual
- Continue to maintain or increase the number of officers enrolled in higher education courses
- Increase patrol activities to deter and prevent criminal activity within the City
- Organize community programs such as Civilian Patrol and Youth Explorers\*
- Revise Code of Ordinances Chapter 22 regarding posting of signs\*
- Create standard operating procedures to deal with specific code enforcement infractions\*
- Design and implement process to aid in tracking code enforcement violations and inspections using the CityWorks program\*
- Identify and consider implementation of polices that will slow “demolition by neglect” of buildings and properties throughout the city

**FY 2017 Accomplishments of Prior Year Business Plans**

- Identified and educated emerging leaders in the Police Department
- Increased higher education among the police officers
- Updated the Policies and Procedures Manual
- Demolished 7 properties that was substandard structures
- Continued with abatement of properties throughout the city relating to tall weeds and grass, junk vehicles and substandard structures

**Budget Summary**

Police	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	3,689,452	3,954,536	4,132,167	4,047,621	3,953,030
Supplies & Materials	93,348	101,573	120,042	97,680	109,500
Other Charges & Services	261,243	276,406	287,222	281,400	240,310
Repairs & Maintenance	39,570	107,840	68,667	44,000	46,000
Capital Expenditures	171,343	165,628	200,000	169,586	318,000
<b>Total Police</b>	<b>4,254,957</b>	<b>4,605,984</b>	<b>4,808,098</b>	<b>4,640,287</b>	<b>4,666,840</b>

*\*In FY 2015 Code Enforcement merged into Police Department*

**2018 Major Additions: New Roof**

# GENERAL FUND

## Budgeted Personnel

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Police Chief	1	1	1	1
Police Captain	2	2	2	1
Police Lieutenant	2	2	2	2
Sergeants	8	8	7	7
Corporals	5	5	5	5
Patrol Officers	16	16	17	16
Traffic Officer	0	1	1	1
Detectives	5	5	5	5
Warrant Officer	0	0	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	1	1
<b>Subtotal Police</b>	<b>54</b>	<b>55</b>	<b>55</b>	<b>53</b>
Code Enforcement Officer	2	2	2	2
<b>Subtotal Code Enforcement</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Animal Control Officer	2	2	2	2
<b>Subtotal Animal Control</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Grand Total Police</b>	<b>58</b>	<b>59</b>	<b>59</b>	<b>57</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Number of community programs & events attended by department personnel	195	171	165	200
Number of training hours received by department personnel	6,319	6,854	7,000	7,200
Total number of calls for service	32,069	29,618	28,000	27,500
Number of traffic contacts	5,245	4,168	4,000	4,200
Number of vehicle accidents patrol worked	496	521	600	620
Number of cases assigned to CID	2,133	1,822	1,900	1,920
Number of cases cleared by arrest	1,353	1,411	1,600	1,650
Number of liens filed- Code Enforcement	N/A	265	275	280
Number of illegal dumping cases- Code Enforce.	N/A	50	75	80
Number of substandard building inspections	N/A	247	250	225
Number of Code Enforcement investigations	N/A	992	1000	975

*\*FY 2014-2015 Code Enforcement performance measures were not being tracked\**

**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**

**2018 Strategic Focus\***

**Governance**

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

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

**Quality of Life**

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

**FY 2018 Business Plans (Objectives)**

- Continue to provide professional animal control service to the citizens of Bay City and Matagorda County
- 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
- Repair animal shelter building

**FY 2017 Accomplishments of Prior Year Business Plans**

- Partnered with Walmart and Matagorda County Animal Control for donated pet food and other services

# GENERAL FUND

## Budget Summary

Animal Impound	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	128,263	135,311	144,469	144,833	142,630
Supplies & Materials	2,977	2,970	3,750	3,250	3,700
Other Charges & Services	10,827	9,538	17,092	13,105	11,500
Repairs & Maintenance	3,085	1,110	6,933	3,750	6,000
Capital Expenditures	0	0	0	0	0
<b>Total Animal Control</b>	<b>145,151</b>	<b>148,928</b>	<b>172,244</b>	<b>164,938</b>	<b>163,830</b>

### 2018 Major Addition: Generator

## Budgeted Personnel

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Animal Impound Manager	1	1	1	1
Assistant Manager	1	1	1	1
Maintenance Tech	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Community education programs	1	2	2	2
Number of animals picked up (City)	N/A	940	879	870
Number of animals picked up (County)	N/A	591	596	592
Number of dead animals picked up	245	198	280	240
<b><i>Measuring Our Effectiveness</i></b>				
Average response time to pick up animals	45 minutes	45 minutes	45 minutes	45 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 provide assistance 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

#### 2018 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.



## GENERAL FUND

### FY 2018 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 ongoing\**

### Budget Summary

Fire	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	36,285	61,468	59,882	48,656	59,648
Supplies & Materials	8,287	9,606	14,164	9,814	12,150
Other Charges & Services	74,842	74,689	75,400	70,475	73,400
Repairs & Maintenance	38,042	37,699	44,000	51,055	40,000
Capital Expenditures	11,520	0	0	0	0
<b>Total Fire</b>	<b>168,977</b>	<b>183,461</b>	<b>193,446</b>	<b>180,000</b>	<b>185,198</b>

### Budgeted Personnel

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Maintenance Tech I	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Performance Measures

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Number of Man-hours for training	812	938	822	498
Number of Man Hours	2,423	1,637	1,890	803
Number of Calls Per Year	177	168	178	155
Motor Vehicle Fires	14	12	21	4
Dwelling Fires	15	12	13	5
Rescue Calls	7	7	12	7
Grass Fires	26	23	29	31
Refuse Fires	8	7	8	5
Structure Fires	2	5	4	2
Business Structure Fires	5	1	7	0
Institutional Fires	0	1	0	0
Mobile Home Fires	2	1	3	0
Mutual Aid Calls	14	8	12	19
Other Calls	98	99	81	31



## 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 right-of-ways, 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. The Street & Bridge Division is also considered the first responders in the aftermath of natural disasters and man-made disasters.

### Vision 2040

#### 2018 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 2018 Business Plans (Objectives)**

- Improve infrastructure and livability by establishing a street overlay, repair and maintenance program
- Improve infrastructure, safety and appearance through an aggressive sign installation and maintenance program
- Continue drainage improvements—cleaning ditches, repairing and upgrading storm drains and inlets
- Improve efficiency by utilizing CityWorks to track all street repairs, drainage repairs, streets swept (mileage), mowing (mileage) and striping (feet)
- Improve effectiveness by continuing to empower employees through training
- Provide adequate access to the brush site for citizens and contractors working within the city limits
- Establish a sidewalk program to install two city blocks (approx. 700 LF) of new or replacement sidewalk annually with in-house crews
- Develop a plan of action for resolving the use of Nile Valley Road

**FY 2017 Accomplishments of Prior Year Business Plans**

- Reconstructed 3.5 miles of City streets by contractor—Hamman Road, Thompson Drive, roadways in Bordeaux Estates, and parts of Ave A and Grace Street
- Resurfaced 4.2 miles of City streets by contractor at various locations including roadways including Marguerite, 8<sup>th</sup> Street, Ave E, Hiram, Austin Street, Andrea St, Sparks Road, Norvell Ave, roadways in the Thompson Place Subdivision and Chateaux Oaks and several other roadways
- Overlaid 1,500 LF of streets by in-house crews mainly in the Elliott Addition
- Completed several large concrete pavement repairs in the downtown area and on Cottonwood Ave at Cottonwood Creek
- Extended the walking trail on the Southern Pacific right-of-way between Sycamore and Cottonwood.
- Flushed 260 sections of culvert pipe in various locations around the City
- Installed 10 blocks of new drainage pipe in various locations
- Cleaned 25 blocks of ditches in various location around the City
- Maintained City brush site and designated a specific area for WCA to dump brush to keep it out of the landfill and established an open 6-day a week half day schedule to help reduce operational cost

**Budget Summary**

Streets	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	777,554	883,646	962,443	927,631	976,046
Supplies & Materials	108,870	104,273	131,106	54,025	103,500
Other Charges & Services	1,728,591	1,600,670	1,661,200	1,809,562	1,847,500
Repairs & Maintenance	123,341	308,386	182,000	161,839	250,000
Capital Expenditures	224,367	288,772	45,000	-6,941	0
<b>Total Public Works</b>	<b>2,962,722</b>	<b>3,185,747</b>	<b>2,981,749</b>	<b>2,946,116</b>	<b>3,177,046</b>

**2018 Major Addition: Various Streets (See CIP section of Book)**

# GENERAL FUND

## Budgeted Personnel

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Street & Bridge Supervisor	1	1	1	1
Street & Bridge Foreman	1	0	0	0
Crew Leader	1	0	0	0
Equipment Operator	3	5	5	5
Truck Driver	2	1	1	1
Street Sweeper Operator	0	1	1	1
Concrete Finisher	1	1	1	1
Concrete Finisher Helper	0	0	1	1
Craftsman	1	0	0	0
Chip Site Attendant	1	0	0	0
Maintenance Technician II	1	2	2	2
Maintenance Technician I	0	0	0	0
Building Inspector	1	1	1	1
Building Permit Technician	0	1	1	1
Office Manager	1	1	1	1
Secretary	2	2	2	2
Custodian	1	0	0	0
<b>Total</b>	<b>17</b>	<b>16</b>	<b>17</b>	<b>17</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Miles of street sweeping	26.4	26.4	26.4	26.4
Tons of litter and debris removed	1,618	1,612	1,632	1,650
Alleyway Work Orders	15	29	10	15
Backfill Pavement Edge Work Orders	45	9	16	20
Backfill Miscellaneous Work Orders	120	72	7	35
Storm Drain Cleaning Work Orders	78	77	70	75
Ditch Cleaning Work Orders	92	191	118	130
Concrete Pavement Repair Work Orders	17	49	50	45
Culvert Work Orders	21	31	38	35
Sidewalk Work Orders	14	14	12	13
Miscellaneous Work Orders-NO LONGER USED	66	242	248	0
City ROW Mowing Work Orders	34	55	44	50
Sign Work Orders	17	59	76	65
Street Sweeping Work Orders	14	21	6	20
Traffic Control Work Orders	32	58	38	50
Tree Trimming Work Orders	35	54	62	60
Utility Asphalt Repair Work Orders	35	44	32	50
Utility Concrete Repair Work Orders	29	3	0	30

## 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 located in the North Downtown development area. The current facility was funded in part by Solid Waste Grants through H-GAC. The Recycling Center will need to be relocated, prior to October 2018 as per the amended development agreement between the City and SAL Holding, LTD.

### 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 2018 Business Plans (Objectives)

- Improve efficiency by maintaining a regular schedule for pickup of recyclables at local businesses
- Develop a plan with SAL Holding, LTD to relocate the Recycling Center which will allow economic development identified in the North Downtown Plan\*
- Improve operations to keep the Recycling Center cleaner and more attractive to complement the North Downtown Development
- Improve effectiveness by adding roll-offs at Recycling Center to discard items not accepted and maintain appearance and safety

## GENERAL FUND

### FY 2017 Accomplishments of Prior Year Business Plans

- Recycled and diverted 320 tons of waste from the landfill
- Completed remediation of soil contaminated at the recycling center; TCEQ approved cleanup and final soil testing results
- Recognized by Central Texas Recycling Association for Outstanding Recycling Efforts and used the Recycling Center as a case study for a presentation at the Houston-Galveston Area Council Regional Recycling Roundtable in November 2016

### Budget Summary

Recycling Center	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	106,682	126,580	132,212	125,316	130,579
Supplies & Materials	7,223	3,951	6,278	3,550	5,150
Other Charges and Services	67,113	22,203	24,300	14,656	12,300
Repairs & Maintenance	12,620	51,730	14,500	16,478	12,000
Capital Expenditures	0	34,000	0	0	0
<b>Total Recycling Center</b>	<b>193,638</b>	<b>238,464</b>	<b>177,290</b>	<b>160,000</b>	<b>160,029</b>

### Budgeted Personnel

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Recycling Center Manager	1	1	1	1
Recycling Center Technician	1	1	1	1
Recycling Center Part-Time Staff (3)	1.5	1.5	1.5	1.5
<b>Total</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Recycled Plastic - Tons	17	17	17	17
Recycled Cardboard - Tons	245	227	237	238
Recycled Mixed Paper - Tons	51	76	40	50
Recycled Oil - Gallons	3,148	2,465	2,000	2,000

## 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

#### 2018 Strategic Focus\*

#### Infrastructure and City Facilities

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

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

#### Community Development & Economic Development\*

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

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

# GENERAL FUND

## Livability & Quality of Life

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

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

### FY 2018 Business Plans (Objectives)

- Replace picnic tables at all parks
- Replace restroom at LeTulle Park
- Complete and implement a new Parks Master Plan\*
- Replace playground at LeTulle Park with a universal special needs structure

### FY 2017 Accomplishments of Prior Year Business Plans

- Opened a new dog park
- Painted park buildings
- Established a new park position to extend service hours to nights and weekends
- Demolished pavilion and cafeteria at Henderson Park
- Installed a new restroom at Duncan Park
- Installed a new east restroom at LeTulle Park
- Started new Parks Master Plan
- Completed 1,100 feet of the Southern Pacific Trailway
- Awarded \$50,000 grant for shooting range study

## Budget Summary

Parks	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	304,142	412,868	557,565	501,422	542,237
Supplies & Materials	36,021	36,099	44,800	32,790	44,200
Other Charges & Services	76,388	124,747	144,500	130,386	118,500
Repairs & Maintenance	38,092	67,723	90,000	38,500	131,000
Capital Expenditures	38,137	182,442	0	115,299	94,000
Other Expenses	0	50	0	0	0
<b>Total Parks</b>	<b>492,780</b>	<b>823,928</b>	<b>836,865</b>	<b>818,397</b>	<b>929,937</b>

**2018 Major Additions: Restroom at LeTulle Park, Mower, Picnic Tables**

**Budgeted Personnel**

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
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	0	0	0	2
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>12</b>

**Performance Measures**

<i>Our Workload</i>	Actual FY 2016	Actual FY 2017	Projected FY 2017	Estimated FY 2018
Acres of park grounds maintained	472.9	474.4	474.4	474.4
Grant applications submitted	0	6	6	8
Parks revenues	127,710	62,593	125,186	135,000
Parks expenses	850,324	361,540	830,000	811,760



## 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

### 2018 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 2018 Business Plans (Objectives)**

- Repair / remodel all park structures
- Replace 50 picnic tables
- Apply for grant to relocate boat launch and dock
- Build a capital plan to revitalize the Park (i.e. relocate boat ramp, improve roads)

**FY 2017 Accomplishments of Prior Year Business Plans**

- Reopened all facilities after flooding closure from storm damage
- Completed Lower Colorado River Authority fencing grant project
- Installed new playground equipment

**Budget Summary**

Riverside Park	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted Budget FY 2018
Personnel Services	101,371	115,586	108,702	103,699	110,300
Supplies & Materials	15,555	15,900	16,000	11,675	15,000
Other Charges & Services	38,391	37,774	36,010	36,523	35,000
Repairs & Maintenance	11,368	26,214	13,000	18,103	13,000
Capital Expenditures	0	30,081	0	0	50,000
<b>Total Riverside Park</b>	<b>166,685</b>	<b>225,555</b>	<b>173,712</b>	<b>170,000</b>	<b>223,300</b>

**2018 Major Additions: New Roofs on Pavilions**

**Budgeted Personnel**

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Park Ranger	1	1	1	1
Park Secretary	1	1	1	1
Temporary Worker	0	0	0	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>

# GENERAL FUND

---

## Performance Measures

<i>Our Workload</i>	Actual FY 2016	Actual FY 2017	Projected FY 2017	Estimated FY 2018
Acres of park grounds maintained	100	100	100	100
Annual number of guests	20,012	10,224	35,000	40,000
Annual revenue	78,791	44,868	92,000	105,000



---

---

## 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/VVISED 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

#### 2018 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.

# GENERAL FUND

## FY 2018 Business Plans (Objectives)

- Increase the number of Department direct programs and services (Strawberry Moon Festival, Zombie Fun Run, etc.)
- Increase program partners and indirect services (concessions)
- Improve program revenues and reduce costs

## FY 2017 Accomplishments of Prior Year Business Plans

- Increased attendance at Sparks in the Park event
- Created three new programs (Zombie Apocalypse, Strawberry Moon and Kick Ball league)
- Assessed programs to establish need and program viability
- Worked with CVB to promote new events

## Budget Summary

Recreation	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	39,707	35,968	26,237	12,048	12,512
Other Charges & Services	666	12,723	2,500	5,664	0
Capital Expenditures	0	0	0	669	0
Other Expenses	90,992	99,298	90,000	85,000	87,500
<b>Total Recreation</b>	<b>131,365</b>	<b>147,989</b>	<b>118,737</b>	<b>103,381</b>	<b>100,012</b>

## Budgeted Personnel

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Temporary Workers	3	3	3	0
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>

Performance Measures

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Number of direct programs	7	11	13	15
Number of indirect programs	22	24	24	26
Program attendance	14,722	7,050	11,500	15,000



## POOL OPERATIONS

### 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

### 2018 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 2018 Business Plans (Objectives)**

- Improve water quality with automated pool vacuums
- Keep pools open for the public

**FY 2017 Accomplishments of Prior Year Business Plans**

- Installed new insulation mats to keep Valiant Pool heated
- Removed overhead lighting at Valiant Pool
- Hosted competition swim meets for BCISD and VVISED

**Budget Summary**

Pool Operations	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted Budget FY 2018
Personnel Services	51,959	100,237	110,788	119,210	160,996
Supplies & Materials	45,491	54,772	56,100	58,422	55,600
Other Charges & Services	43,162	25,684	53,500	57,420	55,500
Repairs & Maintenance	37,807	43,799	25,000	44,948	24,000
Capital Expenditures	0	0	0	0	0
<b>Total Pool Operations</b>	<b>178,419</b>	<b>224,492</b>	<b>245,388</b>	<b>280,000</b>	<b>296,096</b>

**Budgeted Personnel**

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Aquatic Supervisor	1	1	1	1
Temporary Workers	20	20	20	20
<b>Total</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>

**Performance Measures**

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Number of Pools maintained	2	2	2	2
Operating Hours Available to Public	2,304	560	2,464	2,464
Total Number of Customers	1,828	722	2,200	2,200

## LIBRARY

### Our Mission

The Bay City Public Library (BCP) 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 26,445.



**Vision 2040**  
**2018 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.



**FY 2018 Business Plans (Objectives)**

- Earn the Achievement of Excellence in Libraries Award given by Texas Municipal Library Director’s Association (TMLDA)
- Update the Library Policy and Procedures Manual
- Continue BCISD partnership with reading incentive program
- Increase physical visits to the library
- Increase circulation of physical and digital materials
- Continue to improve the awareness of the library and its services through social media and outreach
- Complete annual inventory of entire collection
- Provide local teenagers with a designated space conducive to development using Youth Adult Library Association’s (YALSA’s) Teen Space Guidelines
- Continue to update the library interior and layout to provide spaces to promote use by the community for life-long learning and personal enrichment
- Reduce the Adult Fiction collection for unused materials
- Implement adult classes for non-English speakers and General Equivalency Degree seekers.
- Become a Pearson VUE® Authorized Test Center to offer community members a local resource to develop careers and improve personal lives

**FY 2017 Accomplishments of Prior Year Business Plans**

- Developed and implemented Stories in the Park in partnership with Parks and Recreation
- Improved awareness of library through departmental social media efforts
- Obtained new Circulation Desk provided by Bay City Library Association (BCLA)
- Conducted \$9,000 overhaul of youth services collections with funding from BCLA
- Updated 10 public access computers with funding from BCLA
- Created partnership with BCISD for reading incentive during 5<sup>th</sup> Six Weeks by hosting Dinosaurs Rock! Event
- Organized summer reading program for all ages with increased programs and attendance
- Increased circulation of library materials
- Assessed, weeded, and moved reference collection
- Created a reading area conducive to increased use of periodicals
- Received First Book of Matagorda County Grant for books for summer programs
- Conducted Amnesty Week during National Library Week

**Budget Summary**

Library	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted Budget FY 2018
Personnel Services	232,637	247,970	261,845	253,514	259,050
Supplies & Materials	48,151	43,249	56,700	56,306	53,450
Other Charges & Services	147,441	135,063	132,135	140,591	102,250
Repairs & Maintenance	29,488	-15,703	16,542	8,500	7,000
Capital Expenditures	0	0	0	0	265,000
<b>Total Library</b>	<b>457,716</b>	<b>410,578</b>	<b>467,222</b>	<b>458,911</b>	<b>686,750</b>

**2018 Major Addition: New Roof**

## GENERAL FUND

### Budgeted Personnel

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Librarian	1	1	1	1
Specialists	4.5	3.5	3.5	3.5
Assistants	1	2	2	2
<b>Total</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Circulation per paid staff member	13,872	4,391	4,647	4,700
Circulation per capita	3.39	2.36	2.76	2.78
Library Visits per capita	2.32	1.92	1.81	1.80
Program attendance per capita	.07	.08	0.90	0.10
Population per ALA-MLS	0	26,445	26,445	26,500
Population per total paid staff	4,096	4,132	4,132	4,140
Total Library Circulation	88,778	62,559	73,000	73,100
Total Library Visits	60,852	50,856	48,000	48,250
Number of programs	144	131	130	145
Attendance of programs	1,820	2,361	2,500	2,500
Collection Turnover Rate	1.61	N/A	N/A	N/A
Use of public computers	5,889	6,788	6,900	6,900
Materials expenditures per capita	\$2.13	\$1.57	\$1.81	\$1.77
Total operating expenditures per capita	\$17.46	\$15.81	\$17.66	\$17.40
Number of Registered Borrowers	12,483	13,507	11,500	11,550
<b><i>Measuring Our Effectiveness</i></b>				
Achievement of Excellence in Libraries Award	N/A	N/A	N/A	N/A
TSLAC Accredited Library	Yes	Yes	Yes	Yes

# ENTERPRISE FUNDS

## Public Utility Fund

Revenue and Expenditures

Departmental Summaries

Utility General

Utility Maintenance

WWTP

Warehouse Operations

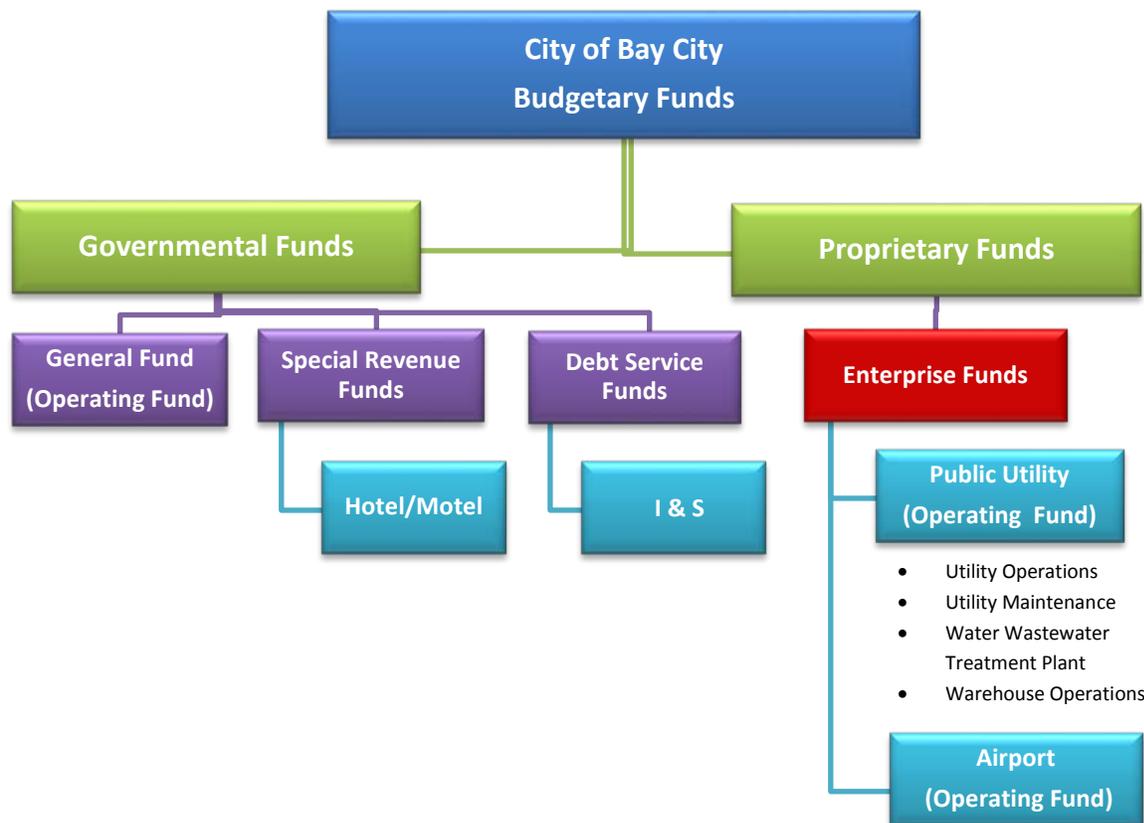
## Airport Fund

Revenue and Expenditures

Departmental Summary

Airport Operations





*Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private enterprises. The intent of the government's action is that the costs of providing goods and services to the general public on an ongoing basis be financed or recovered primarily through user and service charges.*

*This section provides a four-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 Funds.*



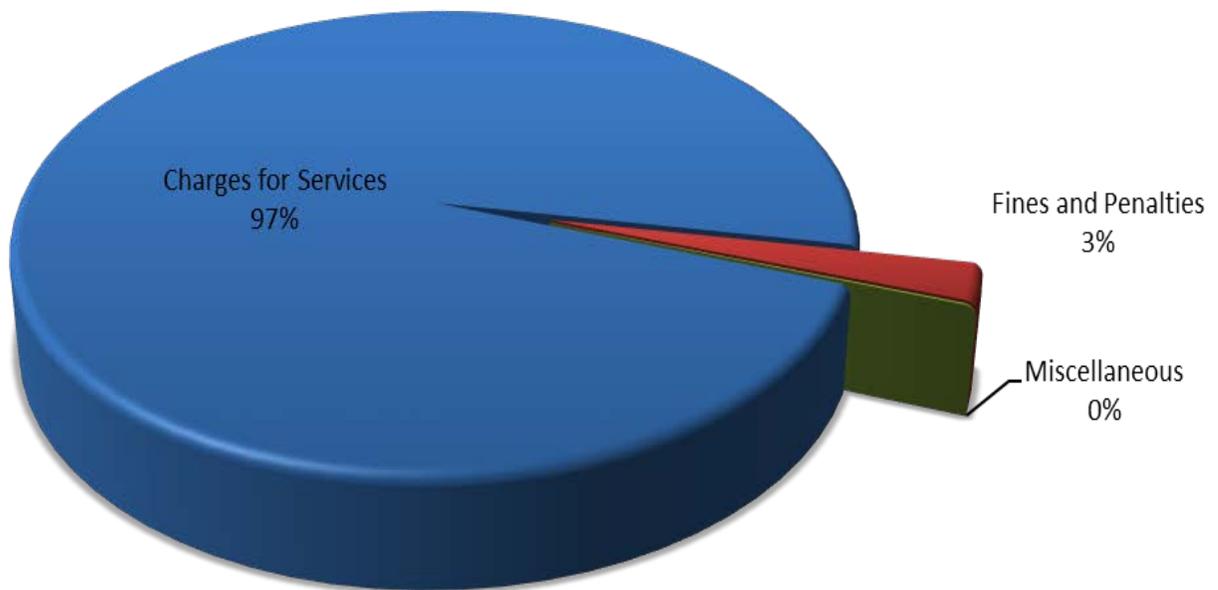
## **PUBLIC UTILITY FUND**

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

## Public Utility Fund Revenue

Revenue Summary	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted Budget FY 2018	Variance
Charges for Services	6,687,364	6,951,656	7,567,497	7,078,920	7,522,000	-45,497
Fines and Penalties	204,883	189,172	200,000	177,650	190,000	-10,000
Miscellaneous	628,499	1,112,369	542,030	-374,391	9,000	-533,030
Intergovernmental	624,806	1,796,953	0	0	0	0
Other	106,965	0	0	0	0	0
Revenues/Sources						
<b>Total Revenues</b>	<b>8,252,518</b>	<b>10,050,149</b>	<b>8,309,527</b>	<b>6,882,179</b>	<b>7,721,000</b>	<b>-788,527</b>

## Public Utility Fund Revenue



ENTERPRISE FUNDS

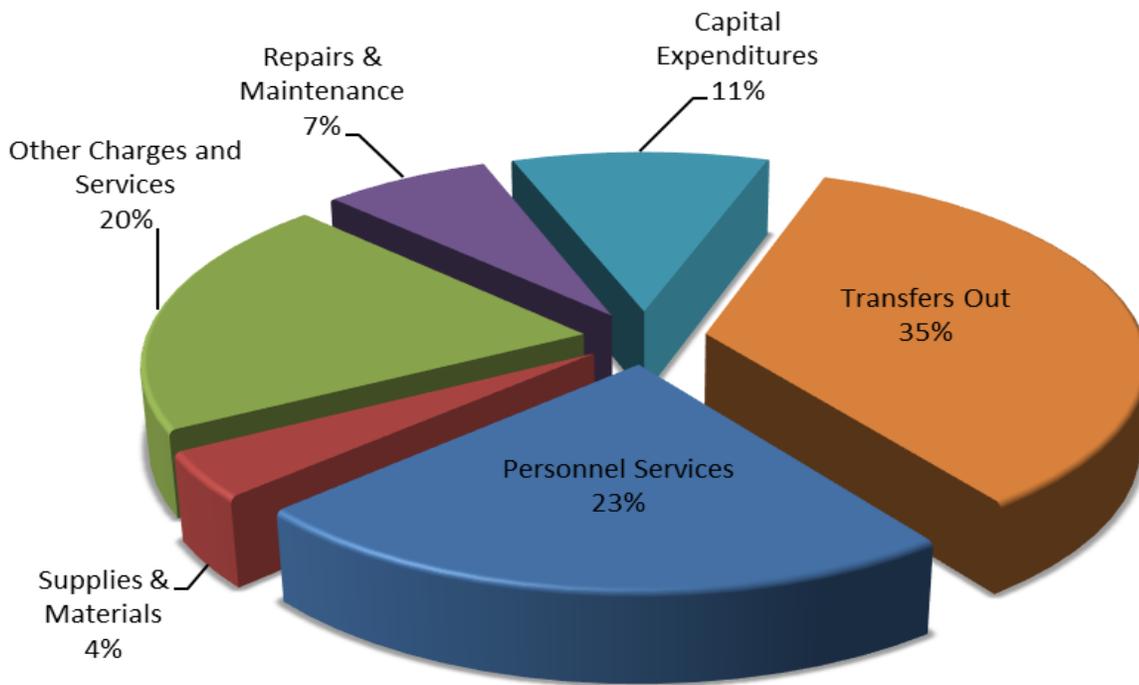
**Public Utility Revenue Detail**

Public Utility Fund Revenue	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
<b>Charges for Services</b>					
Water Receipts	3,143,348	3,284,324	3,542,734	3,212,350	3,500,000
Commercial Water Sales	7,173	5,399	6,000	2,640	5,000
Water Taps	25,951	27,106	22,000	22,000	22,000
Service Charges	45,501	44,502	40,000	150,000	90,000
Sewer Receipts	3,435,961	3,556,887	3,934,263	3,652,950	3,875,000
Sewer Surcharges	16,422	19,698	15,000	25,220	20,000
Sewer Taps	12,700	13,740	7,500	10,950	10,000
Contract Revenue	309	0	0	2,810	0
<b>Total Charges for Services</b>	<b>6,687,364</b>	<b>6,951,656</b>	<b>7,567,497</b>	<b>7,078,920</b>	<b>7,522,000</b>
<b>Fines &amp; Forfeitures</b>					
Late Payment Penalties	204,883	189,172	200,000	177,650	190,000
<b>Total Fine &amp; Forfeitures</b>	<b>204,883</b>	<b>189,172</b>	<b>200,000</b>	<b>177,650</b>	<b>190,000</b>
<b>Miscellaneous</b>					
Interest Income	257	415	350	4,425	1,000
CDBG Grant Revenue	429,586	91,554	0	0	0
EDA Grant Revenue- Tenaris	186,196	1,003,766	0	-270,333	0
Gain on Disposal of Assets	0	24,552	0	0	0
Over/Short	0	0	0	0	0
Other Income	12,460	-7,918	10,000	-108,484	8,000
Equity Balance Forward	0	0	531,680	0	0
<b>Total Miscellaneous</b>	<b>628,499</b>	<b>1,112,369</b>	<b>542,030</b>	<b>-374,391</b>	<b>9,000</b>
<b>Intergovernmental</b>					
Capital Transfer In- Fund 62	287,914	0	0	0	0
Transfer In- Other Funds	0	554,274	0	0	0
Contributed Capital	336,892	1,242,679	0	0	0
<b>Total Intergovernmental</b>	<b>624,806</b>	<b>1,796,953</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Revenues/Sources</b>					
Contributed Capital- FD 31	106,965	0	0	0	0
<b>Total Other Revenues</b>	<b>106,965</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Public Utility Revenue</b>	<b>8,252,518</b>	<b>10,050,149</b>	<b>8,309,527</b>	<b>6,882,179</b>	<b>7,721,000</b>

## Public Utility Expenditures by Function

Expenditures by Function	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted Budget FY 2018	Variance
Personnel Services	1,437,054	1,715,517	1,774,030	1,648,351	1,783,537	9,507
Supplies & Materials	326,987	369,675	326,300	285,675	301,500	-24,800
Other Charges and Services	2,793,128	2,874,731	1,573,465	1,315,666	1,571,387	-2,078
Repairs & Maintenance	405,092	576,977	434,700	392,366	544,500	109,800
Capital Expenditures	50,497	26,853	1,195,000	1,117,727	838,000	-357,000
Transfers Out	2,902,128	3,262,996	3,006,032	2,751,169	2,682,076	-323,956
<b>Total Expenditures</b>	<b>7,914,887</b>	<b>8,826,749</b>	<b>8,309,527</b>	<b>7,510,954</b>	<b>7,721,000</b>	<b>-588,527</b>

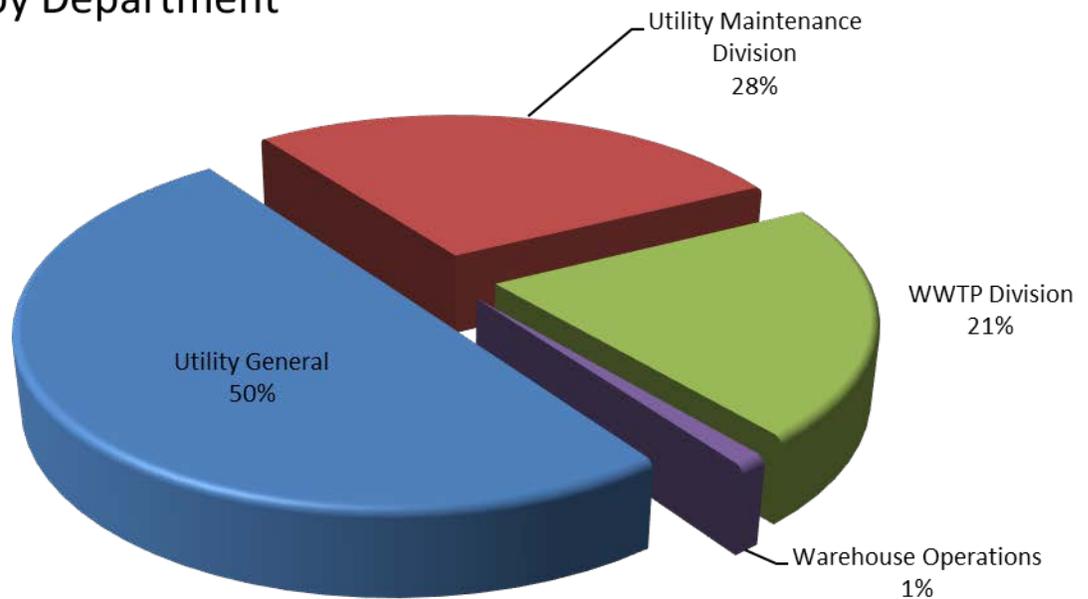
### Expenditure by Function



## Public Utility Expenditures by Department

Expenditures by Department	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2016	Adopted Budget FY 2017	Variance
Utility Operations	5,170,385	5,763,500	4,331,790	3,970,264	3,853,885	-477,905
Utility Maintenance	1,533,246	1,515,573	1,633,187	1,567,775	2,139,829	506,642
WWTP	1,122,192	1,481,140	2,268,890	1,852,808	1,640,786	-628,104
Warehouse Operations	89,063	66,537	75,660	120,107	86,500	10,840
<b>Total Expenses</b>	<b>7,914,887</b>	<b>8,826,749</b>	<b>8,309,527</b>	<b>7,510,954</b>	<b>7,721,000</b>	<b>-588,527</b>

### Expenditure by Department



## Departmental Summaries

### UTILITY OPERATIONS

#### Our Mission

The mission of the City of Bay City Utility Operations 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

Utility Operations is comprised of the Utility Billing Department and the Utility Customer Service Division.

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.

The Utility Customer Service Division is under the general direction of the Director of Public Works. These customer service employees work diligently to ensure customer issues, such as water leaks, low water pressure, sewer blockages and odors, and water meter issues, are not only addressed in a timely and efficient manner but are fully resolved in a reasonable time period. The customer service employees also maintain the City's AMI system which allows remote collection of meter readings and results in cost savings to the community. The customer service employees are the only field employees that interact with customers on a daily basis.

**Vision 2040**

**2018 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 2018 Business Plans (Objectives)**

- Reduce the need for manual meter reading by improving the efficiency of the City’s Advanced Metering Infrastructure (AMI) water meter system (Organizational/Operational Effectiveness)
- Respond within twenty-four hours to complaints regarding water leaks to reduce water loss (Quality of Life & Organizational/Operational Effectiveness)
- Reduce water loss by working with Bay City residents to address potential water leaks at their home or business (Organizational/Operational Effectiveness)
- Educate residents on water conservation and the harmful effects of fats, oils and grease in the City’s wastewater collection system through billing mailers (Communication and Organizational/Operational Effectiveness)
- Partner with Code Enforcement and the Building Department to review and revise the grease ordinance and ensure proper enforcement (Organizational/Operational Effectiveness)
- Work 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 (Livability and Quality of Life & Organizational/Operational Effectiveness)
- Revise the Utility Ordinance and make it available online (Communication)
- Train all staff on accurate billing procedures and attend the “Texas Friendly Customer Service Program” training (Organizational/Operational Effectiveness & Improving Image of Bay City)
- Begin digitally archiving application forms and other documents to reduce manual filing.
- Improve efficiency by continuing to encourage customers to sign up for auto-draft and/or register for an account on the City’s online payment website.

## ENTERPRISE FUNDS

### FY 2017 Accomplishments of Prior Year Business Plans

- Developed streamlined maintenance plan with water meter supplier for the life of the AMI system to address failing Meter Interface Units (MIUs)
- Reduced costs of shipping and handling charges of MIUs returned for warranty by implementing return plan with meter supplier
- Provided additional hands-on training to Customer Service employees to increase experience repairing water leaks
- Improved response time and increased efficiency on sewer complaints
- Trained employees on Incode modules: Utility Billing Process, Central Cash Collections and Invision Software.
- Trained employees on Neptune software which covered the operation and maintenance of Neptune and ARB-N-SIGHT software (AMI system software)
- Created and implemented an application process for utility customers
- Developed and implemented a more streamlined communication and notification process with WCA to ensure more accurate billing and more timely response to customer requests
- Reviewed all accounts to identify bad debt accounts and associate them with active accounts
- Utilized "Contracts" in the Utility Billing Module in INCODE to recover bad debts
- Continued use of utility bills as an avenue to share city information

### Budget Summary

Utility General	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	520,184	595,805	625,253	635,912	594,422
Supplies & Materials	67,145	74,303	88,500	64,450	70,200
Other Charges & Services	1,676,353	1,822,046	390,305	310,183	456,687
Repairs & Maintenance	4,574	8,349	26,700	13,550	12,500
Capital Expenditures	0	0	195,000	195,000	38,000
Transfers Out	2,902,128	3,262,996	3,006,032	2,751,169	2,682,076
<b>Total Utility General</b>	<b>5,170,385</b>	<b>5,763,500</b>	<b>4,331,790</b>	<b>3,970,264</b>	<b>3,853,885</b>

### Budgeted Personnel

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Assistant Finance Director	0	0.5	0	0
Utility Billing Supervisor	1	0.5	0	0
Utility Billing Clerk	2	2	3	3
Director of Public Works	1	1	1	1
Assistant Director of Public Works	1	1	1	1
Secretary	1	1	1	1
Construction Inspector	1	1	1	1
Customer Service Supervisor	0	1	1	1
Customer Service Technician	2	2	1	1
<b>Total</b>	<b>9</b>	<b>10</b>	<b>9</b>	<b>9</b>

**Performance Measures**

<i><b>Our Workload</b></i>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Projected FY 2017</b>	<b>Estimated FY 2018</b>
Number of meter leaks	222	97	150	100
Number of service orders completed	3,174	3,333	3,500	3,500
Number of connects with service change	898	967	975	975
Number of disconnects	879	936	1,640	1,200
Number of re-connects (from non-payments) and miscellaneous requests	836	866	1,394	1,000
Number of meter swap orders	1,146	1,733	1,688	960
Number of sewer stops	701	548	550	500
Annual average of active accounts	6,855	6,919	6,929	6,950
Number of utility account bills generated	92,271	96,097	96,852	96,900
Number of utility payments received	78,683	79,351	79,500	79,500
Number of adjustments processed	5,586	5,588	5,585	5,585
Number of Service Orders generated	4,696	5,427	6,663	6,200
Number of delinquent notices sent	17,214	15,268	15,905	15,500
Number of write-offs	N/A	N/A	N/A	60
<b><i>Measuring Our Effectiveness</i></b>				
Percentage of monthly bills posted to customer accounts on time	100%	100%	100%	100%
Percentage of billing adjustments due to meter reading or billing errors	4.8%	5.8%	5.7%	2%
Annual average –Percentage of overall AMI effectiveness (good reads/total AMI reads)	N/A	92%	95%	98%
% writes offs/total accounts	N/A	N/A	N/A	<1%
% of Bad Debt Recoveries (Total Recoveries/Total Bad Debt Write-Offs)	N/A	N/A	N/A	25%

## 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. The crews assist the Water and Wastewater Plant Operators with various activities and also assist street and bridge with culvert cleaning.

### Vision 2040

#### 2018 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 is 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 2018 Business Plans (Objectives)**

- Continue line replacement/extension program of aging water and sewer lines.
- 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 responding quickly and efficiently, within twenty-four (24) hours, to complaints regarding water leaks to reduce water loss.
- Initiate Capital Improvement Projects identified in the Water System Analysis and Master Plan.
- Expand on the grease trap inspection program using City Works to document and schedule inspections. Review and update City Ordinance related to grease traps. Partner with Code Enforcement to ensure proper enforcement.
- Develop and implement an inventory control program by using City Works.
- Utilize City Works to record and document all repairs and projects as well as related costs.
- Identify all water mains less than two inch and develop scopes of work to upsize lines to meet water supply demand.
- Increase effectiveness by developing and implementing a backflow prevention program. Review City Ordinance related to backflow prevention, make necessary changes and partner with Code Enforcement to ensure proper enforcement. Utilize CityWorks to track those inspections.

**FY 2017 Accomplishments of Prior Year Business Plans**

- Completed Water System Analysis and Master Plan
- Completed Sanitary Sewer Analysis and Master Plan
- Rehabilitated water line projects to include:
  - 6 inch main – 4<sup>th</sup> & Norvell (2016)
  - 12 inch main – 5<sup>th</sup> & Ave M (2016)
  - 8 inch main – 5000 block of Magnolia (2016)
  - 6 inch main rehab – Hwy 35/Hwy 60 (2016)
  - 8 inch main – 2300 block 8<sup>th</sup> (2017)
- Rehabilitated sewer line projects to include:
  - 6 inch sewer – 8<sup>th</sup> & Ave F (2016)
  - 6 inch sewer – 6<sup>th</sup> & Ave F (2016)
  - 6 inch sewer – 7<sup>th</sup> & Sycamore (2016)
  - 6 inch sewer – 2300 block ELM (2017)
  - 6 inch sewer – Highland Subdivision (2016)
  - 10 inch sewer – Hwy 60/Matthews (2017)
  - 12 inch sewer – Sutherland's (2017)
- Implemented the valve and hydrant replacement program: added 6 new valves and replaced 13 fire hydrants.

# ENTERPRISE FUNDS

## Budget Summary

Utility Maintenance Division	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	629,105	728,530	740,387	635,300	731,029
Supplies & Materials	120,211	133,526	107,800	105,125	91,800
Other Charges & Services	385,728	224,404	350,000	253,850	279,000
Repairs & Maintenance	250,984	402,332	235,000	173,500	238,000
Capital Expenditures	147,219	26,780	200,000	400,000	800,000
<b>Total Utility Maintenance</b>	<b>1,533,246</b>	<b>1,515,573</b>	<b>1,633,187</b>	<b>1,567,775</b>	<b>2,139,829</b>

## Budgeted Personnel

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Utility Foreman	1	1	1	1
Customer Service Coordinator	0	1	0	0
Crew Leader	2	2	3	3
Vactor Truck Operator	1	0	0	0
Equipment Operator	1	1	1	1
Maintenance Technician II	4	4	5	5
Maintenance Technician I	6	5	4	4
<b>Total</b>	<b>15</b>	<b>14</b>	<b>14</b>	<b>14</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2014-2015	Actual FY 2015-2016	Projected FY 2016-2017	Estimated FY 2017-2018
Total length of water mains	111 miles	111 miles	113 miles	115 miles
Total length of sewer mains	88 miles	108 miles	108 miles	108 miles
Total number of fire hydrants	360	360	360	360
Number of water leaks	387	500	500	500
Number of new water taps	43	66	75	65
Number of new sewer taps	32	27	55	50
Number of water lines located	48	73	75	75
Number of sewer lines located	48	73	75	75
Linear feet (LF) water line replaced or installed	500	1,000	1,100	3,000
Linear feet (LF) sewer line replaced or installed	5,000	1,800	8,500	4,000
Estimated gallons of water loss associated with reported water leaks	124,986,660	82,565,965	124,600,000	80,000,000
Number of sewer overflows per year	4	0	0	0
<i>Measuring Our Effectiveness</i>				
Annual Water Loss	17.65%	12.28%	23.92%	13%

## **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 and 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**

#### **2018 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

## ENTERPRISE FUNDS

---

### 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 hand-in-hand 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 2018 Business Plans (Objectives)

- Implement Capital Improvement Projects identified in the Sanitary Sewer Analysis and Master Plan as well as the Water Wastewater Treatment Plant Evaluation.
- Maintain facilities by continuing the consistent Preventative Maintenance plan on water well equipment, lift station equipment and Wastewater Treatment Plant equipment; begin documenting the activities using Cityworks.
- Ensure that all 26 lift stations are inspected regularly and are adequately maintained to ensure consistent, uninterrupted service to citizens.
- Update the Operating & Maintenance Manual for the WWTP.
- 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
- Maintain infrastructure and effectiveness to ensure that operations are in accordance with TCEQ and other regulatory agencies.

**FY 2017 Accomplishments of Prior Year Business Plans**

**WATER**

- Achieved compliance with TCEQ violation regarding rehabilitation of Katy elevated storage tank.
- Rehabilitated water Ground Storage and elevated storage tanks (6<sup>th</sup> & Katy, Grace, Ave. B & Mockingbird), painted pump house and piping.
- Rehabilitated Katy water well to include well screen and pumping equipment.
- Updated security lighting to LED at water wells: Grace, 6<sup>th</sup> & I.
- Installed natural gas generators at water wells: Grace and 6<sup>th</sup> & Ave. I Water Plants.
- Replaced Master Control Center at Grace St. Water well.

**WASTEWATER**

- Completed GPS-X Process Model and evaluation of the Wastewater Treatment Plant.
- Completed Dewatering Business case for the Wastewater Treatment Plant.
- Renewed WWTP permit for the next five years and confirmed that the plant will be able to meet new permitted limits that become effective in 2018.
- Completed installation and construction of Tenaris force main and lift station.
- Cleaned and removed sludge accumulation in Aeration Basin #1 and square digester.
- Replaced bull gear in Clarifier #1.
- Replaced malfunctioned step screen.
- Initiated Class I Inspection procedures on Blower #1 (Siemens) and replaced damaged impeller.
- Completed demolition and clean up at old wastewater treatment plant site (Elliott Lift Station).
- Installed new fencing at lift stations: Elliott, Eagles, Hardeman, Fiesta, Cottonwood, and Bayridge.
- Installed natural gas generator at Cottonwood Lift Station.
- Replaced submersible and Gorman-Rupp pumps at lift stations: Cottonwood, Bell, Doris, McDonald Meadows, Hamman, SH 35, Del Norte, Hwy 60 and Ave C.
- Replaced discharge piping at lift stations: Hwy 60, Ave C, Doris, Bucks Bayou, 11<sup>th</sup> & I.
- Replaced control panels at lift stations: McDonald Meadows and Fiesta.
- Updated security lighting to LED at lift stations: Elliott, Cottonwood, N60, and Doris
- Updated SCADA controls with phase monitor relays and battery backups.

**Budget Summary**

<b>Water and Wastewater Treatment Plant Division</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Adopted FY 2018</b>
Personnel Services	287,765	391,181	408,390	377,139	458,086
Supplies & Materials	125,484	146,486	114,000	102,100	124,500
Other Charges & Services	707,327	792,644	781,500	691,842	772,200
Repairs & Maintenance	139,927	150,755	165,000	159,000	286,000
Capital Expenditures	-138,312	73	800,000	522,727	0
<b>Total WWTP</b>	<b>1,122,192</b>	<b>1,481,140</b>	<b>2,268,890</b>	<b>1,852,808</b>	<b>1,640,786</b>

## ENTERPRISE FUNDS

### Budgeted Personnel

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Utility Superintendent	1	1	1	1
Lead Plant Operator	0	0	1	1
Plant Operator III	0	0	2	2
Plant Operator II	2	2	1	1
Plant Operator I	2	2	1	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Number of water samples collected for bacteriological testing	390	405	390	390
Number of fire hydrants flushed	576	576	576	576
Estimated gallons of water loss associated with routine fire hydrant flushing	5,421,970	5,867,850	4,597,510	4,500,000
Cubic Yards of sludge removed and number of loads hauled	2,925 cu yd. 244 loads	3,745 cu yd. 321 loads	2,634 cu yd. 252 loads	3,000 cu yd. 272 loads
<b><i>Measuring our Effectiveness</i></b>				
Number of TCEQ violations – groundwater	1	0	0	0
Gallons of water produced per year	824,500,000	841,900,000	845,000,000	850,000,000
Number of TCEQ violations – wastewater	1	0	0	0
Total gallons of wastewater treated per year	693,100,000	713,200,000	698,900,000	714,000,000

## WAREHOUSE 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.

### Strategic Focus

#### Community & Economic Development (2018 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.

## ENTERPRISE FUNDS

### FY 2018 Business Plans (Objectives)

- Continue to learn and implement all features on the Time Clock Manager and CityWorks programs.

### FY 2017 Accomplishments of Prior Year Business Plans

- Upgraded the Time Clock Manager Program which facilitates the department's goal of going paperless with time sheets, while reducing manual time entry efforts for the MSB Secretaries.
- Implemented CityWorks in place of the Incode work order program. This allows the City to capture the cost of doing business for each service order, work order, and inspection performed by the department by tracking labor, equipment, and materials cost.

### Budget Summary

Warehouse Operations	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	0	0	0	0	0
Supplies & Materials	14,147	15,360	16,000	14,000	15,000
Other Charges & Services	23,720	35,636	51,660	59,791	63,500
Repairs & Maintenance	9,606	15,541	8,000	46,316	8,000
Capital Expenditures	41,591	0	0	0	0
<b>Total Warehouse Ops.</b>	<b>89,063</b>	<b>66,537</b>	<b>75,660</b>	<b>120,107</b>	<b>86,500</b>



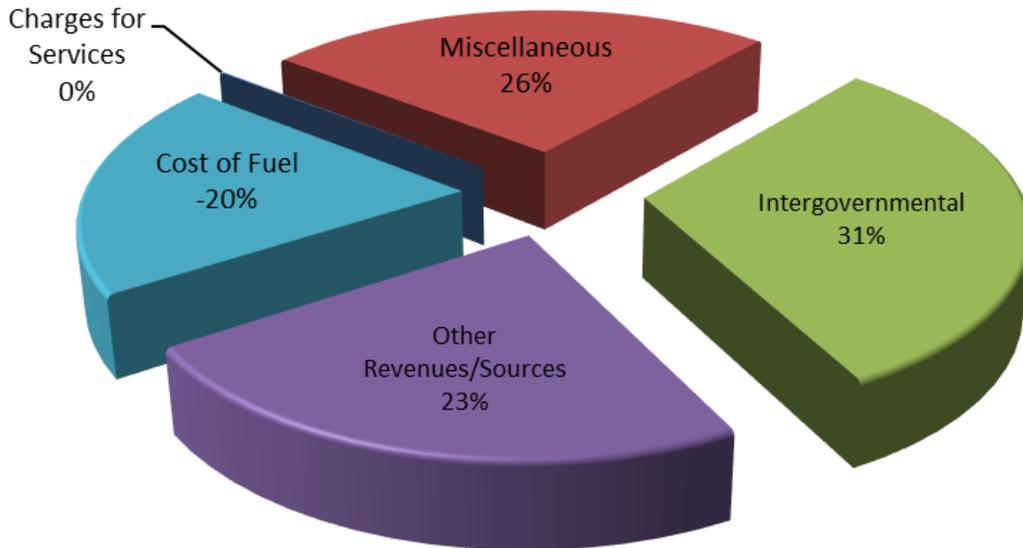
## **AIRPORT FUND**

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

## Airport Fund Revenue

Revenue Summary	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018	Variance
Charges for Services	0	275	0	575	0	0
Miscellaneous	185,019	179,273	222,244	165,085	195,000	-27,244
Transfers In	120,464	120,464	221,074	200,000	150,000	-71,074
Other Revenues/Sources	211,733	1,211,732	233,500	150,500	160,500	-73,000
Cost of Fuel	-130,494	-123,029	-148,067	-126,875	-105,500	42,567
<b>Total Revenues</b>	<b>386,722</b>	<b>1,388,715</b>	<b>528,751</b>	<b>389,285</b>	<b>400,000</b>	<b>-98,318</b>

### Revenue by Receipt Type



## Airport Revenue Detail

Airport Fund Revenue	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
<b>Charges for Services</b>					
Late Fees	0	275	0	575	0
<b>Total Charges for Services</b>	<b>0</b>	<b>275</b>	<b>0</b>	<b>575</b>	<b>0</b>
<b>Miscellaneous</b>					
Interest Income	21	70	0	40	0
T-Hanger Rental Fees	89,303	94,436	0	100,795	95,000
Tie Down Fees	535	3,397	3,000	4,000	3,000
Tx Dept. of Transportation	50,000	42,894	50,000	50,000	50,000
Grant- Williams Energy	0	25,303	0	0	0
Gain on Disposal of Assets	0	0	0	0	0
Other Income	45,160	13,173	8,000	10,250	10,000
Prior Year Fund Balance	0	0	161,244	0	37,000
<b>Total Miscellaneous</b>	<b>185,019</b>	<b>179,273</b>	<b>222,244</b>	<b>165,085</b>	<b>195,000</b>
<b>Intergovernmental</b>					
Transfer from General Fund	120,464	120,464	221,074	200,000	150,000
<b>Total Intergovernmental</b>	<b>120,464</b>	<b>120,464</b>	<b>221,074</b>	<b>200,000</b>	<b>150,000</b>
<b>Other Revenues/Sources</b>					
Contributed Capital	6,160	1,046,480	0	0	0
Jet Fuel	146,903	108,651	147,500	85,000	95,000
Aviation Fuel	57,730	56,336	85,000	65,000	65,000
Aviation Oil	941	265	1,000	500	500
<b>Total Other Revenue</b>	<b>211,733</b>	<b>1,211,732</b>	<b>233,500</b>	<b>150,500</b>	<b>160,500</b>
<b>Cost of Fuel</b>					
Cost: Jet Fuel	-58,849	-60,280	-90,450	-70,575	-55,000
Cost: Aviation Fuel	-71,645	-62,571	-56,950	-55,950	-50,200
Cost: Aviation Oil	0	-177	-667	-350	-300
<b>Total Cost of Fuel</b>	<b>-130,494</b>	<b>-123,029</b>	<b>-148,067</b>	<b>-126,875</b>	<b>-105,500</b>
<b>Total Airport Revenue</b>	<b>386,722</b>	<b>1,388,715</b>	<b>528,751</b>	<b>389,285</b>	<b>400,000</b>

## 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

# ENTERPRISE FUNDS

---

## 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*

## 2018 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 (2018 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.



# ENTERPRISE FUNDS

## FY 2018 Business Plans (Objectives)

- Promote Airport as a destination for business and general aviation
- Upgrading terminal building, t-hangars & main hangar
- Upgrade electrical on t-hangars
- Relocate & upgrade the avgas fuel system
- Upgrade the Jet-A fuel system
- Complete engineering for airfield lighting system replacement
- Complete Airport emergency plan
- Add additional parking for terminal building

## FY 2017 Accomplishments of Prior Year Business Plans

- Installed security fencing and access gates
- Upgraded terminal building windows
- Upgraded electrical in A row t-hangars
- Upgraded Wi-Fi & computer access for both the Airport as a business and for guests
- Upgraded aircraft landing approach lights
- Upgraded the ramp lighting for better visibility and security
- Finished engineering for avgas relocation
- Constructed and launched Airport website ([www.flybaycity.com](http://www.flybaycity.com))
- Launched Bay City Regional Airport Facebook page
- Applied for Homeland Security grant for emergency generator for Airport

## Budget Summary

Airport Operations	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	96,933	101,228	124,037	121,922	133,046
Supplies & Materials	13,372	8,450	14,500	12,425	14,000
Other Charges & Services	193,524	256,907	146,604	69,838	82,104
Repairs & Maintenance	112,935	98,924	143,000	153,400	149,400
Capital Expenditures	3,298	0	100,610	105,075	21,450
<b>Total Airport Operations</b>	<b>420,061</b>	<b>465,509</b>	<b>528,751</b>	<b>462,661</b>	<b>400,000</b>

**Budgeted Personnel**

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Airport Manager	1	1	1	1
Lineman	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**Performance Measures**

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Number of daily airfield inspections	207	247	247	352
Number of airfield lighting repairs	50	80	100	100
Number of airfield fence repairs	2	10	10	5
Number of aircraft fueled	78	56	84	100
Acres of airport grounds mowed / maintained	70	70	189	190
Number of courtesy car rentals / usage	50	72	110	120
Estimated number of take offs & landings	900	14,000	14,500	14,800
Number of visits to Airport web site	N/A	N/A	10	100
Usage / inquires to paid websites for Airport information	N/A	1,119	2,000	2,000
<b><i>Measuring Our Effectiveness</i></b>				
T-hangar tenant occupancy	90%	96%	96%	96%
% of time airfield operational	100%	92%	99%	100%
Value of FAA / TxDOT Aviation funding obtained	\$1,656,890	\$334,000	\$150,000	\$54,900
Value of TxDOT Aviation RAMP funding obtained	\$50,000	\$42,893	\$50,000	\$50,000
Funding obtained from other sources	\$120,464	\$120,464	\$221,740	\$298,914
Revenues over/(under) operating expenditures	(\$33,339.66)	(\$123,274.03)	(\$78,306.85)	(\$32,000)

*\*Number of Visits to Airport website not applicable before FY 2017 as it was just launched.\**



# **SPECIAL REVENUE FUNDS**



**Hotel / Motel Fund**

**TIRZ Fund**

**Donation Fund**

**Forfeiture Fund**

**Building Security Fund**

**Court Technology Fund**



*The City adapted a local hotel occupancy tax 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.*

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



# HOTEL/MOTEL FUND

The City adopted a local hotel occupancy tax 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.

**SPECIAL REVENUE FUNDS**

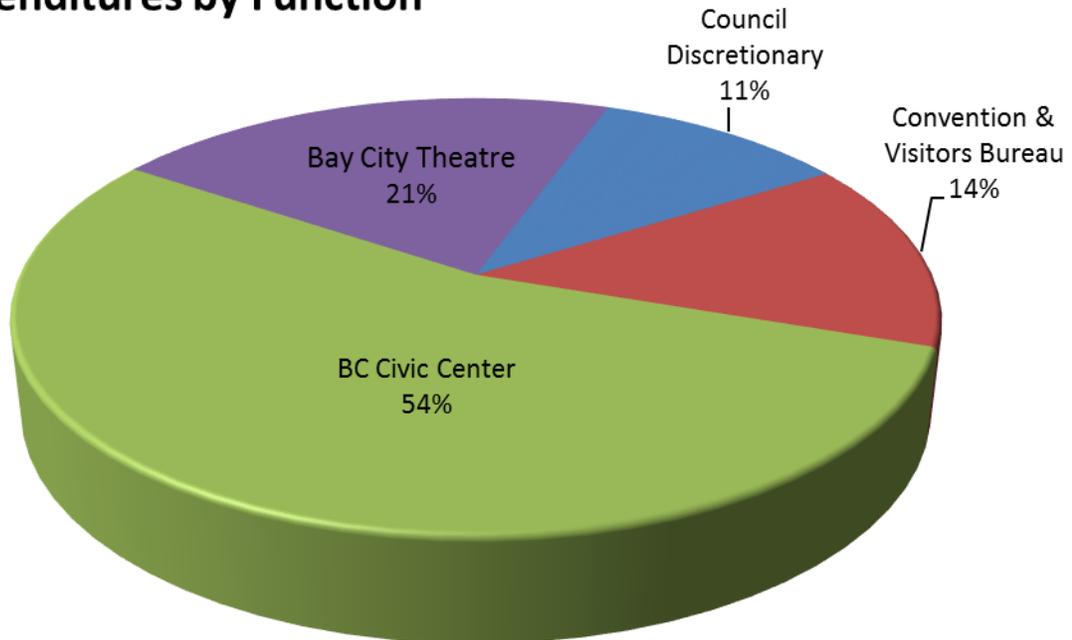
**Hotel / Motel Revenue**

Revenue Summary	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Hotel Occupancy Tax	630,804	654,420	710,000	670,493	725,000
Miscellaneous	79,284	79,954	138,441	74,913	842,000
<b>Total Revenue</b>	<b>710,088</b>	<b>734,374</b>	<b>848,441</b>	<b>745,406</b>	<b>1,567,000</b>

**Hotel / Motel Expenditures**

Hotel/Motel Expenditures	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Council Discretionary	88,317	120,866	100,391	108,152	173,545
CVB	196,841	190,586	216,800	208,560	219,955
Civic Center	354,620	282,342	271,250	255,230	843,500
Bay City Theatre	0	64,031	260,000	214,004	330,000
<b>Total Hotel/Motel</b>	<b>639,778</b>	<b>657,825</b>	<b>848,441</b>	<b>785,946</b>	<b>1,567,000</b>

**Expenditures by Function**



## CONVENTION AND VISITORS BUREAU

### Our Mission

The Bay City Convention and Visitor's Bureau's (CVB'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.

### Vision 2040 Plan Elements

#### Community & Economic Development (2018 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.

- 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.



## SPECIAL REVENUE FUNDS

---

### FY 2018 Business Plans (Objectives)

- Provide leadership for the tourism industry in Matagorda County, coordinating activities, encouraging marketing programs and projecting an appealing image on behalf of our community.
- Drive the destination of Bay City, Texas to meeting professionals, business travelers, tour operators and individual visitors.
- Represent hotels, facilities, attractions, restaurants, retail areas and others who serve visitors.
- Provide an array of services to tour planners in developing tours into Matagorda County, including suggested itineraries and overnight accommodations.
- Develop, produce, and support key signature events that promote and highlight our community.
- Help visitors save time and energy in looking for tourism opportunities in our area by providing visitor services.
- Work with regional partners in promoting Matagorda County as an ideal location to visit and spend the night.
- Develop and support training initiatives for hospitality employees in our region

### FY 2017 Accomplishments of Prior Year Business Plans

- Provided leadership for the tourism industry in Matagorda County by coordinating activities including Camo Fest, monthly Rock the Block events, the Full Moon festival, and creating with the Birding and Nature Center the Bird Fest.
- Promoted Bay City with marketing programs and projects that created a powerful image of our community.
- Drove Destination Bay City to meeting professionals, business travelers, tour operators and individual visitors through advertisements and the State of Texas Visitor Centers.
- Represented hotels, facilities, attractions, restaurants, retail areas and others with our Web Site and membership with the Texas Association of Convention and Visitors Bureau's and the Texas Hotel & Lodging Association
- Provided an array of services to professional writer's and tour planners by developing tours into Matagorda County, including suggested itineraries and overnight accommodations.
- Helped visitors save time and energy in looking for tourism opportunities in our area by providing visitor services through our 1-877-878-5386 number and web site.
- Developed several training initiatives for hospitality employees in our region.

**Budget Summary**

Convention and Visitors Bureau	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	2,825	5,338	6,000	6,462	6,000
Supplies & Materials	2,672	8,770	11,000	4,905	8,700
Other Charges and Services	191,343	176,479	198,800	197,193	205,255
Repairs & Maintenance	0	0	1,000	0	0
Capital Expenditures	0	0	0	0	0
<b>Total Convention &amp; Visitors</b>	<b>196,840</b>	<b>190,587</b>	<b>216,800</b>	<b>208,560</b>	<b>219,955</b>



### 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**

#### **2018 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 2018 Business Plans (Objectives)**

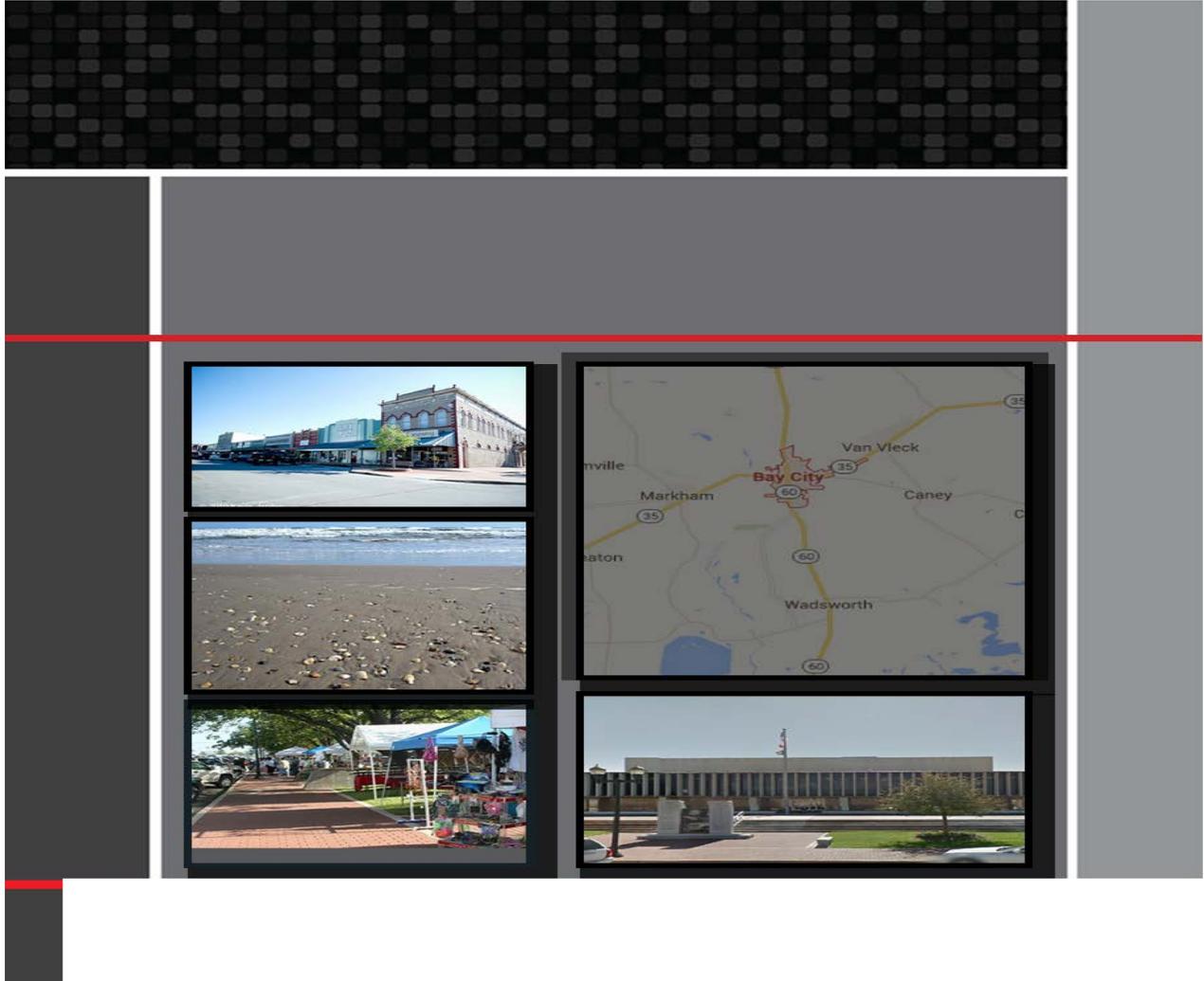
- Ensure the customers and community maximizes the use of the Bay City Civic Center.
- Provide staff to set-up, supervise, and maintain a presence at the center, and ensure every service is afforded the Customer.
- Conduct routine repair and preventative maintenance to the facility and parking lot and 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 2017 Accomplishments of Prior Year Business Plans**

- Ensured the customers and community maximized the use of the Bay City Civic Center, Occupancy is high especially on weekends.
- Provided excellence customer service to the customers
- Conducted routine repair and preventative maintenance to the facility throughout the year including repairs on exterior doors and door locks. Oversaw the re-striping of the parking lot.
- Continued to research community services being offered by cities with comparable population and evaluate opportunities and provide Mayor and Council a proposed fee increase.
- Held two customer service training opportunities
- Listened to customer feedback to ensure pre and post event communications.
- 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 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	0	0	0	0	0
Supplies and Materials	10,238	7,579	7,000	7,198	7,500
Other Charges and Services	261,922	223,657	239,250	215,964	226,000
Repairs and Maintenance	76,420	31,255	25,000	32,068	25,000
Capital Expenditures	6,040	19,850	0	0	585,000
<b>Total Civic Center</b>	<b>354,620</b>	<b>282,341</b>	<b>271,250</b>	<b>255,230</b>	<b>843,500</b>



## TAX INCREMENT REINVESTMENT ZONE FUND

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

**TIRZ Fund Revenue**

<b>Revenue Summary</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Adopted FY 2018</b>
TIRZ #1	0	0	0	11,000	0
TIRZ #2	0	0	0	0	10,800
TIRZ #3	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,000</b>	<b>10,800</b>

**TIRZ Fund Expenditures**

<b>TIRZ Expenditures</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Adopted FY 2018</b>
TIRZ #1	0	0	0	11,000	0
TIRZ #2	0	0	0	0	10,800
TIRZ #3	0	0	0	0	0
<b>Total TIRZ</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,000</b>	<b>10,800</b>

# SPECIAL REVENUE FUNDS

---



## 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 of 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 are allowed to 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 \$27,358,787. The City of Bay City agreed to contribute 100% of its incremental tax revenue to the TIRZ fund for a period of 30 years.



\*TIRZ #1 Boundary

## SPECIAL REVENUE FUNDS

---

### 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.

The majority 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 \$2,150,105. The City of Bay City agreed to contribute 100% of its incremental tax revenue to the TIRZ fund for a period of 30 years.



\*TIRZ #2 Boundary



# DONATION FUND

This fund accounts for public and private donations. Proceeds from this fund will be used for the USO Restoration and Dreamscape Fundraiser.

## SPECIAL REVENUE FUNDS

---

### Donation Fund Revenue

Revenue Summary	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Miscellaneous	51,795	4,140	0	72	0
<b>Total Revenue</b>	<b>51,795</b>	<b>4,140</b>	<b>0</b>	<b>72</b>	<b>0</b>

### Donation Expenditures

Donation Expenditures	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	0	0	0	0	0
Supplies & Materials	0	1,769	0	0	0
Other Charges & Services	0	0	0	0	0
Repairs & Maintenance	0	0	0	0	0
Capital Expenditures	4,235	0	0	0	0
Transfers Out	0	98,568	0	0	0
<b>Total Donation</b>	<b>4,235</b>	<b>100,337</b>	<b>0</b>	<b>0</b>	<b>0</b>



# 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.

SPECIAL REVENUE FUNDS

**Forfeiture Fund Revenue**

<b>Revenue Summary</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Adopted FY 2018</b>
Miscellaneous	1,353	1,934	5,025	28,950	10,000
<b>Total Revenue</b>	<b>1,353</b>	<b>1,934</b>	<b>5,025</b>	<b>28,950</b>	<b>10,000</b>

**Forfeiture Fund Expenditures**

<b>Police Forfeiture Expenditures</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Adopted FY 2018</b>
Personnel Services	1,069	1,699	0	760	0
Supplies & Materials	0	80	10,000	0	10,000
Other Charges & Services	464	421	0	2,950	0
Repairs & Maintenance	15	2,905	0	150	0
Capital Expenditures	10,851	0	0	0	0
<b>Total Forfeiture</b>	<b>12,399</b>	<b>5,104</b>	<b>10,000</b>	<b>3,860</b>	<b>10,000</b>

<b>Pending Forfeiture Expenditures</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Adopted FY 2018</b>
Personnel Services	0	0	0	0	0
Supplies & Materials	0	0	0	0	0
Other Charges & Services	0	-794	0	0	0
Repairs & Maintenance	0	0	0	0	0
Capital Expenditures	0	0	0	0	0
<b>Total Pending</b>	<b>0</b>	<b>-794</b>	<b>0</b>	<b>0</b>	<b>0</b>



## **BUILDING SECURITY FUND**

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

## SPECIAL REVENUE FUNDS

---

### Building Security Fund Revenue

Revenue Summary	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Fines & Penalties	4,036	4,979	6,000	4,285	4,000
Miscellaneous	-1	25	0	10	1,000
Transfers In	0	0	0	0	0
<b>Total Revenue</b>	<b>4,035</b>	<b>5,004</b>	<b>6,000</b>	<b>4,295</b>	<b>5,000</b>

### Building Security Expenditures

Building Security Expenditures	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	2,981	2,512	12,500	3,403	4,900
Supplies & Materials	0	105	100	100	100
Other Charges & Services	0	0	0	9,375	0
Repairs & Maintenance	0	0	0	0	0
Capital Expenditures	0	0	0	0	0
<b>Total Expense</b>	<b>2,981</b>	<b>2,617</b>	<b>12,600</b>	<b>12,878</b>	<b>5,000</b>



## COURT TECHNOLOGY FUND

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

## SPECIAL REVENUE FUNDS

---

### Court Technology Revenue

Revenue Summary	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Fines & Penalties	5,382	5,556	8,000	5,175	5,000
Miscellaneous	-3	26	0	10	5,000
Transfers In	0	0	0	0	0
<b>Total Revenue</b>	<b>5,379</b>	<b>5,582</b>	<b>8,000</b>	<b>5,185</b>	<b>10,000</b>

### Court Technology Expenditures

Court Technology Expenditures	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	0	0	0	0	0
Supplies & Materials	0	125	800	150	100
Other Charges & Services	-299	22,256	13,800	9,000	9,900
Repairs & Maintenance	0	5,385	0	0	0
Capital Expenditures	0	0	0	0	0
<b>Total Court Tech.</b>	<b>-299</b>	<b>27,766</b>	<b>14,600</b>	<b>9,150</b>	<b>10,000</b>

# **INTERNAL SERVICE FUNDS**



## **Information Technology Fund**

**Revenue and Expenditures**

**Departmental Summary**

**Information Technology**

## **Maintenance Fund**

**Revenue and Expenditures**

**Departmental Summaries**

**Equipment Maintenance**

**Facility Maintenance**



*Internal Service funds are used to report an activity that provides services or goods to other funds of the City. The City's General Fund and Utility Fund equally reimburse these funds for services.*



# INFORMATION TECHNOLOGY FUND

The Information Technology fund is used to account for all technology related expenses for all City wide departments.

## INTERNAL SERVICE FUNDS

---

### Information Technology Fund Revenue

Revenue Summary	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Miscellaneous	111	487	149	25	0
Transfers In	598,894	749,034	845,478	745,478	600,000
<b>Total Revenue</b>	<b>599,004</b>	<b>749,520</b>	<b>845,627</b>	<b>745,503</b>	<b>600,000</b>

### Information Technology Fund Expenditures

Information Technology Expenditures	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	215,388	238,616	295,412	252,827	252,700
Supplies & Materials	20,161	17,531	20,225	10,100	8,900
Other Charges & Services	317,852	329,548	403,840	272,720	316,400
Repairs & Maintenance	34,826	80,710	26,000	18,000	22,000
Capital Expenditures	23,785	0	100,000	0	-
Debt Service	6,961	5,043	0	0	-
<b>Total IT</b>	<b>618,973</b>	<b>671,448</b>	<b>845,477</b>	<b>553,647</b>	<b>600,000</b>

---

---

## INFORMATION TECHNOLOGY

### Our Mission

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

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



### Description of Our Services

The major systems for which the IT Department provides support and maintenance are: computer systems (servers, workstations, peripherals, networking equipment and software); the phone system (Analog and Digital/VoIP desk sets and cell phones); the security system (secured entryway access and surveillance cameras/recorders); the radio system (2-way handheld and vehicle mounted radios and repeaters); 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:

- 150 Computers
- 45 Printers
- 30 Servers
- 15 Patrol Cars with I.T. equipment installed

## INTERNAL SERVICE FUNDS

### FY 2018 Business Plans (Objectives)

- Evaluate technology-based contracts for cost savings
- Research cost effective ways to streamline processes
- Establish monthly meetings with staff to discuss future technology needs
- Improve work order documentation/process
- Update technology inventory
- Continue to provide fast & reliable access to all information systems
- Continue to facilitate the collection, storage, and security of electronic data
- Promote computer related training
- Increase productivity while minimizing efforts from our staff

### FY 2017 Accomplishments of Prior Year Business Plans

- Upgraded network infrastructure
- Assisted with the implementation of CityWorks
- Configured/Deployed new public computers at Library
- Expanded City resources to additional City owned locations
- Assisted County with expansion of our existing radio system for First Responders
- Assisted with the implementation of TimeClock upgrade
- Assisted the Police Department with digital evidence compilation

### Budget Summary

Information Technology	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	215,388	238,616	295,412	252,827	252,700
Supplies & Materials	20,161	17,531	20,225	10,100	8,900
Other Charges & Services	317,852	329,548	403,840	272,720	316,400
Repairs & Maintenance	34,826	80,710	26,000	18,000	22,000
Capital Expenditures	23,785	0	100,000	0	-
Debt Service	6,961	5,043	0	0	-
<b>Total IT</b>	<b>618,973</b>	<b>671,448</b>	<b>845,477</b>	<b>553,647</b>	<b>600,000</b>

### Budgeted Personnel

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Information Technology Manager	1	1	1	1
Network Administrator	0	0	1	1
Information Technology Technician	1	1	1	0
<b>Total</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
# of documented work orders completed	1,515	678	700	800





## MAINTENANCE FUND

The Maintenance Fund is used to account for the operations of the Equipment Maintenance and Facilities Maintenance departments.

## Maintenance Fund Revenue

Revenue Summary	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Miscellaneous	147,584	1,835	0	15	0
Transfers In	801,987	637,531	667,906	667,906	620,000
<b>Total Revenue</b>	<b>949,571</b>	<b>639,366</b>	<b>667,906</b>	<b>667,921</b>	<b>620,000</b>

## Maintenance Fund Expenditures by Department

Total Expenditures	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Equipment Maintenance	235,565	322,839	264,413	237,677	272,412
Facility Maintenance	382,799	404,349	403,493	318,576	347,588
<b>Total Expenditures</b>	<b>618,364</b>	<b>727,188</b>	<b>667,906</b>	<b>556,253</b>	<b>620,000</b>

## EQUIPMENT MAINTENANCE

### Our Mission

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

### Description of Our Services

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

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

### Vision 2040

#### Infrastructure

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



**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 2018 Business Plans (Objectives)**

- Purchase and install a new vehicle lift which is needed to make vehicle services and repairs quicker and safer
- Continue to evaluate ways to improve preventative maintenance 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
- Pursue and maintain all Master Automotive Service Excellence Certifications for all mechanics
- 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.

**FY 2017 Accomplishments of Prior Year Business Plans**

- Upgraded computer software from Vehicle Manager to CityWorks to track service, parts, and repairs cost for city fleet
- Initiated a training program for employees on preventative maintenance procedures for the city's fleet
- Worked countless hours and days on the street sweeper to keep it running and available to clean the streets of Bay City
- Performed emergency repairs on high priority equipment (police vehicles, vactor and street sweeper) and still stay on schedule for routine repairs
- Worked well as a three-man team to work on service, repairs, and annual maintenance jobs while still maintaining a heavy work load

## INTERNAL SERVICE FUNDS

### Budget Summary

Equipment Maintenance	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	203,000	216,014	225,883	221,137	228,912
Supplies & Materials	10,638	16,585	22,680	8,800	11,100
Other Charges & Services	19,871	88,358	8,350	5,740	7,400
Repairs & Maintenance	2,056	1,882	7,500	2,000	5,000
Capital Expenditures	0	0	0	0	20,000
<b>Total Maintenance</b>	<b>235,565</b>	<b>322,839</b>	<b>264,413</b>	<b>237,677</b>	<b>272,412</b>

### Budgeted Personnel

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Lead Mechanic	1	1	1	1
Mechanic	2	2	2	2
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Trailer repairs completed	50	70	40	40
Tire repair/replacement	37	65	60	60
Service engine, transmission, differential, etc.	73	86	90	90
Welding, metal saw cutting, metal frames, torch cutting	33	70	60	60
Large Truck Repairs	2	3	2	2
Tractor repair	25	95	30	30
Shredder repair & parts replacement	23	37	40	40
Small equipment/tools repairs	105	145	150	150
Light Equipment Repairs	75	150	100	100
Heavy Equipment Repairs	85	95	60	60
Vehicle Minor Repairs	375	440	375	375

## 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 work load 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.

## INTERNAL SERVICE FUNDS

### FY 2018 Business Plans (Objectives)

- Keep track of the weekly and monthly filter changes, facility inspections and work orders associated with our city facilities using CityWorks software
- Continue to investigate and implement energy conservation
- Perform annual on-site inspections of all City facilities, diagnose problems, and execute repairs and upgrades, as approved by the Director
- Compile a list of all repairs and upgrades needed for all city facilities
- Initiate and prioritize work orders as needed for facilities
- Oversight of all City generators through on-site inspections, maintaining a list of the generators (model/serial #'s, age), initiate and oversee preventative maintenance program, ensure repairs are completed in a timely manner, and make recommendations for replacement of generators, as needed
- Continue to empower employees by training
- Secure funding for roofs on city buildings (library, city hall, PD, civic center)
- Utilize CityWorks for annual on-site inspections

### FY 2017 Accomplishments of Prior Year Business Plans

- Improved Economic Action Committee building (roof and ceiling repair, indoor and outdoor lights)
- Pressure washed City Hall and Tangles rental building, along with fixing the cracks in the mortar at Tangles
- Installed lights in parking lot of MSB
- Installed the electrical and air conditioning in the new men's restroom at the MSB
- Replaced four exterior doors at the WWTP
- Replaced bricks on Hamman lift station
- Inspected the installation of generators for Cottonwood lift station, I & 6<sup>th</sup> water well, radio tower sight, MSB, & Grace St. water well
- Provided an initial assessment of the Downtown Texas Theater building
- Constructed and installed electrical service for the new Duncan Park restroom

## Budget Summary

Facility Maintenance	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Personnel Services	279,769	283,483	303,743	282,436	259,538
Supplies & Materials	11,075	10,619	10,450	7,550	12,150
Other Charges and Services	38,526	44,472	35,900	1,840	48,400
Repairs & Maintenance	53,429	62,025	53,400	26,750	27,500
Capital Expenditures	0	3,750	0	0	-
<b>Total Facility Maintenance</b>	<b>382,799</b>	<b>404,349</b>	<b>403,493</b>	<b>318,576</b>	<b>347,588</b>

**Budgeted Personnel**

Position	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Facilities Maintenance Supervisor	1	1	1	1
Master Electrician	1	1	1	1
Journeyman Electrician	1	0	0	0
Electrician Helper	0	1	1	1
Carpenter	1	0	0	0
Carpenter Helper	0	1	0	0
Facilities Maintenance Tech II	1	0	1	1
Facilities Maintenance Tech I	1	1	1	0
<b>Total</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>4</b>

**Performance Measures**

<i>Our Workload</i>	Actual FY 2015	Actual FY 2016	Projected FY 2017	Estimated FY 2018
Electrical work orders	526	809	736	736
Plumbing work orders	1	2	0	0
Air Conditioner repair work orders	22	11	34	34
Carpenter work orders	13	14	0	0
Street Light work orders	1	0	10	10
Trim Tree Limb work orders	0	0	52	52
Number of total work orders completed	563	836	832	832





# **CAPITAL**



**Five Year Capital Improvement Program**

**2018 Project Details**

**Operating Capital Outlay**



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

A **capital improvement project** includes improvements to public facilities, parks and opens spaces, drainage systems, streets and right of ways and utility systems. More information can be found in the City's capital asset policy located in the appendix of this book.

## Capital Improvement Plan

Presented herewith is the adopted FY 2018 Capital Improvement Plan (CIP) as approved on September 14, 2017. This document reflects input from City Staff, City Council and City Advisory Boards. This document serves as both a budget for FY 2018 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 2018 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 2018 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. The remaining funds are reserved for a future street project. In the third year, the City funds a major street project. There are no capital projects funded in parks during the third year. The capital plan is rolled forward each year using this same philosophy. In this plan, 2018 is a street year so less focus on parks.

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.

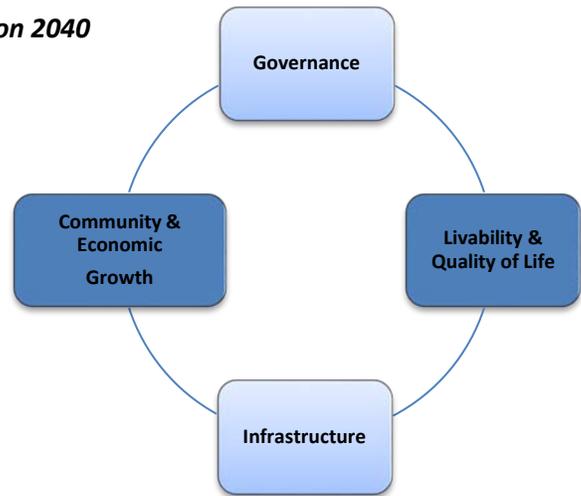
The CIP for Airport Fund projects center around infrastructure improvements in hopes to spur economic development activity while satisfying existed customers.

# CAPITAL

## Planning for our City's Future

The City of Bay City's Five-Year Capital Improvement Program (CIP) is designed to help the City strategically plan for future capital improvements to public facilities, parks and opens spaces, drainage systems, streets and right of ways and utility systems. These projects are funded by various sources, including fund balance reserves, grants, general funds, enterprise funds and other available sources. The City's FY 2018 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 2018	Budget FY 2019	Budget FY 2020	Budget FY 2021	Budget FY 2022
<b>General Fund</b>					
Streets	\$ 3,000,000	\$ 569,000	\$ 300,000	\$ 3,500,000	\$ 200,000
Parks	70,000	404,000	150,000	100,000	200,000
Buildings & Improvements	1,475,000	270,000	221,000	528,000	397,500
<b>Total General Fund</b>	<b>\$ 4,545,000</b>	<b>\$ 1,243,000</b>	<b>\$ 671,000</b>	<b>\$ 4,128,000</b>	<b>\$ 797,500</b>
<b>Public Utility Fund</b>					
Water	\$ 1,173,000	\$ 400,000	\$ 698,000	\$ 3,369,200	\$ 876,000
Wastewater	700,000	930,000	135,000	135,000	135,000
Buildings & Improvements	0	0	100,000	50,000	75,000
<b>Total Utility Fund</b>	<b>\$ 1,873,000</b>	<b>\$ 1,330,000</b>	<b>\$ 933,000</b>	<b>\$ 3,554,200</b>	<b>\$ 1,086,000</b>
<b>Airport Fund</b>	<b>\$ 61,000</b>	<b>\$ 1,185,000</b>	<b>\$ 425,000</b>	<b>\$ 3,180,000</b>	<b>\$ 2,675,000</b>
<b>Total</b>	<b>\$ 6,479,000</b>	<b>\$ 3,758,000</b>	<b>\$ 2,029,000</b>	<b>\$ 10,862,200</b>	<b>\$ 4,558,500</b>

Five Year Total \$27,686,700

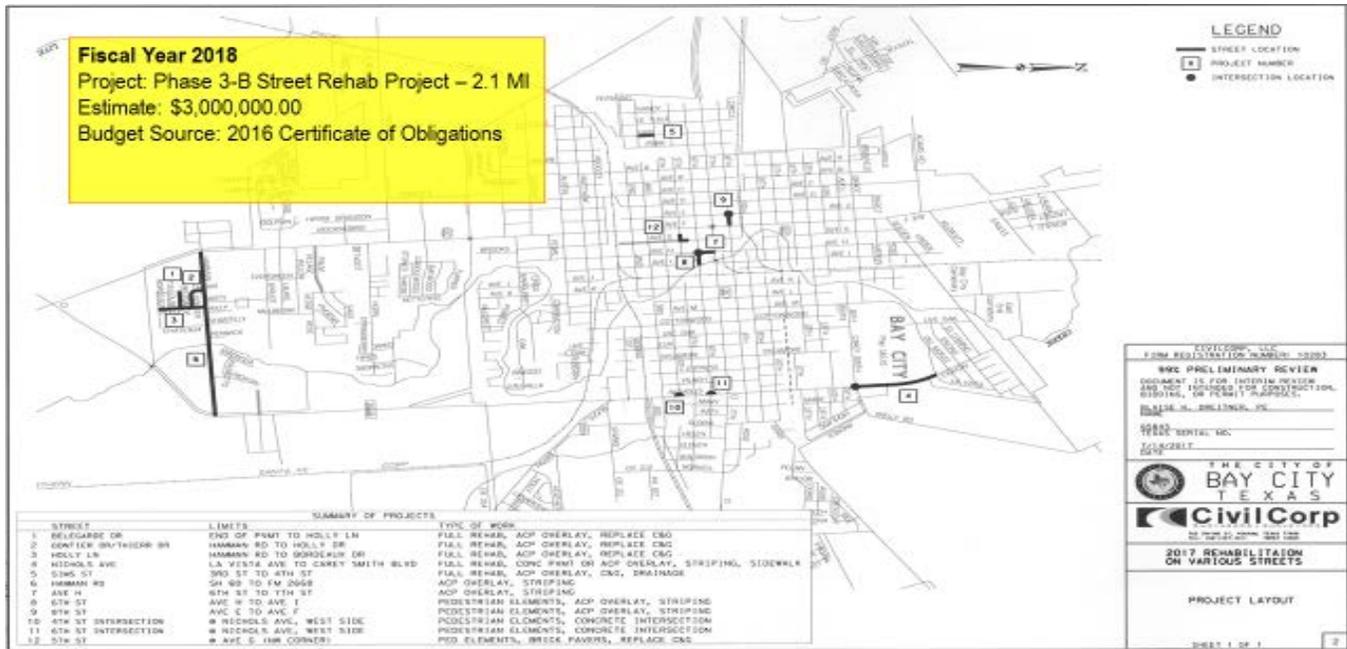
## FIVE-YEAR CAPITAL IMPROVEMENT- BY FUND

### General Fund

Project Description	Budget FY 2018	Budget FY 2019	Budget FY 2020	Budget FY 2021	Budget FY 2022
<b>Streets &amp; Sidewalks</b>					
Street Reconstruction Projects	\$ 3,000,000	\$ -	\$ -	\$ 2,500,000	\$ -
Street Seal Coat Projects	\$ -	\$ -	\$ 200,000	\$ -	\$ -
Sidewalk New/Replace Project	\$ -	\$ 569,000	\$ 100,000	\$ -	\$ 200,000
Nile Valley Road- Phase I	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -
<b>Street &amp; Sidewalks Subtotals</b>	<b>\$ 3,000,000</b>	<b>\$ 569,000</b>	<b>\$ 300,000</b>	<b>\$ 3,500,000</b>	<b>\$ 200,000</b>
<b>Parks</b>					
Southern Pacific Trailway-TXDOT	\$ -	\$ 204,000	\$ -	\$ -	\$ -
Park Improvements	\$ 70,000	\$ 200,000	\$ 150,000	\$ 100,000	\$ 200,000
<b>Parks Subtotals</b>	<b>\$ 70,000</b>	<b>\$ 404,000</b>	<b>\$ 150,000</b>	<b>\$ 100,000</b>	<b>\$ 200,000</b>
<b>Building &amp; Improvements</b>					
Riverside Roof & Painting	\$ 50,000	\$ 50,000	\$ 75,000	\$ -	\$ -
Replace Roof- Library & Annex	\$ 265,000	\$ -	\$ -	\$ -	\$ 257,500
Replace Roof/Bldg. Repairs-City Hall	\$ -	\$ -	\$ -	\$ 350,000	\$ -
Replace Roof- Civic Center	\$ 585,000	\$ -	\$ -	\$ -	\$ -
Replace Roof- USO	\$ -	\$ -	\$ -	\$ 178,000	\$ -
Replace Roof- Fire Dept.	\$ -	\$ -	\$ 146,000	\$ -	\$ -
Replace Roof- Police Dept.	\$ 275,000	\$ -	\$ -	\$ -	\$ -
Pedestrian Ramps	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Replace Roof- Armory (Parks)	\$ -	\$ -	\$ -	\$ -	\$ 90,000
Renovation- Old Texas Theatre	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Relocate Recycling Center Bldg.	\$ -	\$ 220,000	\$ -	\$ -	\$ -
<b>Bldgs. &amp; Improvements Subtotals</b>	<b>\$ 1,475,000</b>	<b>\$ 270,000</b>	<b>\$ 221,000</b>	<b>\$ 528,000</b>	<b>\$ 397,500</b>
<b>General Fund CIP Fund Totals</b>	<b>\$ 4,545,000</b>	<b>\$ 1,243,000</b>	<b>\$ 671,000</b>	<b>\$ 4,128,000</b>	<b>\$ 797,500</b>
<b>Funding Source:</b>					
Operating Budget	\$ 50,000	\$ 338,000	\$ 271,000	\$ 271,000	\$ 240,000
Grants	\$ -	\$ 585,000	\$ -	\$ -	\$ -
Other Sources (BCCDC,Interlocals)	\$ 610,000	\$ -	\$ 100,000	\$ 857,000	\$ 357,500
Bond Proceeds	\$ 3,000,000	\$ 320,000	\$ -	\$ 3,000,000	\$ -
Hotel/Motel	\$ 885,000				
Street/Sidewalk Reserves-FD 28	\$ -	\$ -	\$ 300,000	\$ -	\$ 200,000
<b>Total Resources Planned</b>	<b>\$ 4,545,000</b>	<b>\$ 1,243,000</b>	<b>\$ 671,000</b>	<b>\$ 4,128,000</b>	<b>\$ 797,500</b>
<b>Transfer to Street Reserve</b>	<b>\$ 225,000</b>	<b>\$ 225,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Street Reserve Balance</b>	<b>\$ 225,000</b>	<b>\$ 450,000</b>	<b>\$ 450,000</b>	<b>\$ 750,000</b>	<b>\$ 850,000</b>

General Fund – Street Reconstruction Project FY 2018

Project Scope		Approved Project Funding	
This project will consist of reconstructing approximately 2.1 miles of roadway and intersections throughout the City. Including removing the existing pavement, adjusting street widths if necessary, embanking new dirt, if necessary, reshaping drainage ditches and/or replacing storm drain systems, removing and/or replacing curb and/or sidewalks, reconstructing driveways and culverts, stabilizing the underlying soils, placing new base material, and paving the surface of the roadway with hotmix asphalt and/or concrete paving.		<b>Funding Source</b>	<b>Fiscal Year 2018</b>
<b>Project Name:</b> Street Rehab Project		Grant Funds	N/A
Construction Start: January 2018		Transfer from General Fund	N/A
Project Completion: March 2019		<b>Project Budget &amp; Expenditures</b>	
Current Phase: 3		Project Budget:	\$2,775,856.52
		Expended to Date:	\$299,327.90
		<b>Operational Impact</b>	
		Reduced maintenance demand and related personnel expenses of approx. \$2,700 per block per year on road repairs. A reconstructed street will have a life expectancy of 20 years with routine maintenance.	
		<b>Current Activity</b>	
		Pre-Bid Conference: August 16, 2017	
		Bid Opening: August 24, 2017	
		Award Bid: September 14, 2017 (Actual 9/28/2017)	
		Pre-Construction Conference: TBD	
		Target Construction Start: January 2018	
		Target Construction End: March 2019	
<b>Project Contract Information</b>			
Project Manager:	William "Bill" Tanner		
Phone Number:	(979) 943-4810		
Email Address:	wtanner@cityofbaycity.org		
Grant Administrator:	N/A		
Engineer:	Civil Corp		
General Contractor:	Rexco Construction Services, Inc.		



General Fund – *Library Roof Replacement Project FY 2018*

Project Scope		Approved Project Funding	
This project will consist of replacing the roof and related items of the Bay City Library building.		<b>Funding Source</b>	<b>Fiscal Year 2018</b>
<b>Project Name:</b>	<b>Library Roof Replacement Project</b>	Grant Funds	N/A
Construction Start:	November 2017	Transfer from General Fund	N/A
Project Completion:	January 2018	<b>Project Budget &amp; Expenditures</b>	
Current Phase:	1	Project Budget:	\$265,000.00
<b>Project Contract Information</b>		Expended to Date:	\$0.00
Project Manager:	William "Bill" Tanner	<b>Operational Impact</b>	
Phone Number:	(979) 943-4810	Reduced maintenance demand and related personnel & contractor expenses annually. Improve the integrity of the building to increase the life span of the facility. Life expectancy is 40 years minor routine maintenance.	
Email Address:	wtanner@cityofbaycity.org	<b>Current Activity</b>	
Grant Administrator:	N/A	This project is scheduled to bid by end of November 2017. This project is scheduled to begin December 2017.	
Engineer:	The Garland Co.		
General Contractor:	Unknown		



# CAPITAL

## General Fund – Civic Center Roof Replacement Project FY 2018

Project Scope		Approved Project Funding	
This project will consist of replacing the roof and related items of the Bay City Civic Center building.		<b>Funding Source</b>	<b>Fiscal Year 2018</b>
<b>Project Name:</b>	<b>Civic Center Roof Replacement Project</b>	Grant Funds	N/A
Construction Start:	November 2017	Transfer from General Fund	N/A
Project Completion:	January 2018	<b>Project Budget &amp; Expenditures</b>	
Current Phase:	N/A	Project Budget:	\$585,000.00
<b>Project Contract Information</b>		Expended to Date:	\$0.00
Project Manager:	William "Bill" Tanner	<b>Operational Impact</b>	
Phone Number:	(979) 943-4810	Reduced maintenance demand and related personnel & contractor expenses annually. Improve the integrity of the building to increase the life span of the facility. Life expectancy is 40 years minor routine maintenance.	
Email Address:	wtanner@cityofbaycity.org	<b>Current Activity</b>	
Grant Administrator:	N/A	This project is scheduled to bid by end of November 2017. This project is scheduled to begin December 2017.	
Engineer:	The Garland Co.		
General Contractor:	Unknown		



General Fund – Police Department Roof Replacement Project FY 2018

Project Scope		Approved Project Funding	
This project will consist of replacing the roof and related items of the Bay City Police Department building.		<b>Funding Source</b>	<b>Fiscal Year 2018</b>
<b>Project Name: PD Roof Replacement Project</b>		Grant Funds	N/A
Construction Start:	November 2017	Transfer from General Fund	N/A
Project Completion:	January 2018	<b>Project Budget &amp; Expenditures</b>	
Current Phase:	N/A	Project Budget:	\$275,000.00
<b>Project Contract Information</b>		Expended to Date:	\$0.00
Project Manager:	William "Bill" Tanner	<b>Operational Impact</b>	
Phone Number:	(979) 943-4810	Reduced maintenance demand and related personnel & contractor expenses annually. Improve the integrity of the building to increase the life span of the facility. Life expectancy is 40 years minor routine maintenance.	
Email Address:	wtanner@cityofbaycity.org	<b>Current Activity</b>	
Grant Administrator:	N/A	This project is scheduled to bid by end of November 2017. This project is scheduled to begin December 2017.	
Engineer:	The Garland Co.		
General Contractor:	Unknown		



CAPITAL

General Fund – *Downtown Texas Theater Roof Replacement Project FY 2018*

Project Scope		Approved Project Funding	
This project will consist of replacing the roof and related items of the Downtown Texas Theater building.		<b>Funding Source</b>	<b>Fiscal Year 2018</b>
<b>Project Name:</b>	<b>Texas Theater Roof Replacement Project</b>	Grant Funds	N/A
Construction Start:	November 2017	Transfer from General Fund	N/A
Project Completion:	January 2018	<b>Project Budget &amp; Expenditures</b>	
Current Phase:	N/A	Project Budget:	\$300,000.00
<b>Project Contract Information</b>		Expended to Date:	\$0.00
Project Manager:	William "Bill" Tanner	<b>Operational Impact</b>	
Phone Number:	(979) 943-4810	Reduced maintenance demand and related personnel & contractor expenses annually. Improve the integrity of the building to increase the life span of the facility. Life expectancy is 40 years minor routine maintenance.	
Email Address:	wtanner@cityofbaycity.org	<b>Current Activity</b>	
Grant Administrator:	N/A	This project is scheduled to bid by end of November 2017. This project is scheduled to begin December 2017.	
Engineer:	The Garland Co.		
General Contractor:	Unknown		



## Utility Fund

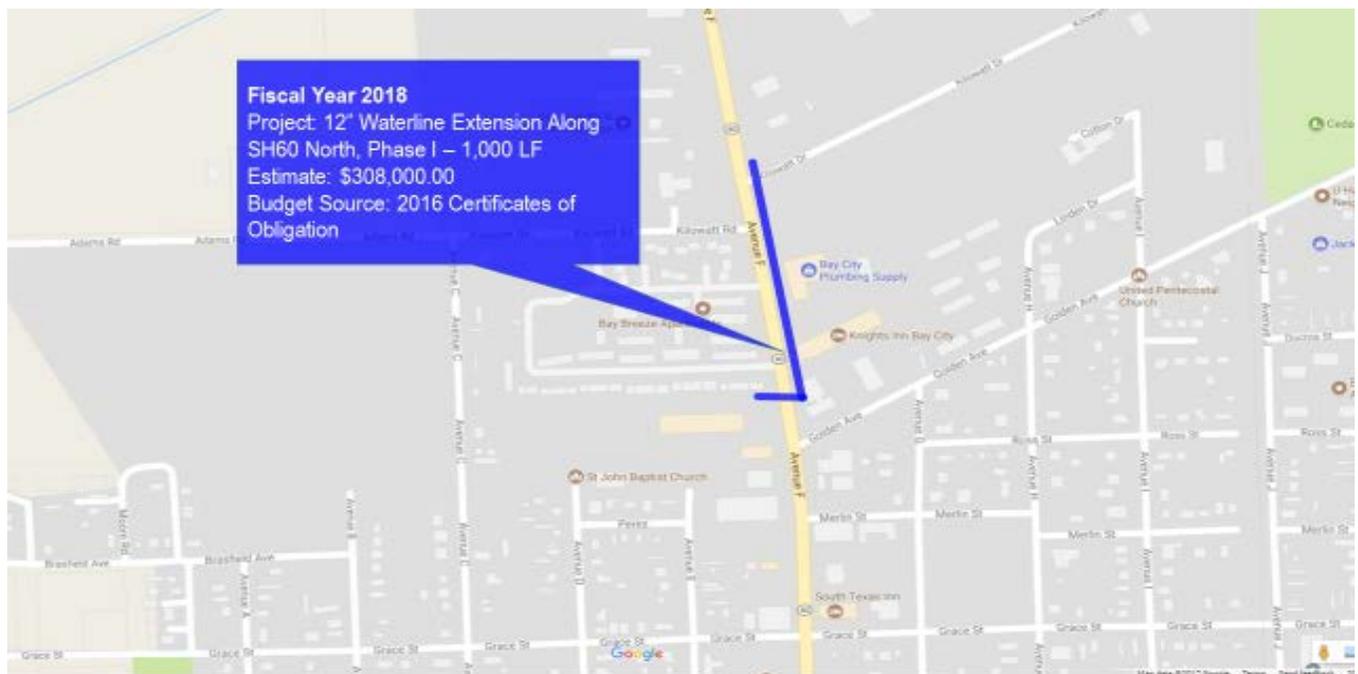
Project Description	Budget FY 2018	Budget FY 2019	Budget FY 2020	Budget FY 2021	Budget FY 2022
<b>Utility Water</b>					
Fire Hydrant & Valve Rehab Program	\$ 50,000	\$ 50,000	\$ -	\$ 50,000	\$ -
Grace St. Water Plant #5	\$ 815,000	\$ -	\$ -	\$ -	\$ -
New Waterline Extension-SH60 N-Phase I	\$ 308,000	\$ -	\$ -	\$ -	\$ -
Waterline Replacement- 5 <sup>th</sup> Street	\$ -	\$ -	\$ -	\$ 1,858,000	\$ -
Replace Waterlines- NW Quadrant	\$ -	\$ 350,000	\$ -	\$ -	\$ -
Katy Water Plant #3	\$ -	\$ -	\$ 698,000	\$ -	\$ -
Mockingbird Water Well #7	\$ -	\$ -	\$ -	\$ -	\$ 353,000
Mockingbird Water Plant #2	\$ -	\$ -	\$ -	\$ 774,000	\$ -
6 <sup>th</sup> St. & Ave I Water Well #9	\$ -	\$ -	\$ -	\$ -	\$ 368,000
Recoating Whitson EST, Liberty EST, 6 <sup>th</sup> & Ave I GST	\$ -	\$ -	\$ -	\$ 687,200	\$ -
New Waterline- Hillcrest Drive	\$ -	\$ -	\$ -	\$ -	\$ 155,000
<b>Utility Water Subtotals</b>	<b>\$ 1,173,000</b>	<b>\$ 400,000</b>	<b>\$ 698,000</b>	<b>\$ 3,369,200</b>	<b>\$ 876,000</b>
<b>Wastewater System</b>					
Manhole Rehab Program	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Lift Station Rehab Program	\$ 50,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000
WWTP Rehab- Phase I	\$ -	\$ 820,000	\$ -	\$ -	\$ -
Cottonwood Rehab- 4 LS 14	\$ 650,000	\$ -	\$ -	\$ -	\$ -
<b>Wastewater Subtotals</b>	<b>\$ 700,000</b>	<b>\$ 930,000</b>	<b>\$ 135,000</b>	<b>\$ 135,000</b>	<b>\$ 135,000</b>
<b>Building &amp; Improvements</b>					
MSB- New Lobby Restrooms	\$ -	\$ -	\$ 100,000	\$ -	\$ -
MSN- Remodel Women's Restroom	\$ -	\$ -	\$ -	\$ 50,000	\$ -
Extend Equip/Material Storage Bldg.	\$ -	\$ -	\$ -	\$ -	\$ 75,000
<b>Bldg. &amp; Improvements Subtotals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 50,000</b>	<b>\$ 75,000</b>
<b>Utility System CIP Fund Totals</b>	<b>\$ 1,873,000</b>	<b>\$ 1,330,000</b>	<b>\$ 933,000</b>	<b>\$ 3,554,200</b>	<b>\$ 1,086,000</b>
<b>Funding Source:</b>					
Operating Budget	\$ 750,000	\$ 775,000	\$ 808,000	\$ 825,000	\$ 850,000
Grants	\$ -	\$ 350,000	\$ -	\$ -	\$ -
Bond Proceeds	\$ 1,123,000	\$ -	\$ -	\$ 2,729,200	\$ -
Operational Savings (Reserves)	\$ -	\$ 205,000	\$ 125,000	\$ -	\$ 236,000
<b>Total Resources Planned</b>	<b>\$ 1,873,000</b>	<b>\$ 1,330,000</b>	<b>\$ 933,000</b>	<b>\$ 3,554,200</b>	<b>\$ 1,086,000</b>

# CAPITAL

## Utility Fund – 12” Water Line SH60North Project FY 2018

Project Scope	
This project consists of the installation of 1,000 linear feet of 12-inch waterline from a 12-inch waterline that ends on the west side of SH 60, south of Kilowatt Road, across SH 60, and along SH 60 north to the existing 8-inch at Kilowatt Drive.	
<b>Project Name:</b>	<b>12” Water Line SH60N Project</b>
Construction Start:	January 2018
Project Completion:	April 2018
Current Phase:	1
Project Contract Information	
Project Manager:	William “Bill” Tanner
Phone Number:	(979) 943-4810
Email Address:	wtanner@cityofbaycity.org
Grant Administrator:	N/A
Engineer:	Urban Engineering
General Contractor:	TBD

Approved Project Funding	
Funding Source	Fiscal Year 2018
Grant Funds	N/A
Transfer from General Fund	N/A
Project Budget & Expenditures	
Project Budget:	\$308,000.00
Expended to Date:	\$0.00
Operational Impact	
Reduced labor and equipment cost from making manual adjustments to maintain pressure during high demand peaks. Improvement on water pressure for industrial user to reduce impact on watershed from private wells. Eliminate deficiency issues and will be able to provide stable and adequate pressure to the northern areas of the City’s water system.	
Current Activity	
This project is scheduled to begin January 2018. This project is scheduled to end April 2018.	



## Utility Fund – Grace St Water Plant Improvements Project FY 2018

Project Scope		Approved Project Funding	
<p>The Grace Water Plant No.5 Improvements Project was identified as the number one priority in the Jones   Carter Water System Analysis &amp; Master Plan and consists of the installation of an additional booster pump, the installation of a hydro-pneumatic tank, as well as mechanical, electrical, and disinfection repairs to ensure proper operation of the water plant. The north side of the City's water system is primarily served by Water Plant No. 5 located on Grace Street, west of Avenue A. This particular water plant has three (3) Booster Pump cans, but only two (2) Booster Pumps currently installed. Electrical improvements associated with this project include a Motor Control Center, selected based on size to fit in the existing control building, Automatic Transfer Switch, fused disconnect switch, and SCADA Programming.</p>		<b>Funding Source</b>	<b>Fiscal Year 2018</b>
		Grant Funds	N/A
		Transfer from General Fund	N/A
		<b>Project Budget &amp; Expenditures</b>	
Project Budget:		\$815,000.00	
Expended to Date:		\$47,440.54	
		<b>Operational Impact</b>	
		Reduced maintenance cost on several components, pumps, and motors. Improve pressure production for the City's north side water system. Hydrants and valves have a life expectancy of 25+ years with routine maintenance.	
		<b>Current Activity</b>	
		Pre-Bid Conference: July 17, 2017 Bid Opening: July 24, 2017 Award Bid: August 10, 2017 Pre-Construction Conference: September 18, 2017 This project is scheduled to begin October 2017. This project is scheduled to end July 2018.	
<b>Project Name:</b>		<b>Grace St Water Plant Improvements Project</b>	
Construction Start:		October 2017	
Project Completion:		July 2018	
Current Phase:		N/A	
<b>Project Contract Information</b>			
Project Manager:		Louis Rodriguez	
Phone Number:		(979) 943-2149	
Email Address:		lrodriguez@cityofbaycity.org	
Grant Administrator:		N/A	
Engineer:		Jones   Carter	
General Contractor:		W.W. Payton Corporation	

**CAPITAL**

**Utility Fund – Fire Hydrant & Valve Rehab Project FY 2018**

<b>Project Scope</b>		<b>Approved Project Funding</b>	
<p>This project will consist of rehab or replace fire hydrants and water valves on our water systems to ensure proper working conditions when needed for emergency services and repairs. Some locations will require a complete replacement and some will require repairs. A contractor that specializes in these types of replacements and repairs will be used to not tie up City resources that will be working daily work orders. This program will also help in our preventative maintenance measures to make sure these components are exercised on a regular basis.</p>		<b>Funding Source</b>	<b>Fiscal Year 2018</b>
		Grant Funds	N/A
		Transfer from General Fund	N/A
<b>Project Contract Information</b>		<b>Project Budget &amp; Expenditures</b>	
<b>Project Name:</b>	<b>Fire Hydrant &amp; Valve Rehab Project</b>	Project Budget:	\$50,000.00
Construction Start:	June 2018	Expended to Date:	\$0.00
Project Completion:	June 2018	<b>Operational Impact</b>	
Current Phase:	3	<p>Reduced emergency repair cost during water leaks, reduced chemical cost during water leaks, and reduced length of time to make water leak repairs. Also supports the City's water conservation efforts in reducing water loss. Hydrants and valves have a life expectancy of 25+ years with routine maintenance.</p>	
<b>Project Contract Information</b>		<b>Current Activity</b>	
Project Manager:	Louis Rodriguez	<p>This project is scheduled to begin and end June 2018.</p>	
Phone Number:	(979) 943-2149		
Email Address:	lrodriguez@cityofbaycity.org		
Grant Administrator:	N/A		
Engineer:	N/A		
General Contractor:	Texas Pride Utilities		

Utility Fund – Cottonwood Sewer Lift Station Rehab Project FY 2018

Project Scope		Approved Project Funding	
This project consists of the complete rehabilitation of the Cottonwood Sewer Lift Station to address accessibility issues, pumps, pump discharge piping, wet well piping, and structural integrity.		Funding Source	Fiscal Year 2018
		Grant Funds	N/A
		Transfer from General Fund	N/A
Project Name: Cottonwood LS Rehab Project		Project Budget & Expenditures	
Construction Start:	January 2018	Project Budget:	\$650,000.00
Project Completion:	August 2018	Expended to Date:	\$0.00
Current Phase:	N/A	Operational Impact	
Project Contract Information		Reduced labor and equipment cost from making constant repairs especially during high flows. Improvement efficiency and pumping capacity during high flows. Increase the life expectancy of this critical facility.	
Project Manager:	Louis Rodriguez		
Phone Number:	(979) 943-2149	Current Activity	
Email Address:	lrodriguez@cityofbaycity.org	This project is scheduled to begin January 2018. This project is scheduled to end August 2018.	
Grant Administrator:	N/A		
Engineer:	Garver		
General Contractor:	TBD		

# CAPITAL

## Airport Fund- TXDOT Entitlement Grant: Renovation Project

Project Description	Budget FY 2018	Budget FY 2019	Budget FY 2020	Budget FY 2021	Budget FY 2022
Engineering & Design- Airfield Lighting & Vault	\$ 61,000	\$ -	\$ -	\$ -	\$ -
Engineering & Design- (2019-2021) Projects	\$ -	\$ 433,000	\$ -	\$ -	\$ -
Construction (LED Lighting on Runways)	\$ -	\$ 752,000	\$ -	\$ -	\$ -
Engineering & Design (2020 Project)	\$ -	\$ -	\$ 30,000	\$ -	\$ -
Drainage Project	\$ -	\$ -	\$ 395,000	\$ -	\$ -
Engineering & Design (2021 Project)	\$ -	\$ -	\$ -	\$ 30,000	\$ -
Taxiway A Realignment (Phase I)	\$ -	\$ -	\$ -	\$ 3,150,000	\$ -
Taxiway A Realignment (Phase II)	\$ -	\$ -	\$ -	\$ -	\$ 2,675,000
<b>Airport CIP Fund Totals</b>	<b>\$ 61,000</b>	<b>\$ 1,185,000</b>	<b>\$ 425,000</b>	<b>\$ 3,180,000</b>	<b>\$ 2,675,000</b>
<b>Funding Source:</b>					
Operating Budget	\$ 6,100	\$ 38,500	\$ 42,500	\$ 45,000	\$ 45,000
Grants	\$ 54,900	\$ 1,046,500	\$ 382,500	\$ 2,862,000	\$ 2,407,500
Transfers	\$ -	\$ 100,000	\$ -	\$ 273,000	\$ 222,500
<b>Total Resources Planned</b>	<b>\$ 61,000</b>	<b>\$ 1,185,000</b>	<b>\$ 425,000</b>	<b>\$ 3,180,000</b>	<b>\$ 2,675,000</b>

**OPERATING CAPITAL OUTLAY BY FUND**

Fiscal Year 2018 Capital Expenditures

**GOVERNMENTAL FUNDS****GENERAL FUND****Vehicles and Equipment**

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
410	City General	Generator	1	162,982*
450	Police	Vehicle	1	43,000
465	Fire	Generator	1	62,984*
480	Parks	Mower	1	24,000
483	Aquatics	Pool Vacuum	1	6,000
483	Aquatics	Pool Vacuum	1	6,000
<b>Total General Fund Equipment</b>				<b>261,966</b>

\*Funded by Grant \$169,745; Current Revenues- \$135,491

**Capital Projects**

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
450	Police	New Roof	1	275,000*
475	Streets	Various	1	3,000,000**
481	Riverside	New Roofs (2 Pavilions)	1	50,000
490	Library	New Roof	1	265,000*
<b>Total General Fund Projects</b>				<b>3,590,000</b>

Supported by Current Revenues- \$50,000

\*Funded by Other Financing Sources (Tax Note) - \$540,000

\*\* Funded by 2016 Bond Proceeds- \$3,000,000

**HOTEL/MOTEL FUND****Vehicles and Equipment**

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
25-415	Civic Center	Generator	1	210,982*
<b>Total Hotel Fund Equipment</b>				<b>210,982</b>

\*Funded by Grant \$158,237; Current Revenues- \$52,745

**Capital Projects**

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
25-415	Civic Center	New Roof	1	585,000*
25-430	Theatre	Theatre Rehab (Design)	1	300,000
<b>Total Hotel Fund Projects</b>				<b>885,000</b>

Supported by Current Revenues- \$115,650; Hotel Tax Reserves- \$184,350

\*Funded by Other Financing Sources (Tax Note) - \$585,000

## ENTERPRISE FUNDS

### UTILITY FUND

#### Vehicles and Equipment

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
405	Utility Operations	Vehicle (1/2 Ton)	1	38,000
410	Utility Maintenance	Insta Valve	1	150,000
440	Warehouse	Generator	1	158,303*
<b>Total Utility Equipment</b>				<b>346,303</b>

\*Funded by Grant \$118,727; Current Revenues- \$227,576

#### Capital Projects

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
410	Utility Maintenance	Water Line- SH60N Phase I	1	308,000*
410	Utility Maintenance	Sewer Line- Cottonwood	1	650,000
415	Water & WWTP	Fire Hydrant & Valve	1	50,000
415	Water & WWTP	Grace Street Water Plant	1	815,000*
415	Water & WWTP	Lift Station Rehab	1	50,000
<b>Total Utility Projects</b>				<b>1,873,000</b>

Supported by Current Revenues- \$750,000

\*Funded by 2016 Bond Proceeds- \$1,123,000

### AIRPORT FUND

#### Vehicles and Equipment

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
405	Airport	Utility Vehicle	1	15,350
<b>Total Airport Equipment</b>				<b>15,350</b>

Supported by Current Revenues- \$0; Airport Reserves- \$15,350

#### Capital Projects

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
405	Airport	Engineering- Airfield Lighting	1	61,000
<b>Total Airport Projects</b>				<b>61,000</b>

\*Funded by Grant \$54,900; Current Revenues- \$6,100

---



---

## INTERNAL SERVICE FUNDS

### MAINTENANCE FUND

#### Vehicles and Equipment

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
405	Equipment	Car Lift	1	20,000
<b>Total Equipment</b>				<b>20,000</b>

*Funded ½ by General Fund and ½ Utility Fund Current Revenues*

### INFORMATION TECHNOLOGY FUND

#### Vehicles and Equipment

DEPT. #	DEPARTMENT	DESCRIPTION	QTY	COST
405	Equipment		1	N/A
<b>Total Equipment</b>				<b>0</b>

Note: More information on Capital Projects can be found in the Five-Year Capital Improvement Program.



# CITY WIDE DEBT



**Long-Term Debt**

**Property Tax Supported Debt**

**Utility Fund Supported Debt**

**Outstanding Debt Issue by Series**



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

## Long Term Debt

General Obligation Bonds (G.O.'s) are used to finance a variety of public projects and require voter approval. 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 AA- rating from Standard and Poor's Corporation for both General Obligation and Tax Revenue Certificates of Obligations.

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.

Debt service requirements for the City of Bay City are currently \$ .1440 of the current property tax rate of \$.6550. The City has seven 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 various roof projects for approximately 1.25 million.** More information on these projects can be found in the capital section of this book.

Assessed value, 2017 tax roll	\$810,967,405	Actual amount of tax-secured debt service - Year ended September 30, 2018	\$2,773,288
Limit on amount designated for debt service per \$100 assessed valuation	x \$ 1.50		
<b>Legal Debt Service Limit</b>	<b>12,164,511</b>	<b>Legal Debt Margin</b>	<b>\$9,391,223</b>

The following tables list each debt issue separately with its clearly stated principal and interest payment due. Fiscal year end 2018, outstanding general obligation bond and certificates of obligation bonds will be \$19,446,000 however only \$10,778,257 is currently supported by property taxes. The debt policy along with the history of tax rates can be found in the appendix section of this book.

## Property Tax Supported Debt

### **2009 Tax and Revenue Certificates of Obligation (CO)**

**\$5,000,000** – 2009 Tax and Revenue Certificate of Obligation Bond was issued for the acquisition of vehicles and equipment for the sanitations system. The payments are secured by property taxes due in annual installments ranging from \$435,000 to \$575,000 through September 1, 2019; interest varying between 3.00% and 3.50%. *General Fund Maintenance & Operational (M & O) is paying this debt from sanitation revenue.*

### **2010 Tax and Revenue Certificates of Obligation (CO)**

**\$3,300,000** – 2010 Tax and Revenue Certificate of Obligation Bond was issued for street and drainage improvements, park improvements, civic center improvements, and airport improvements. The payments are secured by property taxes due in annual installments ranging from \$245,000 to \$255,000 through September 1, 2030; interest varying between 3.50% and 4.20%. *Callable 9-1-2020*

### **2013 Tax Note**

**\$642,000** – 2013 Tax Note was issued for the acquisition of a fire rescue truck. The payments are secured by property taxes due in annual installments for approximately \$102,000 through September 1, 2019; interest fixed at 1.37%.

### **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*

\*Paid by both property taxes and utility system revenues

Interest and Sinking Fund (I & S)	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
<b>Taxes</b>					
Property Taxes- Current	387,440	797,443	861,501	800,000	1,167,501
Property Taxes- Delinquent	11,284	12,168	4,000	14,250	13,000
Property Taxes- P & I Fees	6,963	11,374	3,500	13,500	8,742
<b>Total Taxes</b>	<b>405,687</b>	<b>820,985</b>	<b>869,001</b>	<b>171,200</b>	<b>1,189,243</b>
<b>Other Revenue</b>					
Interest Income	-304	600	0	155	207
<b>Total Other Revenue</b>	<b>-304</b>	<b>600</b>	<b>0</b>	<b>155</b>	<b>207</b>
<b>Intergovernmental</b>					
Transfer In- General Fund	304,385	803,908	919,704	919,704	594,550
Transfer In- Utility Fund	651,997	405,831			
<b>Total Intergovernmental</b>	<b>956,382</b>	<b>1,209,739</b>	<b>919,704</b>	<b>919,704</b>	<b>594,550</b>
<b>Total I &amp; S Revenue</b>	<b>1,361,765</b>	<b>2,031,323</b>	<b>1,788,705</b>	<b>1,747,609</b>	<b>1,784,000</b>
<b>Debt Service</b>					
Debt Service Principal	1,521,312	1,489,500	1,302,696	1,302,696	1,419,841
Debt Service Interest	357,569	334,368	390,707	390,707	361,952
Debt Service Admin. Fee	1,800	2,300	2,000	2,000	2,207
Bank Charges	0	2,635	0	0	0
<b>Total Debt Service</b>	<b>1,880,681</b>	<b>1,828,803</b>	<b>1,695,403</b>	<b>1,695,403</b>	<b>1,784,000</b>
<b>Total I &amp; S Expenditures</b>	<b>1,880,681</b>	<b>1,828,803</b>	<b>1,695,403</b>	<b>1,695,403</b>	<b>1,784,000</b>

FY 2018 Requirements:			
Issue	Principal	Interest	Total
Series 2009 CO	555,000	39,550	594,550
Series 2010 CO	145,000	99,635	244,635
2013 Tax Note	99,000	2,740	101,740
Series 2013 GO	355,000	52,900	407,900
*Series 2014 CO	112,500	72,422	184,922
*Series 2016 CO	153,341	94,705	248,046
<b>Total</b>	<b>1,419,841</b>	<b>361,952</b>	<b>1,781,793</b>

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

**Public Utility Fund Supported Debt**

**2012 Tax and Revenue Certificates of Obligation (CO)**

**\$9,530,000** - 2012 Utility System Tax and Revenue Certificates of Obligation was issued to replace all water meters and move the City to a fixed based reading system. Other improvements included lighting systems of City facilities, street light system, and irrigation systems at City parks and recreational facilities. The payments are supported by the City’s Public Utility Fund and due in annual installments for approximately \$800,000 through September 1, 2027; interest varying between 2.00% and 3.25%. *Callable 9-1-2020*

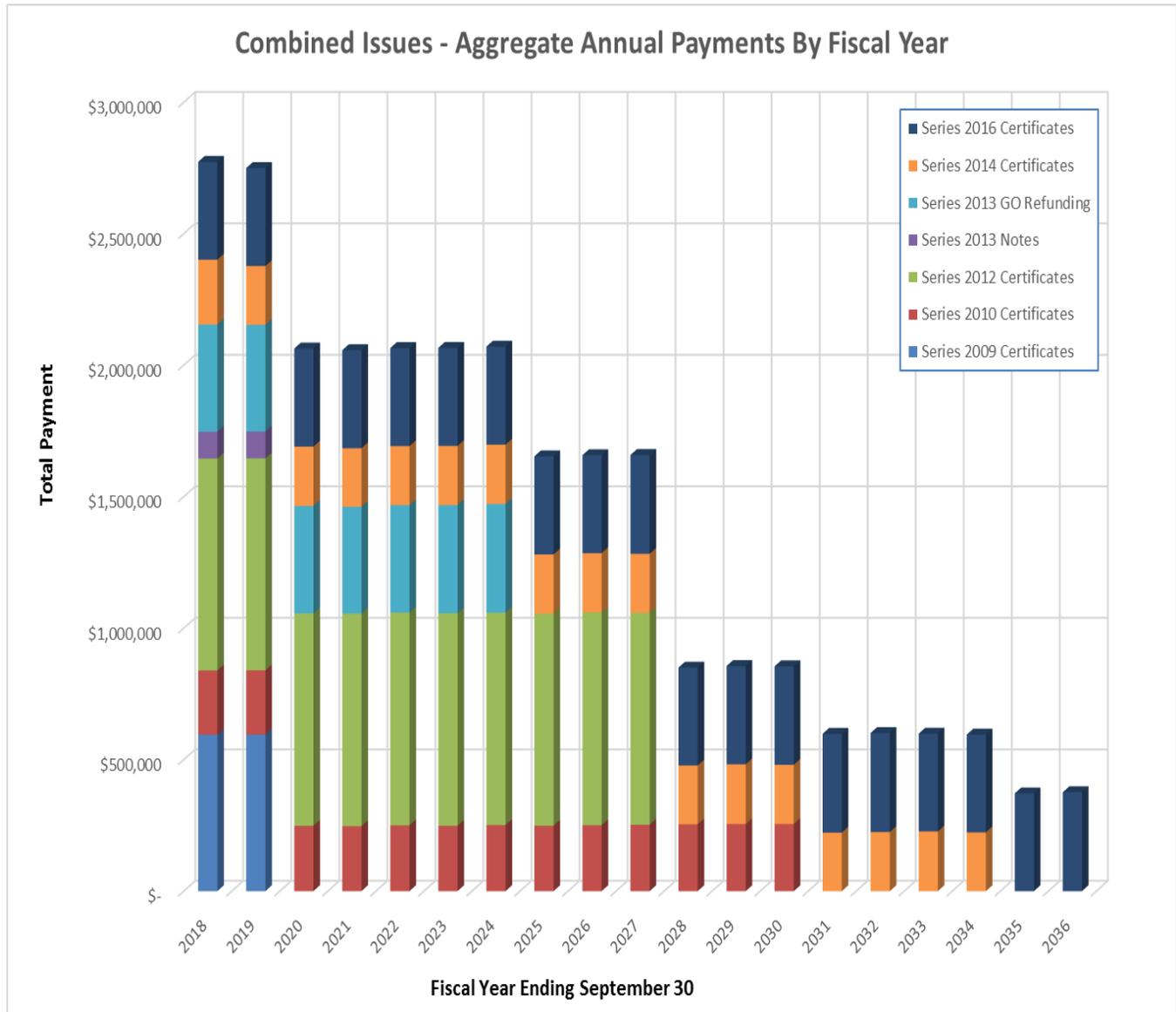
Utility Debt Service	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
<b>Other Revenue</b>					
Interest Income	1,453	4,430	2,000	2,900	516
Equity Balance Forward	0	0	0	0	0
<b>Total Other Revenue</b>	<b>1,453</b>	<b>4,430</b>	<b>2,000</b>	<b>2,900</b>	<b>516</b>
<b>Intergovernmental Revenue</b>					
Transfer In- General Fund	172,624	0	0	0	0
Transfer In- Utility Fund	694,339	974,688	984,492	984,492	993,484
<b>Total Intergovernmental</b>	<b>866,963</b>	<b>974,688</b>	<b>984,492</b>	<b>984,492</b>	<b>993,494</b>
<b>Total Water Debt Service</b>	<b>868,415</b>	<b>979,118</b>	<b>986,492</b>	<b>987,392</b>	<b>994,000</b>
<b>Debt Service</b>					
Debt Service Principal	241,938	725,000	692,000	692,493	714,159
Debt Service Interest	264,445	258,358	291,999	292,000	277,325
Debt Service- Admin Fee	0	500	2,000	500	2,000
Miscellaneous	0	66	0	0	516
Cost of Issuance	0	61,597	0	0	0
Transfer to Project Funds	0	1,941,667	0	0	0
<b>Total Debt Service</b>	<b>506,383</b>	<b>2,987,188</b>	<b>986,492</b>	<b>984,993</b>	<b>994,000</b>
<b>Total Utility Debt Service</b>	<b>506,383</b>	<b>2,987,188</b>	<b>986,492</b>	<b>984,993</b>	<b>994,000</b>

FY 2018 Requirements:			
Issue	Principal	Interest	Total
Series 2012 CO	600,000	205,850	805,850
*Series 2014 CO	37,500	24,140	61,640
*Series 2016 CO	76,659	47,335	123,994
<b>Total</b>	<b>714,159</b>	<b>277,325</b>	<b>991,484</b>

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

## Outstanding Debt Issue by Series

Supporting Fund	General Fund	General Fund	Public Utility Fund	General Fund	General Fund	General Fd- 75% Utility- 25%	General Fd- 66.67% Utility- 33.33%	
FYE	Series 2009	Series 2010	Series 2012	Series 2013	Series 2013	Series 2014	Series 2016	
9/30	Certificates	Certificates	Certificates	Notes	GO Refunding	Certificates	Certificates	Total
2018	594,550	244,635	805,850	101,740	407,900	246,563	372,050	2,773,288
2019	595,125	244,560	805,850	102,384	405,800	223,563	372,450	2,749,731
2020	-	248,560	807,400	-	408,600	225,963	372,750	2,063,273
2021	-	247,160	808,350	-	406,200	222,588	372,950	2,057,248
2022	-	250,560	808,700	-	408,700	224,213	373,050	2,065,223
2023	-	248,560	808,450	-	411,000	225,013	373,050	2,066,073
2024	-	251,360	807,600	-	413,100	225,663	372,950	2,070,673
2025	-	248,760	806,150	-	-	225,788	372,750	1,653,448
2026	-	250,960	809,100	-	-	225,363	372,450	1,657,873
2027	-	252,760	805,350	-	-	224,763	375,700	1,658,573
2028	-	254,160	-	-	-	223,575	372,300	850,035
2029	-	255,160	-	-	-	227,200	373,750	856,110
2030	-	255,290	-	-	-	225,000	374,900	855,190
2031	-	-	-	-	-	222,600	375,750	598,350
2032	-	-	-	-	-	225,000	376,300	601,300
2033	-	-	-	-	-	227,000	371,550	598,550
2034	-	-	-	-	-	223,600	371,650	595,250
2035	-	-	-	-	-	-	371,450	371,450
2036	-	-	-	-	-	-	375,950	375,950
<b>Total</b>	<b>\$1,189,675</b>	<b>\$3,252,485</b>	<b>\$8,072,800</b>	<b>\$ 204,124</b>	<b>\$ 2,861,300</b>	<b>\$ 3,843,450</b>	<b>\$ 7,093,750</b>	<b>\$ 26,517,584</b>



# STATISTICAL INFORMATION





*This section provides statistical and historical information.*

## STATISTICAL INFORMATION

---

### CITY OF BAY CITY, TEXAS

#### WATER PRODUCED AND CONSUMED AND WASTEWATER TREATED

Last ten fiscal years

---

<u>Fiscal Year</u>	<u>Gallons of Water Produced</u>	<u>Gallons of Water Consumed</u>	<u>Gallons of Water Unbilled</u>	<u>Average Percent Unbilled</u>	<u>Gallons of Wastewater Treated</u>
2007	752,369,000	600,756,200	151,612,800	20.15%	1,098,387,000
2008	860,144,000	651,039,200	209,104,800	24.31%	792,502,000
2009	913,706,000	709,826,800	203,879,200	22.31%	785,700,000
2010	695,911,000	605,383,800	90,527,200	13.01%	716,328,000
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

# STATISTICAL INFORMATION

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

	Fiscal Year			
	2007	2008	2009	2010
<b>Governmental activities</b>				
Net investment in capital assets	\$ 12,496,157	\$ 13,059,039	\$ 11,507,535	\$ 12,166,490
Restricted	1,345,964	2,327,929	3,493,985	-
Unrestricted	<u>435,647</u>	<u>912,769</u>	<u>1,554,168</u>	<u>4,195,081</u>
<b>Total governmental activities net position</b>	<b><u>\$ 14,277,768</u></b>	<b><u>\$ 16,299,737</u></b>	<b><u>\$ 16,555,688</u></b>	<b><u>\$ 16,361,571</u></b>
<b>Business-type activities</b>				
Net investment in capital assets	\$ 6,655,233	\$ 7,522,741	\$ 9,390,238	\$ 9,836,242
Restricted	542,632	564,651	530,241	548,261
Unrestricted	<u>1,447,433</u>	<u>731,981</u>	<u>688,817</u>	<u>1,366,416</u>
<b>Total business-type activities net position</b>	<b><u>\$ 8,645,298</u></b>	<b><u>\$ 8,819,373</u></b>	<b><u>\$ 10,609,296</u></b>	<b><u>\$ 11,750,919</u></b>
<b>Primary government</b>				
Invested in capital assets, net of related debt	\$ 19,151,390	\$ 20,581,780	\$ 20,897,773	\$ 22,002,732
Restricted	1,888,596	2,892,580	4,024,226	548,261
Unrestricted	<u>1,883,080</u>	<u>1,644,750</u>	<u>2,242,985</u>	<u>5,561,497</u>
<b>Total primary government activities net position</b>	<b><u>\$ 22,923,066</u></b>	<b><u>\$ 25,119,110</u></b>	<b><u>\$ 27,164,984</u></b>	<b><u>\$ 28,112,490</u></b>

(1) Accrual basis of accounting

NOTE: 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.

## STATISTICAL INFORMATION

### NET POSITION BY COMPONENT (1) CONTINUED

Fiscal Year					
2011	2012	2013	2014	2015	2016
\$ 7,541,744	\$ 7,904,146	\$ 8,444,943	\$ 7,050,325	\$ 6,540,844	\$ 9,638,245
407,739	410,945	132,143	1,073,579	646,117	994,641
<u>4,373,229</u>	<u>5,054,417</u>	<u>3,865,608</u>	<u>2,807,480</u>	<u>3,391,400</u>	<u>783,252</u>
<u>\$ 12,322,712</u>	<u>\$ 13,369,508</u>	<u>\$ 12,442,694</u>	<u>\$ 10,931,384</u>	<u>\$10,578,361</u>	<u>\$11,416,138</u>
\$ 10,543,619	\$ 10,948,774	\$ 12,245,026	\$ 9,681,894	\$13,826,216	\$15,011,700
339,292	-	-	-	-	-
<u>2,359,186</u>	<u>2,952,528</u>	<u>2,668,278</u>	<u>6,217,963</u>	<u>1,518,085</u>	<u>2,926,172</u>
<u>\$ 13,242,097</u>	<u>\$ 13,901,302</u>	<u>\$ 14,913,304</u>	<u>\$ 15,899,857</u>	<u>\$15,344,301</u>	<u>\$17,937,872</u>
\$ 18,085,363	\$ 18,852,920	\$ 20,689,969	\$ 16,732,219	\$20,367,060	\$24,649,945
747,031	410,945	132,143	1,073,579	646,117	994,641
<u>6,732,415</u>	<u>8,006,945</u>	<u>6,533,886</u>	<u>9,025,443</u>	<u>4,909,485</u>	<u>3,709,424</u>
<u>\$ 25,564,809</u>	<u>\$ 27,270,810</u>	<u>\$ 27,355,998</u>	<u>\$ 26,831,241</u>	<u>\$25,922,662</u>	<u>\$29,354,010</u>

# STATISTICAL INFORMATION

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

	Fiscal Year			
	2007	2008	2009	2010
<b>Governmental activities</b>				
Expenses				
General government	\$ 1,702,393	\$ 1,942,008	\$ 2,473,385	\$ 2,012,790
Public safety	3,133,963	3,331,324	4,099,853	3,771,477
Public works	2,706,333	2,052,743	2,849,343	2,340,844
Construction for outside parties	-	-	-	2,320,411
Cultural and recreation	4,192,116	3,249,128	3,048,544	2,573,635
Interest on long-term debt	332,332	464,827	381,608	583,214
Total expenses	<u>12,067,137</u>	<u>11,040,030</u>	<u>12,852,733</u>	<u>13,602,371</u>
Program revenues				
Charges for services				
General government	150,025	207,903	254,034	240,650
Public safety	65,799	67,302	72,011	406,931
Public works	4,425	6,335	13,033	-
Construction for outside parties	-	-	-	1,847,562
Cultural and recreation	209,571	292,469	111,374	203,546
Operating grants and contributions	794,498	2,041,285	2,172,387	439,912
Capital grants and contributions	-	-	-	-
Total program revenues	<u>1,224,318</u>	<u>2,615,294</u>	<u>2,622,839</u>	<u>3,138,601</u>
Total governmental activities net program (expense) revenue	(10,842,819)	(8,424,736)	(10,229,894)	(10,463,770)
General revenues and other changes in net position				
Taxes				
Property taxes	2,594,281	2,761,842	3,059,879	3,414,585
Sales taxes	4,817,754	5,239,480	5,076,657	3,986,482
Franchise taxes	773,840	770,588	756,851	860,750
Other taxes	-	-	-	432,144
Investment earnings	125,914	54,491	26,809	14,401
Miscellaneous	1,031,784	1,558,912	514,177	1,014,427
Special item - discontinued operations	-	-	-	-
Transfers	(160,842)	61,392	(842,299)	74,131
Total general revenues and other changes in net position	<u>9,182,731</u>	<u>10,446,705</u>	<u>8,592,074</u>	<u>9,796,920</u>
<b>Total governmental activities change in net position</b>	<u><b>\$(1,660,088)</b></u>	<u><b>\$2,021,969</b></u>	<u><b>\$(1,637,820)</b></u>	<u><b>\$(666,850)</b></u>

## STATISTICAL INFORMATION

### CHANGES IN NET POSITION (1) CONTINUED

Fiscal Year					
2011	2012	2013	2014	2015	2016
\$ 2,592,172	\$ 1,992,271	\$ 2,321,123	\$ 2,295,602	\$ 2,147,396	\$ 2,534,500
4,248,889	4,073,513	4,303,562	4,662,949	4,661,538	5,383,527
3,571,109	2,377,316	2,656,096	5,854,434	5,595,487	5,216,175
-	-	-	-	-	-
2,028,142	1,920,640	2,100,338	2,137,429	2,220,915	2,483,518
576,214	331,816	495,527	305,880	340,100	450,012
<u>13,016,526</u>	<u>10,695,556</u>	<u>11,876,646</u>	<u>15,256,294</u>	<u>14,965,436</u>	<u>16,067,732</u>
210,778	94,793	81,818	999,059	235,881	429,269
1,139,693	620,749	538,848	149,354	326,125	276,229
-	-	59,130	1,832,671	2,657,519	2,779,000
-	-	-	-	-	-
199,657	161,334	154,573	260,195	154,741	239,908
334,370	111,982	281,587	280,889	200,000	317,050
-	-	-	-	386,329	828,794
<u>1,884,498</u>	<u>988,858</u>	<u>1,115,956</u>	<u>3,522,168</u>	<u>3,960,595</u>	<u>4,870,250</u>
(11,132,028)	(9,706,698)	(10,760,690)	(11,734,126)	(11,004,841)	(11,197,482)
3,724,754	3,728,127	3,769,351	3,749,040	4,098,134	4,462,235
4,423,374	3,385,962	3,440,988	3,469,272	4,077,195	4,060,320
794,918	1,099,039	1,087,598	984,607	1,047,005	1,040,631
478,484	474,242	497,136	614,073	668,601	694,611
14,914	6,163	5,779	3,653	2,660	16,254
1,100,694	924,999	685,286	709,694	1,077,904	756,915
-	-	-	-	(1,208,541)	-
98,338	1,134,962	501,909	692,477	2,903,367	1,004,293
<u>10,635,476</u>	<u>10,753,494</u>	<u>9,988,047</u>	<u>10,222,816</u>	<u>12,666,325</u>	<u>12,035,259</u>
<u>\$ (496,552)</u>	<u>\$ 1,046,796</u>	<u>\$ (772,643)</u>	<u>\$ (1,511,310)</u>	<u>\$ 1,661,484</u>	<u>\$ 837,777</u>

# STATISTICAL INFORMATION

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

	Fiscal Year			
	2007	2008	2009	2010
<b>Business-type activities</b>				
Expenses				
Water and sewer	\$ 4,563,790	\$ 4,923,927	\$ 4,706,783	\$ 5,258,532
Sanitation	-	-	113,933	1,952,979
Airport	324,101	420,223	397,202	411,863
Total expenses	<u>4,887,891</u>	<u>5,344,150</u>	<u>5,217,918</u>	<u>7,623,374</u>
Program revenues				
Charges for services				
Water and sewer	5,310,276	5,282,569	5,561,610	5,730,656
Sanitation	-	-	-	2,176,550
Airport	147,004	186,511	159,161	201,474
Operating grants and contributions	350,747	13,869	361,082	-
Capital grants and contributions	-	-	-	726,097
Total program revenues	<u>5,808,027</u>	<u>5,482,949</u>	<u>6,081,853</u>	<u>8,834,777</u>
Total business-type activities net program (expense) revenue	920,136	138,799	863,935	1,211,403
General revenues and other changes in net position				
Unrestricted investment earnings	61,157	36,317	9,639	4,478
Miscellaneous	187,813	60,351	185,058	17,225
Special item - discontinued operations	-	-	-	-
Transfers	160,842	(61,392)	842,299	(74,131)
Total general revenues and other changes in net position	<u>409,812</u>	<u>35,276</u>	<u>1,036,996</u>	<u>(52,428)</u>
<b>Total business-type activities change in net position</b>	<u>\$ 1,329,948</u>	<u>\$ 174,075</u>	<u>\$ 1,900,931</u>	<u>\$ 1,158,975</u>
<b>Total primary government change in net position</b>	<u>\$ (330,140)</u>	<u>\$ 2,196,044</u>	<u>\$ 263,111</u>	<u>\$ 492,125</u>

(1) Accrual basis of accounting

NOTE: 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.

STATISTICAL INFORMATION

CHANGES IN NET POSITION (1) CONTINUED

Fiscal Year					
2011	2012	2013	2014	2015	2016
\$ 5,027,229	\$ 5,026,141	\$ 5,134,720	\$ 5,775,681	\$ 6,063,713	\$ 6,681,343
1,890,468	2,482,660	2,446,553	503,196	-	-
401,842	389,402	459,418	540,255	550,555	588,537
<u>7,319,539</u>	<u>7,898,203</u>	<u>8,040,691</u>	<u>6,819,132</u>	<u>6,614,268</u>	<u>7,269,880</u>
6,326,946	6,521,880	6,367,177	6,582,946	6,873,149	7,108,017
2,204,210	2,632,229	2,768,743	449,082	-	-
227,920	239,173	250,113	327,899	340,572	276,533
-	220,997	27,468	10,914	-	68,197
123,325	-	584,651	975,226	1,115,799	3,384,479
<u>8,882,401</u>	<u>9,614,279</u>	<u>9,998,152</u>	<u>8,346,067</u>	<u>8,329,520</u>	<u>10,837,226</u>
1,562,862	1,716,076	1,957,461	1,526,935	1,715,252	3,567,346
3,677	5,422	3,507	3,680	1,729	5,966
22,977	3,608	3,487	148,415	-	24,552
-	-	-	-	(2,903,367)	-
(98,338)	(1,134,962)	(501,909)	(692,477)	1,134,457	(1,004,293)
<u>(71,684)</u>	<u>(1,125,932)</u>	<u>(494,915)</u>	<u>(540,382)</u>	<u>(1,767,181)</u>	<u>(973,775)</u>
\$ <u>1,491,178</u>	\$ <u>590,144</u>	\$ <u>1,462,546</u>	\$ <u>986,553</u>	\$ <u>(51,929)</u>	\$ <u>2,593,571</u>
\$ <u>994,626</u>	\$ <u>1,636,940</u>	\$ <u>689,903</u>	\$ <u>(524,757)</u>	\$ <u>1,609,555</u>	\$ <u>3,431,348</u>

# STATISTICAL INFORMATION

## CITY OF BAY CITY, TEXAS

### FUND BALANCES, GOVERNMENTAL FUNDS (1)

Last ten fiscal years

	Fiscal Year			
	2007	2008	2009	2010
General Fund				
Nonspendable				
Prepaid items	\$ -	\$ -	\$ -	\$ -
Assigned	-	-	-	-
Unassigned	-	-	-	-
Reserved				
Prepaid items	-	-	-	24,824
Unreserved	491,835	955,593	1,622,414	1,708,708
Total general fund	<u>\$ 491,835</u>	<u>\$ 955,593</u>	<u>\$ 1,622,414</u>	<u>\$ 1,733,532</u>
All Other Governmental Funds				
Restricted				
Retirement of long-term debt	\$ -	\$ -	\$ -	\$ 5,431
Capital project funds	-	-	832,503	3,663,379
Community development	659,675	1,204,720	1,356,292	1,810,198
Special revenue funds	733,622	1,190,398	1,325,206	-
Tourism	-	-	-	-
Municipal court	-	-	-	-
Culture and recreation	-	-	-	-
Public safety	-	-	-	-
Unassigned	-	-	-	-
Total all other governmental funds	<u>\$ 1,393,297</u>	<u>\$ 2,395,118</u>	<u>\$ 3,514,001</u>	<u>\$ 5,479,008</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

*FUND BALANCES, GOVERNMENTAL FUNDS (1) CONTINUED*  
*Last ten fiscal years*

Fiscal Year					
2011	2012	2013	2014	2015	2016
\$ 53,128	\$ 108,116	\$ 16,879	\$ 55,374	\$ 120,664	\$ 44,589
7,201	7,201	-	-	-	-
2,013,578	2,821,025	2,719,997	1,727,220	2,945,445	1,930,425
-	-	-	-	-	-
-	-	-	-	-	-
<u>\$ 2,073,907</u>	<u>\$ 2,936,342</u>	<u>\$ 2,736,876</u>	<u>\$ 1,782,594</u>	<u>\$ 3,066,109</u>	<u>\$ 1,975,014</u>
\$ 10,285	\$ 11,275	\$ 30,568	\$ 550,221	\$ 31,305	\$ 233,825
1,365,723	1,337,295	1,191,190	2,022,383	2,877,230	3,899,359
1,806,794	-	-	-	-	-
884,510	823,579	-	-	-	-
-	-	221,561	302,436	372,746	449,295
-	-	101,575	96,262	102,994	83,196
-	-	42,270	71,538	60,336	92,576
-	-	610,912	615,582	631,515	94,804
-	-	-	(40,379)	(98,700)	-
<u>\$ 4,067,312</u>	<u>\$ 2,172,149</u>	<u>\$ 2,198,076</u>	<u>\$ 3,618,043</u>	<u>\$ 3,977,426</u>	<u>\$ 4,853,055</u>

# STATISTICAL INFORMATION

## CITY OF BAY CITY, TEXAS

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

Last ten fiscal years

	Fiscal Year			
	2007	2008	2009	2010
<b>Revenues</b>				
Taxes	\$ 8,247,870	\$ 8,793,242	\$ 8,892,810	\$ 8,646,929
Licenses and permits	4,425	6,335	13,033	9,813
Fines and forfeitures	150,025	207,903	254,034	402,318
Fees and charges for services	275,369	359,771	263,473	2,286,558
Intergovernmental	572,709	610,382	399,741	156,826
Investment income	125,914	54,491	26,809	14,401
Miscellaneous	1,253,574	2,989,815	2,446,952	1,174,532
<b>Total revenues</b>	<b>10,629,886</b>	<b>13,021,939</b>	<b>12,296,852</b>	<b>12,691,377</b>
<b>Expenditures</b>				
Current				
General government	1,734,186	1,903,178	2,048,581	2,114,190
Public safety	3,111,551	3,205,678	3,301,382	3,692,061
Public works	964,075	979,730	1,071,482	1,050,523
Cultural and recreation	2,129,881	2,178,504	2,214,828	2,238,469
Capital outlay	6,031,745	2,548,637	2,502,372	3,569,151
Debt service				
Principal retirement	327,694	357,054	529,847	771,731
Interest and fiscal charges	302,916	444,971	428,781	484,390
Paying agents' fees and issue cost	20,174	-	122,550	90,183
<b>Total expenditures</b>	<b>14,622,222</b>	<b>11,617,752</b>	<b>12,219,823</b>	<b>14,010,698</b>
Excess (deficiency) of revenues over expenditures	(3,992,336)	1,404,187	77,029	(1,319,321)
<b>Other financing sources (uses)</b>				
Debt issuance	4,127,000	-	2,500,000	3,300,000
Premium on bonds	-	-	50,974	-
Payment to escrow	-	-	-	-
Transfers in	5,379,746	1,214,833	439,236	510,232
Transfers out	(5,540,588)	(1,153,441)	(1,281,535)	(436,101)
<b>Total other financing sources (uses)</b>	<b>3,966,158</b>	<b>61,392</b>	<b>1,708,675</b>	<b>3,374,131</b>
<b>Changes in fund balances</b>	<b>\$ (26,178)</b>	<b>\$ 1,465,579</b>	<b>\$ 1,785,704</b>	<b>\$ 2,054,810</b>
Debt service as a percentage of noncapital expenditures	<u>7.34%</u>	<u>8.84%</u>	<u>9.87%</u>	<u>12.03%</u>

(1) Modified accrual basis of accounting

## STATISTICAL INFORMATION

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

Fiscal Year					
2011	2012	2013	2014	2015	2016
\$ 9,398,598	\$ 8,764,173	\$ 8,845,091	\$ 8,894,495	\$ 9,988,557	\$ 10,375,097
9,335	8,947	5,706	205,321	235,881	255,511
736,614	466,970	378,455	339,905	326,125	322,166
751,218	408,908	444,908	2,585,325	2,809,761	2,898,210
334,370	111,982	281,587	342,057	420,857	264,635
14,914	6,159	5,773	3,647	2,660	16,240
<u>1,102,026</u>	<u>954,226</u>	<u>713,618</u>	<u>805,993</u>	<u>998,560</u>	<u>892,115</u>
<u>12,347,075</u>	<u>10,721,365</u>	<u>10,675,138</u>	<u>13,176,743</u>	<u>14,782,401</u>	<u>15,023,974</u>
2,553,230	1,862,353	2,031,233	2,343,485	2,083,129	2,335,155
4,074,012	3,840,767	4,118,972	4,472,587	4,581,482	4,986,001
1,617,989	981,178	1,142,463	2,895,565	3,163,745	3,425,770
1,658,183	1,764,783	1,869,035	2,022,110	2,102,214	2,396,240
2,351,256	467,801	1,005,219	1,072,074	2,245,491	3,704,716
883,784	653,759	775,707	847,110	1,496,153	1,553,752
622,147	398,754	348,511	257,997	368,026	344,650
-	-	154,249	71,973	-	123,195
<u>13,760,601</u>	<u>9,969,395</u>	<u>11,445,389</u>	<u>13,982,901</u>	<u>16,040,240</u>	<u>18,869,479</u>
(1,413,526)	751,970	(770,251)	(806,158)	(1,257,839)	(3,845,505)
-	-	4,672,000	1,598,000	1,398,250	3,776,667
-	-	65,470	67,893	-	235,643
-	-	(3,960,250)	-	-	-
1,271,561	568,493	874,319	1,684,648	3,058,627	2,920,044
<u>(1,173,223)</u>	<u>(576,872)</u>	<u>(1,054,827)</u>	<u>(2,078,698)</u>	<u>(1,556,140)</u>	<u>(3,302,315)</u>
<u>98,338</u>	<u>(8,379)</u>	<u>596,712</u>	<u>1,271,843</u>	<u>2,900,737</u>	<u>3,630,039</u>
<u>\$ (1,315,188)</u>	<u>\$ 743,591</u>	<u>\$ (173,539)</u>	<u>\$ 465,685</u>	<u>\$ 1,642,898</u>	<u>\$ (215,466)</u>
<u>13.20%</u>	<u>11.09%</u>	<u>11.23%</u>	<u>8.84%</u>	<u>13.64%</u>	<u>13.88%</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
2007	2006	\$ 324,883,782	\$ 229,169,949	\$ 63,687,770	\$ 118,880,723	\$ 498,860,778	\$ 0.51132
2008	2007	297,803,190	269,820,743	78,319,795	109,393,757	536,549,971	0.51132
2009	2008	299,647,821	331,396,398	82,412,631	111,046,253	602,410,597	0.50570
2010	2009	300,788,222	366,471,169	79,533,050	110,153,022	636,639,419	0.52934
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

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
2007	\$ -	\$ 0.51132	\$ 0.51132	\$ 1.52000	\$ 0.26829	\$ 0.03269
2008	-	0.51132	0.51132	1.32000	0.27590	0.03475
2009	-	0.50570	0.50570	1.31380	0.27518	0.03420
2010	0.03000	0.49934	0.52934	1.32000	0.27498	0.03245
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

SOURCE: Tax department records of the various taxing authorities

*DIRECT AND OVERLAPPING PROPERTY TAX RATES  
PER \$100 OF ASSESSED VALUE- CONTINUED*

Overlapping Rates			
<u>Matagorda Co. Hospital District</u>	<u>Matagorda Co. Drainage District #1</u>	<u>Matagorda Co. Conservation &amp; Reclaim. Distr.</u>	<u>Total</u>
\$ 0.17214	\$ 0.10355	\$ 0.05080	\$ 2.65879
0.17724	0.09919	0.00525	2.42365
0.17864	0.09221	0.00521	2.40494
0.18588	0.09329	0.00497	2.44091
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

# STATISTICAL INFORMATION

## CITY OF BAY CITY, TEXAS

PRINCIPAL PROPERTY TAXPAYERS

(UNAUDITED)

Current Year and Nine Years Ago

2016		
Taxpayer	Taxable Assessed Valuation	Percentage of Total City Taxable Assessed Valuation
Oak Manor Bay City LLC	\$ 9,190,320	1.24%
Wal-Mart Real Estate Business Trust	8,445,300	1.14%
Fortress Lodging LLC	7,143,820	0.96%
AEP Texas Central Co.	6,973,180	0.94%
PRSALL LLC	5,787,290	0.78%
Wal-Mart Store #01-1405	5,689,550	0.77%
Nichols Square Partners LTD	5,148,780	0.69%
Pasupatinath LLC	4,900,000	0.66%
Bay City Accommodations LTD	4,400,000	0.59%
Cypress Palm Village LP	4,238,620	0.57%
	<u>\$ 52,726,540</u>	<u>8.34%</u>

2007		
Taxpayer	Taxable Assessed Valuation	Percentage of Total City Taxable Assessed Valuation
Wal-Mart Real Estate Business Trust	\$ 8,052,810	1.61%
Wal-Mart Store #01-1405	7,067,090	1.42%
AEP Texas Central Co.	7,004,820	1.40%
Nichols Square Partners LTD	5,279,260	1.06%
W R H Bay City LTD	4,235,050	0.85%
Southwestern Bell Telephone LP	3,660,480	0.73%
H E Butt Grocery Co	3,489,810	0.70%
Saloman Brothers Realty LLC	3,446,480	0.69%
H E Butt Grocery Company	3,356,590	0.67%
Barretts Minerals Inc.	3,315,470	0.66%
	<u>\$ 48,907,860</u>	<u>9.79%</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
2007	\$ 2,551,227	\$ 2,469,148	96.78%	\$ 73,721	\$ 2,542,869	99.67%
2008	2,743,941	2,642,725	96.31%	93,189	2,735,914	99.71%
2009	3,045,791	2,930,352	96.21%	105,596	3,035,948	99.68%
2010	3,355,899	3,197,976	95.29%	143,835	3,341,811	99.58%
2011	3,717,277	3,575,427	96.18%	124,492	3,699,919	99.53%
2012	3,727,543	3,608,960	96.82%	96,947	3,705,907	99.42%
2013	3,750,544	3,629,326	96.77%	98,835	3,728,161	99.40%
2014	3,756,825	3,625,489	96.50%	99,177	3,724,666	99.14%
2015	4,088,953	3,980,062	97.34%	58,703	4,038,765	98.77%
2016	4,475,994	4,356,460	97.33%	-	4,356,460	97.33%

NOTE: Collections do not include penalty and interest.

SOURCE: Tax assessor/collector's records

## STATISTICAL INFORMATION

---

### CITY OF BAY CITY, TEXAS

#### RATIOS OF OUTSTANDING DEBT BY TYPE

Last ten fiscal years

---

Fiscal Year	Governmental Activities				
	Certificates of Obligation	General Obligation Bonds	Notes Payable	Capital Leases	Plus: Issuance Premiums
2007	\$ -	\$ 5,380,000	\$ 4,527,837	\$ 269,890	N/A
2008	-	5,155,000	4,434,167	221,134	N/A
2009	2,500,000	4,920,000	4,179,741	169,897	119,427
2010	5,582,500	4,675,000	3,913,401	116,052	95,542
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	10,290,417	2,990,000	349,849	101,617	424,826

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

### RATIOS OF OUTSTANDING DEBT BY TYPE CONTINUED

Last ten fiscal years

Certificates of Obligation	Business-type Activities		Total Primary Government	Percentage of Personal Income	Per Capita
	General Obligation Bonds	Plus: Issuance Premiums			
\$ -	\$ 7,375,000	N/A	\$ 17,552,727	N/A	\$ 955
-	6,305,000	N/A	16,115,301	N/A	877
2,500,000	5,220,000	50,974	19,660,039	N/A	1,044
2,282,500	4,025,000	141,418	20,831,413	N/A	1,667
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	24,412,794	N/A	1,387

## STATISTICAL INFORMATION

---

### CITY OF BAY CITY, TEXAS

#### RATIOS OF NET GENERAL BONDED DEBT OUTSTANDING

Last ten fiscal years

---

Fiscal Year	General Bonded Debt Outstanding			Total
	Certificates of Obligation	General Obligation Bonds	Plus: Issuance Premiums	
2007	\$ -	\$ 12,755,000	N/A	\$ 12,755,000
2008	-	11,460,000	N/A	11,460,000
2009	5,000,000	10,140,000	170,401	15,310,401
2010	7,865,000	8,700,000	236,960	16,801,960
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	20,365,000	2,990,000	606,328	23,961,328

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

---

*RATIOS OF NET GENERAL BONDED DEBT OUTSTANDING CONTINUED  
Last ten fiscal years*

---

Debt Service Monies Available	Net Bonded Debt	Percentage of Actual Taxable Value of Property	Per Capita
\$ -	\$ 12,755,000	100.00%	\$ 662
-	11,460,000	100.00%	581
-	15,310,401	100.00%	811
4,854	16,797,106	100.00%	940
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	23,727,503	100.00%	1,348

# STATISTICAL INFORMATION

## CITY OF BAY CITY, TEXAS

DIRECT AND OVERLAPPING GOVERNMENTAL ACTIVITIES DEBT

(UNAUDITED)

September 30, 2016

	Gross Debt Outstanding		Percentage Applicable To City	Amount Applicable To City
	Date	Amount		
Direct Debt:				
City of Bay City (1)	9/30/2016	\$ 14,156,709	100.00%	\$ 14,156,709
Overlapping Debt:				
Matagorda County	9/30/2016	3,927,662	14.36%	564,012
Bay City Independent School District	9/30/2016	<u>13,488,540</u>	66.50%	<u>8,969,879</u>
Total Overlapping Debt		<u>17,416,202</u>		<u>9,533,891</u>
Total		<u>\$ 31,572,911</u>		<u>\$ 23,690,600</u>

(1) Figures do not include accrued compensated absences and net pension liability.

NOTE: 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.

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			
	2007	2008	2009	2010
General government				
Building permits issued	N/A	N/A	N/A	442
Building inspections conducted	N/A	N/A	N/A	222
Fire inspection conducted	N/A	N/A	N/A	13
Public safety				
Police				
Arrests	1,846	1,399	1,513	1,934
Accident Reports	566	235	425	452
Citations	2,522	2,175	2,791	4,484
Offense reports	4,259	22,827	7,222	3,017
Calls for service	26,557	22,461	27,968	32,296
Fire				
Emergency responses	282	264	219	165
Fire incidents	83	112	133	71
Service calls and other calls	135	95	75	94
Automatic aid, mutual aid given	63	57	19	22
Streets and highways				
Street resurfacing (lane miles)	-	-	-	-
Water and wastewater				
Water				
Average daily consumption (millions)	2.061	2.357	2.503	1.907
Total consumption (millions)	752.369	860.144	913.706	695.911
Peak daily consumption (millions)	4.823	3.686	4.608	3.516
Wastewater				
Average daily sewage treatment (mil)	3.009	2.000	2.153	1.963
Total consumption (millions)	1,098.387	729.502	785.700	716.328
Peak daily consumption (millions)	17.123	7.117	5.100	13.556

NOTE: N/A denotes information not available

## STATISTICAL INFORMATION

*OPERATING INDICATORS BY FUNCTION/PROGRAM CONTINUED*  
*Last ten fiscal years*

Fiscal Year					
2011	2012	2013	2014	2015	2016
310	231	459	1,227	1,039	1,012
691	431	1,222	1,735	2,238	2,256
5	6	22	8	13	16
1,730	893	1,722	1,520	1,364	1,405
416	199	304	325	471	521
3,223	1,196	1,621	1,862	1,784	1,736
2,734	1,327	2,669	2,231	3,427	2,820
33,453	19,333	32,155	31,544	32,864	29,618
220	175	233	178	170	167
132	95	101	66	64	74
88	80	132	112	106	93
27	39	21	19	23	32
-	-	-	-	5.20	3.49
2.248	2.217	2.187	1.707	2.251	1.692
820.538	809.245	798.353	623.508	824.901	635.604
4.395	3.799	3.485	2.001	3.338	2.569
1.575	1.570	1.566	N/A	1.774	1.954
574.870	573.170	571.850	545.020	691.614	717.629
9.758	11.916	11.755	N/A	6.287	6.532

# STATISTICAL INFORMATION

## CITY OF BAY CITY, TEXAS

### CAPITAL ASSET STATISTICS BY FUNCTION/PROGRAM

Last ten fiscal years

Function/Program	Fiscal Year			
	2007	2008	2009	2010
Public safety				
Police				
Stations	1	1	1	1
Patrol units	30	30	32	31
Fire				
Fire stations	1	1	1	1
Public works				
Streets				
Streets (lane miles)	N/A	N/A	95	109
Parks				
Acreage	207	207	186	185
Parks	20	20	22	16
Swimming pools	2	2	2	2
Water and wastewater				
Water				
Water mains (miles)	90	90	94	94
Fire hydrants	600	600	600	600
Maximum daily capacity (thousands of gallons)	4	4	4	4
Wastewater				
Sanitary sewers (miles)	85	85	88	88
Storm sewers (miles)	70	70	80	80
Maximum daily treatment capacity (thousands of gallons)	4	4	4	4.3
Sanitation				
Collection trucks	N/A	N/A	8	8

NOTE: N/A denotes information not available

# STATISTICAL INFORMATION

*CAPITAL ASSET STATISTICS BY FUNCTION/PROGRAM CONTINUED*  
*Last ten fiscal years*

Fiscal Year					
2011	2012	2013	2014	2015	2016
1	1	1	1	1	1
31	31	35	33	37	34
1	1	1	1	1	1
109	109	109	109	109	109
185	185	185	185	185	186
16	16	16	16	16	17
2	2	2	2	2	2
94	94	94	115	115	115
600	600	600	600	650	650
4	4	4	4	4	4
88	88	88	88	88	88
80	80	80	80	80	80
4.3	4.3	4.3	4.3	4.3	4.3
8	8	8	0	0	0



# APPENDIX

**Budgetary Process and Guidelines**

**Budget Planning Calendar**

**Summary Description of the Budget Process**

**Budget Ordinance**

**Tax Rate Ordinance**

**Budgetary & Financial Management Policies**

**Investment Policy Summary**

**Capital Asset Policy**

**Resolution Adopting a Five-Year Capital Improvement Program**

**Compensation and Staffing Plan**

**Long-Term Financial Planning**

**Glossary of Terms**

**Acronyms**

**Index**





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

## Budgetary Process and Guidelines

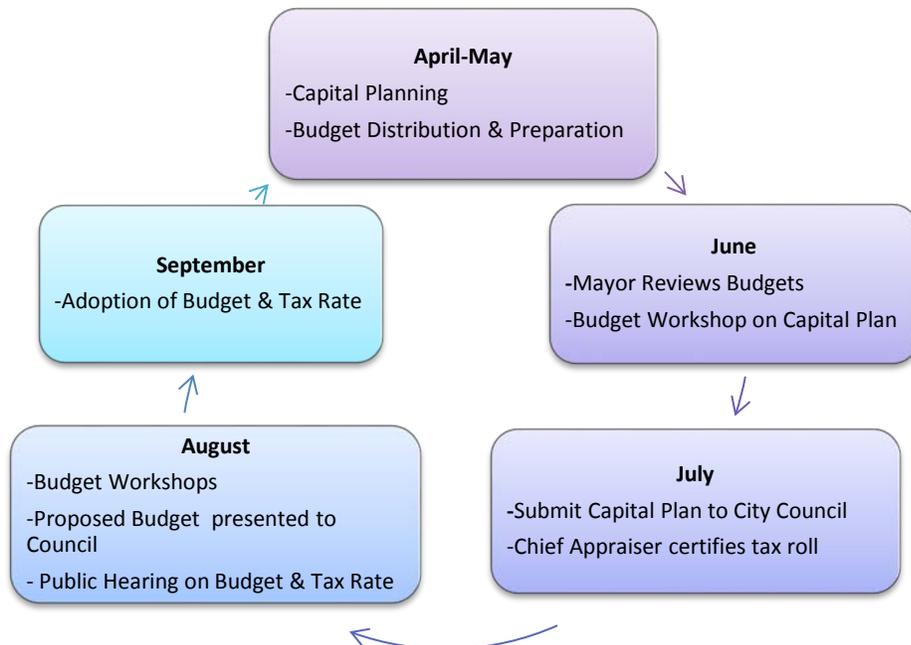
The purpose of this segment is to explain the budgetary policies and process of the City of Bay City. This narrative describes the legal requirements, budgeting standards and basic rationale of the budget process.

### 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



## FY 2018 Budget Planning Calendar

Date	Activity	Responsible Party
Jan-Feb	Goal Visioning Workshops Develop/Adopt Strategic Priorities	Mayor, City Council Department Heads
March	Capital Planning	Mayor, Finance Director Department Heads
April-May	Mailing of notices of appraised value	Matagorda County Appraisal District
April 12	Distribute budget package to Division Heads	Finance Director
May 9	Turn in budget package to Finance Director	Department Heads
May 31	Submit first draft of budget to Mayor	Finance Director
May 31	Capital Plan Review with Mayor	Finance Director & Department Heads
June 8	<b>Regular Council Meeting</b>	Mayor & City Council
June 22	<b>Budget Workshop-Capital Planning</b> <b>Regular Council Meeting</b>	City Council, Mayor, Department Heads
July 5-6	Budget review with Department Heads	Mayor, Finance Director Department Heads
July 6	<b>Regular Council Meeting (Moved from July 13)</b>	Mayor & City Council
July 25	Certification of appraisal roll	Chief Appraiser
July 25	<b>Budget Workshop – 5-year Capital Plan</b> Fee Ordinance; Budgetary & Financial Policies	City Council, Mayor, Department Heads
July 27	<b>Regular Council Meeting</b>	Mayor & City Council
August 2	<b>Budget Workshop- 5:00 PM</b>	City Council, Mayor, Department Heads
August 4	Proposed Budget filed with City Secretary	Finance Director
August 4	Distribute budget package to Division Heads	Finance Director
August 6	Publishes notice of effective and rollback tax rates	Matagorda County Tax Office
August 8	<b>Budget Workshop- 5:00 PM</b>	City Council, Mayor, Department Heads
August 9	<b>Budget Workshop- 2:00 PM</b>	City Council, Mayor, Department Heads
August 10	<b>Regular Council Meeting</b> -Approve budgetary policy & fund balance policy -Discuss tax rate- Propose desired rate -Set Public Hearings on tax rate (if required) -Set Public Hearings on budget	City Council Mayor Finance Director
August 24	<b>Regular Council Meeting- 7:00</b> -Public Hearings on budget & tax rate (if required) -Public Hearing on Capital Plan (Charter 10.16)	City Council
August 31	<b>Special Called Meeting- 5:30</b> -Public Hearing on budget -Public Hearing on tax rate (if required)	City Council
September 14	<b>Regular Council Meeting</b> -Approve Capital Plan -First and final reading of budget ordinance -First and final reading of tax rate ordinance -First and final reading of fee ordinance	City Council
September 29	Distribute budgets	Finance Director
October 1	Budget becomes effective	N/A

## Detailed Budget Calendar

Date	Description	Notes
Jan-Feb	Goal Visioning Workshops	<i>Workshops with City Council and Department Heads</i>
March	Capital Project Planning Departments Prepare Business Plans	<i>Preparing for Capital Workshop with City Council Goals for 17-18 / Accomplishments 16-17</i>
April-May	Mailing of Notices of appraised value	<i>Matagorda County Appraisal District</i>
April 12	Distribute budget packets to staff	<i>Goal Visioning Kick off with Department Heads</i>
May 9	Turn in Business Plans for Review	
May 9	Turn in budget packet to Finance Director	
May 31	Submit first draft of budget to Mayor	
May 31	Capital Plan Review with Mayor	<i>Review Capital Plan to be presented to City Council on June 22</i>
June 5 (Mon)	72 Hour Notice	
June 8 (Thurs)	<b>Regular Council Meeting</b>	
June 19 (Mon)	72 Hour Notice	
June 22 (Thurs)	<b>Budget Workshop- Capital Planning</b> <b>Regular Council Meeting</b>	<i>Present Capital Plan and receive input from Council of Ranking (10-year Plan)</i>
July 3 (Mon)	72 Hour Notice	
July 5-6	Budget review with Department Heads	

July 6	<b>Regular Council Meeting (moved from July 13)</b>	<i>Chief appraiser certifies the approved appraisal roll</i>	
July 24	72 Hour Notice		
July 25	Deadline for Certification of Roll (MCAD)		
July 25	<b>Budget Workshop-5-year Capital Plan</b>		
July 26-Aug 5	Calculation of Effective Tax Rate		<i>Narrow 10- year plan down to 5- year plan</i>
July 27 (Thurs)	<b>Regular Council Meeting</b>		
July 28 (Fri)	72 Hour Notice		
August 2 (Wed)	<b>Budget Workshop</b> -Capital Plan -Budget Calendar deadlines -Proposed Fee Ordinance -Budgetary & Financial Policy -Other Organizations		<i>Kick Off Budget Workshop for Aug. 8</i>
August 4 (Fri)	Distribute budgets to DH's for review		
August 4 (Fri)	Proposed budget filed with City Secretary		
August 4 (Fri)	72 Hour Notice	<i>Publication not required. Effective &amp; Roll back Rates (Deadline is Aug. 7)</i>	
August 6 (Sun)	Publication of effective & roll back rates (Matagorda County Tax Assessor/Collector)		
August 8 (Tues)	<b>Budget Workshop- General Fund</b>		
August 9	<b>Budget Workshop- General Fund &amp; Enterprise Funds (Utility &amp; Airport)</b>		

August 7 (Mon)	72 Hour Notice	<p><i>Request place holder for public hearing notices to run on Sunday, Aug. 13 and Wednesday, Aug. 16</i></p> <p><i>“Consider and/or approve placing a proposal to adopt a tax rate for the 2017/2018 fiscal year as an action item on the agenda of a future meeting, specifying therein the desired rate and publishing notice thereof.”</i></p> <p><i>“Consider and/or approve setting two public hearings on the proposed 2017/2018 Tax Rate for August 24 and August 31.” (Only required if proposed rate exceeds Effective tax rate)</i></p> <p><i>“Consider and/or approve setting public hearings on the proposed 2017/2018 Budget for August 24 and August 31.”</i></p> <p><i>“Notice of Public Hearing on Tax Increase” if applicable “Notice of Public Hearing on Proposed Budget” Ads to run Sun. Aug. 13 &amp; Wed. Aug. 16</i></p> <p><i>Put both dates here to avoid Aug 28 PH Notice</i></p>
Aug 9 (Wed)	Deadline to Paper	
August 10 (Thurs)	<p><b>Regular Council Meeting</b></p> <p>Discussion of tax rate; If proposed tax rate exceeds effective tax rate- take record of vote and schedule PH’s.</p> <p>Set public hearing on <u>capital plan</u> per Charter</p>	
August 11 (Friday)	<p>Confirm placement with newspaper</p> <p>Put Notices on City’s Website</p>	
August 21 (Mon)	72 Hour Notice for Public Hearings	

<p>August 24 (Thurs)</p>	<p><b>Regular Council Meeting</b></p> <p><i>Public Hearing Capital Plan (Citizen Input)</i></p> <p>Public Hearings on tax rate (if needed) &amp; Proposed Budget &amp; Capital Plan</p> <p>Tax rate hearings are only needed if proposed tax rate exceeds the effective tax rate.</p> <p>Budget Hearings are always required</p>	<p><i>Mayor to announce the date of the next public hearing. (August 31 for proposed budget and tax)</i></p> <p><i>The governing body may not adopt a tax rate at either of these PH's. At each hearing, 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>Mayor to announce "the date of the final approval of the budget and tax rate will be in City Hall on Sept. 14, 2017 @ 7:00"</i></p>
<p>August 31 (Thurs)</p>	<p><b>Special Called Meeting</b></p> <p>Public Hearing on tax rate and Proposed Budget</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><i>Announce the date &amp; time for final approval for the budget and tax rate ordinance (September 14 @ 7:30 at CH Council Chambers)</i></p>
<p>Sept. 1 (Friday)</p>	<p>Deadline to Paper</p> <p>Not required if tax rate does not exceed effective</p>	<p><i>Place notice on website and newspaper on Wednesday, September 6, 2017 if applicable</i></p> <p><i>"Notice of Tax Revenue Increase"</i></p>
<p>Sept 11 (Mon)</p>	<p>72 Hour Notice</p>	

<p>Sept 14 (Thur)</p>	<p><b>Regular Council Meeting</b></p> <ul style="list-style-type: none"> <li>-Adopt Budget and Vote on Tax Rate</li> <li>-Approve Fee Ordinance</li> </ul>	<p><i>“Consider first and final 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 2017-2018 budget.”</i></p> <p><i>“Consider second and final reading fixing the tax rate....”</i></p>
<p>Sept 29</p>	<p>Distribute Budgets</p>	<p><i>Approve Fee Ordinance if applicable</i></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 1<sup>st</sup> in advance of each fiscal year containing a financial plan for the next fiscal year. The plan must contain, among other things, a budget message explanatory of the budget and any significant changes, an analysis of property valuation and tax rate, and detail concerning fund revenues and expenditures.

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

The Mayor 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 Mayor 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 Mayor submits his proposed budget to the City Council. The Council will then examine the Budget and have one or more hearings and/or work sessions on the budget. The Council normally votes on the budget ordinance in the first or second week of September.

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

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

## Legal Requirements

### A. City Charter.

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

### B. State Law.

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

### C. Federal Law.

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

## Budgeting Standards

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

## Budget Policies as set forth in the City Charter

### Fiscal Year

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

### Preparation, Submission and Content of Budget

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

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

The Mayor, 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.

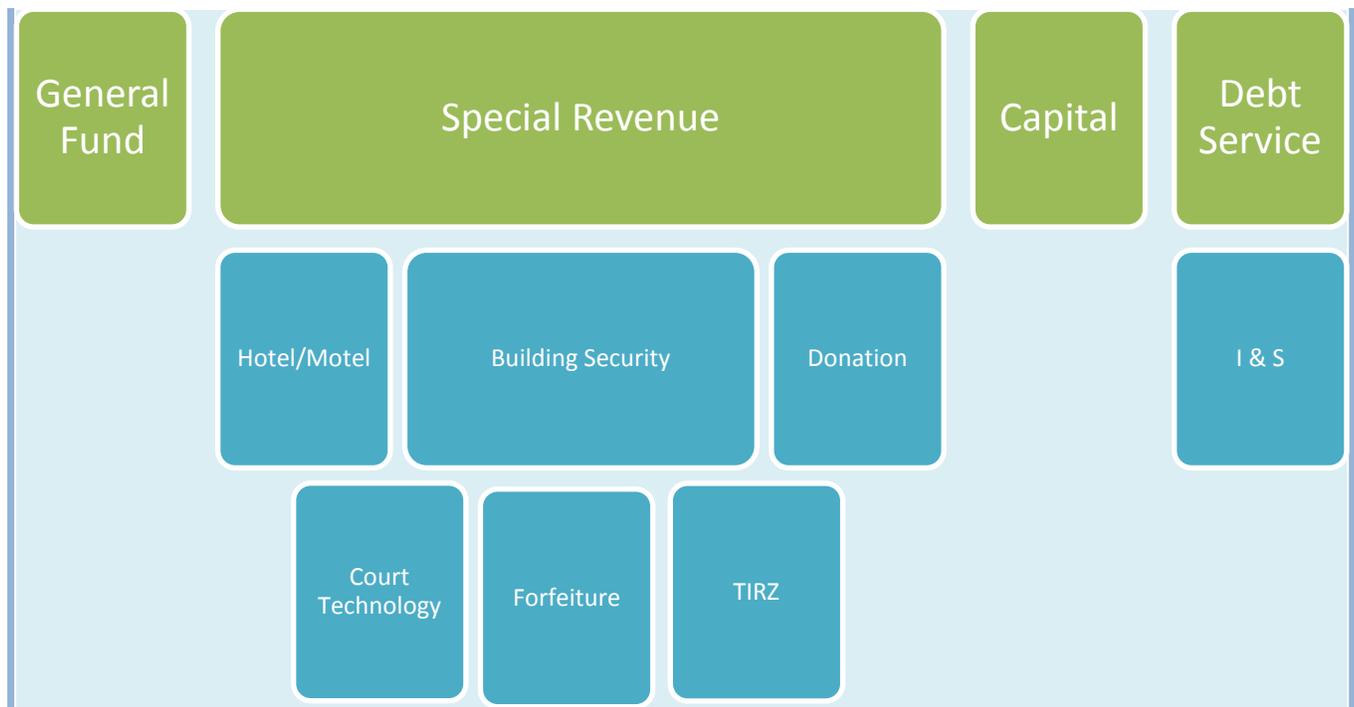
The organizational arrangement of the budget document is based upon the format reflecting the funds of the City, the departments associated with each fund, followed by revenue and expenditure

## 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 2017-2018 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 2017-2018 and

**WHEREAS**, the proposed Operating Budget was placed on file with the City Secretary on the 8<sup>th</sup> day of August 2017; and

**WHEREAS**, a public hearing on the Operating Budget for the City of Bay City for the year 2017-2018 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 2017-2018 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, 2017.

**PASSED AND APPROVED** on this 14th day of September 2017.

### **Tax Rate Ordinance**

AN ORDINANCE ADOPTING THE TAX RATE OF \$0.65500 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, 2018, LEVYING A MAINTENANCE AND OPERATIONS RATE OF \$.5110 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 \$.1440; 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 2017-2018; 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 FY 2017-2018; and

**WHEREAS**, the City has acknowledged that:

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

THE TAX RATE WILL EFFECTIVELY BE RAISED BY 9.70 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$45.33; and

**WHEREAS**, the City has fully and timely complied with all notice and other requirements relative to the adoption of a tax rate for FY 2017-2018.

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 FY 2017-2018 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, 2017, except so much thereof as may be exempt by the Constitution or laws of the State of Texas, a total tax of \$0.6550 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 \$0.5110 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, 2018, 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 \$0.1440 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, 2018.

**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 2017.



## **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. A copy of the Proposed Budget is made available in the City Secretary's Office or 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 Mayor. 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 Mayor 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 Mayor 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-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 time line 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 Mayor 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 as provided by the Appraisal District. A ninety-seven percent (97%) 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, wastewater, and garbage fees 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 policy 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. Personnel allocations may not be changed without the approval of Mayor.

#### **Amendments to the Budget**

In accordance with the City Charter, under Article 10.14 (Transfer of Appropriations) provides, with approval of the City Council, the Mayor may transfer any unencumbered appropriated balance within any office, department, or agency at any time. At the request of the Mayor, and within the last three months of the fiscal year, the Council may by resolution transfer any unencumbered appropriation balance or portion thereof from an office, department or agency, to another.

#### **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 Mayor.

#### **Mayor's Authority to Amend the Budget**

The Mayor 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 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 Mayor 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 Mayor 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 Mayor and Finance Director a detailed listing of the property for sale or disposal. The Mayor 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 Mayor 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 Mayor. 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 Mayor.
- 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 Mayor shall review all requests for as-needed sales, and make a final determination authorizing the sale or disposition.
- i) The Mayor, 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 Mayor 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-2017-31**

**A RESOLUTION ADOPTING A FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM (CIP)  
IN COMPLIANCE WITH THE CITY CHARTER**

**WHEREAS** the City Charter requires the Mayor 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 Mayor submitted a Five-Year Capital Program to the City Council on July 25, 2017 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, 2017 – September 30, 2022), a copy of which is attached hereto and incorporated in the Fiscal Year Budget 2018, is hereby adopted in compliance with the City of Bay City Home Rule Charter.

**PASSED and APPROVED this 14th day of September 2017.**

## Compensation and Staffing Plan

The City is currently working on 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.

### Goals

- Provide a competitive benefit package
- Evaluate staffing levels to meet service needs
- Assist in staff developmental training
- Set guidelines for performance evaluations

### 2018 Business Plans (Objectives)

- Develop and maintain City wide pay scale
- Update compensation study (participate in other studies)
- Review and amend new employee orientation program (create on-boarding process)

### 2017 Accomplishments of Prior Year Business Plans

- Increased the number of monthly employee and supervisor policy reviews
- Pre-filled open enrollment forms for more efficiency
- Reviewed and modified job descriptions
- Performed monthly insurance audit
- Transitioned employee medical filed into a more organized file system
- Completed records destruction

### Salary Increase (City Council Annual Approval)

City Council approved a budgeted salary increase of 1.6% this year for all City employees.

### Approved Positions for FY 2018 (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. **There were staffing level changes. The net decrease was 3 full time positions.** The City decreased 2 positions in Police, 1 position in Building Maintenance, 1 position in Finance, and 1 position in City Secretary. The City increased 2 positions in Human Resource. The City previously budgeted Human Resource in the City Secretary department.

### Approved by Council for 2018 Budget:

- Amount of Salary Increase Allocated- \$109,000
- Number of Positions (157)

APPENDIX

<i>Occupational Department</i>	<i>No. Of Positions FY 2015</i>	<i>No. Of Positions FY 2016</i>	<i>No. Of Positions FY 2017</i>	<i>No. Of Positions FY 2018</i>
<i>*Administrative Council</i>	8	9	8	8
<i>City Secretary</i>	3	3	3	2
<i>Human Resources</i>	0	0	0	2
<i>*Municipal Court</i>	6	6	6	6
<i>Finance</i>	4	4	5	4
<i>Police</i>	58	59	59	57
<i>Fire</i>	1	1	1	1
<i>Animal Impound</i>	3	3	3	3
<i>Streets</i>	17	16	17	17
<i>Recycling Center</i>	3.5	3.5	3.5	3.5
<i>*Parks</i>	10	10	10	12
<i>*Riverside Park</i>	2	2	2	3
<i>*Recreation</i>	3	3	3	0
<i>*Pools</i>	21	21	21	21
<i>Library</i>	6.5	6.5	6.5	6.5
<i>Utility General</i>	9	10	9	9
<i>Utility Maintenance</i>	15	14	14	14
<i>Waste Water (WWTP)</i>	5	5	6	6
<i>*Airport</i>	2	2	2	3
<i>Information Technology</i>	2	2	3	3
<i>Equipment Maintenance</i>	3	3	3	3
<i>Facility Maintenance</i>	6	5	5	4
<b><i>Total Budgeted Positions</i></b>	<b>188</b>	<b>188</b>	<b>190</b>	<b>188</b>
<b><i>*Temporary /Contracted Workers</i></b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>31</b>
<b><i>Total Full Time/Part Time</i></b>	<b>158</b>	<b>158</b>	<b>160</b>	<b>157</b>
<b><i>Temporary Workers by Department</i></b>				
<i>Council Members- Admin Council</i>	5	5	5	5
<i>Appointed-Judges- Municipal Court</i>	2	2	2	2
<i>Temporary Workers-Parks</i>	0	0	0	2
<i>Temporary Worker-Riverside</i>	0	0	0	1
<i>Temporary Workers-Recreation</i>	3	3	3	0
<i>Temporary Workers-Pools</i>	20	20	20	20
<i>Temporary Worker- Airport</i>	0	0	0	1
<b><i>Total Budgeted Positions</i></b>	<b>188</b>	<b>188</b>	<b>190</b>	<b>188</b>

## Long-Term Financial Planning

### OVERVIEW

The City must take into consideration many different facets when trying to plan for the future. The City's first step was with the adoption of a Vision 2040 Plan in 2014. Next, the City implemented a Five-Year Capital Plan. This was an effort to look at the "big ticket" items and determine what funding sources would be needed for all the planned projects for the next five years. Revenue assumptions were then developed. The City's Strategic Plan 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	2016 (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

	2016 (estimate)	2020 Texas State Data Center	2020 Texas Water Development Board	2030 Texas State Data Center	2030 Texas Water Development Board
Bay City	17,635	NA	18,797	NA	19,786
Matagorda County	36,954	39,103	39,166	40,611	41,226

Source: Texas Water Development Board [www.twdb.state.tx.gov](http://www.twdb.state.tx.gov) and Texas State Data Center [www.osd.texas.gov](http://www.osd.texas.gov)

**Ethnicity**

Bay City is fairly reflective of the State as a whole in terms of diversity. There are a slightly higher percentage of Hispanic and Black residents in the City than the State overall. This does not reflect the transient population of construction workers and others who are in Bay City long term, but not captured by the Census. This transient population will influence the community, despite not being “counted” as part of the population. In Census data, Hispanic is considered an Ethnicity, not a race. This means the numbers below will not add up to 100% as individuals can identify as White and Hispanic, etc.

Table 3 2012 Race and Ethnicity

	Count	Percent
<b>White Alone</b>	11,294	65.0%
<b>Black Alone</b>	2,688	15.5%
<b>American Indian</b>	123	0.7%
<b>Asian</b>	140	0.8%
<b>Pacific Islander</b>	5	0.0%
<b>Other</b>	2,679	15.4%
<b>2 or more Races</b>	436	2.5%
<b>Hispanic (any race)</b>	6,631	43.9%

Source: US Census [www.census.gov](http://www.census.gov), ESRI Business Analyst

## Age

Bay City is a relatively young community, with a median age of 35.2 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	1,360	7.8%
5 – 9	1,263	7.3%
10 – 14	1,248	7.2%
15 – 19	1,284	7.4%
20 – 24	1,185	6.8%
25 – 34	2,300	13.2%
35 – 44	1,880	10.8%
44 – 54	2,475	14.3%
55 – 64	2,062	11.9%
65 – 74	1,208	7.0%
75 – 84	720	4.1%
85+	377	2.2%
<b>Median Age</b>	35.2	

Source: ESRI Business Analyst

## Income and Employment

The median income in Bay City (\$39,675) is significantly lower than the State (\$47,622) and even the County (\$40,635). This indicates that many of the well-paying jobs in and around Bay City are not held by those living in the City limits. In addition, over 1/3 of Bay City residents make less than \$25,000 per year. 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 local, high paying jobs.

**Table 5** Income by Household

	Count	Percent
< \$15,000	1,292	19.8%
\$15,000 - \$24,999	924	14.2%
\$25,000 - \$34,999	689	10.6%
\$35,000 - \$49,999	915	14.0%
\$50,000 - \$74,999	1,002	15.4%
\$75,000 - \$99,999	770	11.8%
\$100,000 - \$149,999	748	11.5%
\$150,000 - \$199,000	105	1.6%
\$200,000+	70	1.1%
<b>Median Household Income</b>	\$39,675	

Source: ESRI Business Analyst

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 have been tremendous success in economic development within Matagorda County, residents of Bay City have not seen as much benefit from this as would be hoped. It will be critical going forward for the City to continue working to develop the local workforce to compete for the new jobs being created in the region.

**Table6** Employment by Sector

	<b>Business Count</b>	<b>Business Percent</b>	<b>Employee Count</b>	<b>Employee Percent</b>
<b>Total, All Industries</b>	1,102	100%	6,101	100%
<b>Agricultural &amp; Mining</b>	61	5.5%	244	4.0%
<b>Construction</b>	54	4.9%	130	2.1%
<b>Manufacturing</b>	26	2.4%	173	2.9%
<b>Transportation</b>	23	2.1%	136	2.2%
<b>Communication</b>	8	0.7%	97	1.6%
<b>Utility</b>	4	0.4%	253	4.1%
<b>Wholesale Trade</b>	47	4.3%	253	4.1%
<b>Retail Trade</b>	218	19.8%	1,572	25.8%
<b>Finance, Insurance, Real Estate</b>	106	9.6%	345	5.7%
<b>Services</b>	526	47.7%	2,622	43.0%
<b>Government</b>	29	2.6%	462	7.6%

Source: ESRI Business Analyst

**Housing**

Housing is a tremendous challenge for many communities, especially those with characteristics like Bay City. With the population decline between 2000 and 2010, there was a decrease in available homes (8,035 in 2000 vs. 7,856 in 2010 per US Census). In addition, builders will be hesitant to build in a community with a history of population decline because it indicates there will not be a market for their properties. Bay City has taken a proactive approach to encourage housing development and is working with developers to encourage new building. This has shown success in several new projects breaking ground in the area.

Given the large transient population in Bay City, it will be important to work with apartment developers and RV Park developers to address this demand for longer-term housing other than hotels. This is a challenge to address because many residents are resistant to developments of this type, and developers are often wary of making significant investments because the population is not stable. It will be a challenge to meet the demand for this type of housing; however, it is an opportunity for the City.

An area of concern is the lack of homes for sale. Potential new residents may not be able to find suitable homes available in their price range and decide to look elsewhere. Another issue is the large number of “Other” vacant homes. These represent homes that are unoccupied, but not for sale or rent. These may be homes that have been abandoned, held in trusts, or other issues. There needs to be a focus on ensuring these homes are maintained and do not become sources of blight in the community. Code Enforcement should prioritize these properties for attention.

**Table 7** 2010 Housing Occupancy

	Count	Percent
<b>Total</b>	7,856	100%
<b>Occupied</b>	6,648	84.6%
<b>Owner</b>	3,523	44.8%
<b>Renter</b>	3,125	39.8%
<b>Vacant</b>	1,208	15.4%
<b>For Rent</b>	594	7.6%
<b>Rented- Not Occupied</b>	16	0.2%
<b>For Sale Only</b>	65	0.8%
<b>Sold- Not Occupied</b>	20	0.3%
<b>Seasonal Use</b>	68	0.9%
<b>Migrant Workers</b>	2	0.0%
<b>Other</b>	443	5.6%

Source: 2010 US Census

The majority of homes in Bay City are single family (54.9%). 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** 2005-2009 Housing Units per Structure

	Count	Percent
<b>Total</b>	8,277	100%
<b>1, Detached</b>	4,547	54.9%
<b>1, attached</b>	222	2.7%
<b>2</b>	221	2.7%
<b>3 to 4</b>	742	9.0%
<b>5 to 9</b>	916	11.1%
<b>10 to 19</b>	297	3.6%
<b>20 or More</b>	516	6.2%
<b>Mobile Home</b>	789	9.5%
<b>Boat, RV, Van, Etc.</b>	27	0.3%

Source: 2010 US Census

With a median value of \$108,032, 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** 2012 Housing Values for Owner Occupied Units

	<b>Count</b>	<b>Percent</b>
<b>Total</b>	3,390	100%
<b>&lt;\$50,000</b>	503	14.9%
<b>\$50,000 - \$99,999</b>	1,023	30.2%
<b>\$100,000 - \$149,999</b>	1,052	31.0%
<b>\$150,000 - \$199,999</b>	507	15.0%
<b>\$200,000 - \$249,999</b>	145	4.3%
<b>\$250,000 - \$299,999</b>	75	2.2%
<b>\$300,000 - \$399,999</b>	68	2.0%
<b>\$400,000 - \$499,999</b>	15	0.4%
<b>\$500,000 - \$749,999</b>	2	0.1%
<b>➤ \$750,000</b>	0	0.0%
<b>Median Value</b>	\$108,032	

Source: ESRI Business Analyst

## Education

Over 30% of Bay City residents do not have a high school diploma. This presents a tremendous challenge in creating quality jobs because there is not a skilled workforce to recruit from. This low education attainment is reflected in the low household income discussed earlier. Addressing the educational attainment and skills of the local workforce is a key challenge for Bay City. There is work underway, through the partnership with Wharton County Junior College; however, much more needs to be done to get local residents at least a high school equivalency so they can be prepared for the new jobs being created in Matagorda County.

**Table 10** Educational Attainment 25 years+

	<b>Count</b>	<b>Percent</b>
<b>Total Pop 25+</b>	11,239	100%
<b>Less than 9<sup>th</sup> grade</b>	1,737	15.5%
<b>Some HS, no diploma</b>	1,697	15.1%
<b>HS Degree</b>	3,168	28.2%
<b>Some College</b>	2,744	24.4%
<b>Associates Degree</b>	494	4.4%
<b>Bachelor's Degree</b>	1,065	9.5%
<b>Graduate degree</b>	334	3.0%

Source: US Census

**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.

**Table12** Property Tax Rates and Entities 2013 (most recent available on CAD site)

	<b>Rate / \$100</b>
<b>City of Bay City</b>	0.56794
<b>City of Palacios</b>	0.85787
<b>Matagorda County</b>	0.32099
<b>Bay City ISD</b>	1.32394
<b>Boling ISD</b>	1.0400
<b>Matagorda ISD</b>	1.16373
<b>Palacios ISD</b>	1.1000
<b>Tidehaven ISD</b>	1.2176
<b>Van Vleck ISD</b>	1.0400
<b>Matagorda County Hospital District</b>	0.2560
<b>Port of Bay City Authority</b>	0.03645
<b>Matagorda County Nav District #1</b>	0.03872
<b>Matagorda County Consv. &amp; Recl. District</b>	0.00522

Source: Matagorda County CAD

The Sales Tax in Bay City is the State maximum of 8.25 percent. Of this, 6.25 percent goes to the State of Texas, 1.0 percent goes to the City, 0.5 percent for property tax relief, and 0.5 percent is for economic development.

The economic downturn of 2008 resulted in a significant drop in gross sales and sales tax collection in Bay City. While there has been a rebound in the gross sales, the level of sales subject to sales tax has not returned to the same level as in 2008. As the City continues to rebound and see more retail and service growth, this revenue will continue to increase and return to the levels seen prior to the recession.

**Table 12** Gross Retail Sales

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

### **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 2013, 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.

## 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 organizations 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 1<sup>st</sup> through September 30<sup>th</sup>, is the same as the fiscal year.

### **CAFR**

Comprehensive Annual Financial Report.

### **Capital Outlay**

Expenditures that result in the acquisition of or addition to fixed assets.

### **Capital Program**

A five year plan that outlines the capital projects and includes information regarding funding, project description and scheduling.

### **Cash Basis**

A basis of accounting under which transactions are recorded when cash is received or disbursed.

### **Certificate of Obligation (CO's)**

Legal debt instruments used to finance capital improvement projects. CO's are backed by the credit of the government entity and are fully payable from a property tax levy. CO's differ from general obligation debt in that they are approved by the City Council and are not voter approved.

### **Contingency**

An appropriation reserve set aside for emergencies or unforeseen expenditures not budgeted.

### **Current Taxes**

Taxes that are levied and due within the current year.

### **Debt Service Fund**

A fund established to account for payment of principal and interest on outstanding bonds when due.

### **Delinquent Taxes**

Property taxes that remain unpaid on and after the due date. Delinquent taxes also incur penalties and interest at specified rates set by law.

### **Department**

A functional group aimed at accomplishing a major service or program using related activities.

**Depreciation**

The allocation of the cost of a fixed asset over the estimated service life of that asset.

**Division**

A division is a separately budgeted segment of the department.

**Effectiveness**

A program performance indicator that measures the quality of the program outputs.

**Effective Tax Rate**

The rate that produced the same effect in terms of the total amount of taxes last year using the assessed valuation in the current year.

**Encumbrance**

Appropriated funds committed to purchase a good or service that has not been performed or executed. After the receipt or performance of goods or service the commitment becomes an account payable.

**Enterprise Fund**

A fund that operates like a business with the intent that the costs of providing the services will be recovered through user chargers 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 in order 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.

---

## Acronyms

<b>A/P</b>	Accounts Payable
<b>ACH</b>	Automated Clearing House
<b>AMI</b>	Advanced Metering Infrastructure
<b>BCISD</b>	Bay City Independent School District
<b>BCLA</b>	Bay City Library Association
<b>BCPD</b>	Bay City Police Department
<b>BCPL</b>	Bay City Public Library
<b>CAFR</b>	Comprehensive Annual Financial Report (Audit)
<b>CDBG</b>	Community Development Block Grant
<b>CIP</b>	Capital Improvement Plan
<b>C.O.</b>	Certificates of Obligation
<b>COG</b>	Council of Governments
<b>CTRA</b>	Central Texas Recycling Association
<b>CVB</b>	Convention and Visitors Bureau
<b>CY</b>	Cubic Yard
<b>ED</b>	Economic Development
<b>EAC</b>	Economic Action Committee
<b>EPA</b>	Environmental Protection Agency
<b>FAA</b>	Federal Aviation Administration
<b>FASB</b>	Financial Accounting Standards Board
<b>FICA</b>	Federal Insurance Contribution Act
<b>FTE</b>	Full-Time Equivalent
<b>FY</b>	Fiscal Year
<b>GAAFR</b>	Governmental Accounting, Auditing and Financial Reporting
<b>GAAP</b>	Generally Accepted Accounting Principals
<b>GASB</b>	Governmental Accounting Standards Board
<b>GF</b>	General Fund
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographical Information Systems
<b>G.O.</b>	General Obligation
<b>H-GAC</b>	Houston-Galveston Area Council
<b>HOT</b>	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  
**TMCEC**- Texas Municipal Court Education Center  
**TML** – Texas Municipal League  
**TMRS** – Texas Municipal Retirement System  
**TWC** – Texas Workforce Commission  
**TXDOT** – Texas Department of Transportation  
**USO**- United Service Organization  
**VVSD**- Van Vleck Independent School District  
**WCA**- Waste Corporation of America  
**WWTP** – Wastewater Treatment Plant

**INDEX**

**A**

ACRONYMS..... 250  
 ADMINISTRATIVE COUNCIL..... 42  
 AIRPORT.....106  
 ANIMAL IMPOUND..... 61  
 APPENDIX..... 200

**B**

BUDGETARY & FINANCIAL MANAGEMENT POLICIES.....216  
 BUDGETARY FUND STRUCTURE..... 25  
 BUDGETARY PROCESS AND GUIDELINES..... 200  
 BUDGET MESSAGE..... 1  
 BUDGET ORDINANCE.....213  
 BUDGET PLANNING CALENDAR.....201  
 BUDGET SUMMARIES..... 25  
 BUILDING SECURITY FUND..... 129

**C**

CAPITAL..... 147  
 CAPITAL ASSET POLICY.....227  
 CAPITAL IMPROVEMENT PLAN.....147  
 CHANGES IN FUND BALANCE/WORKING CAPITAL .....27  
 CITY GENERAL.....47  
 CITY OFFICIALS.....16  
 CITY PROFILE.....9  
 CITY SECRETARY.....44  
 CITY WIDE DEBT..... 165  
 CIVIC CENTER.....118  
 COMBINED BUDGET OVERVIEW..... 26  
 COMBINED REVENUE AND EXPENDITURES SUMMARY..... 28  
 COMPENSATION AND STAFFING PLAN..... 234  
 CONVENTION AND VISITORS BUREAU..... 115  
 COURT TECHNOLOGY FUND..... 131

**D**

DEMOGRAPHIC OVERVIEW..... 23  
 DEPARTMENTAL SUMMARIES..... 42  
 DONATION FUND..... 125

**E**

ELECTED OFFICIALS..... 9  
 ENTERPRISE AND SPECIAL REVENUE FUNDS..... 34  
 ENTERPRISE FUNDS.....85  
 EQUIPMENT MAINTENANCE..... 140

**F**

FACILITY MAINTENANCE.....143  
 FINANCE..... 55

FIRE.....	63
FIVE YEAR CAPITAL IMPROVEMENT PLAN SUMMARY.....	148
FORFEITURE FUND.....	127
<b>G</b>	
GENERAL FUND .....	37
GENERAL FUND EXPENDITURES BY FUNCTION.....	40
GENERAL FUND REVENUE.....	31, 37
GLOSSARY OF TERMS.....	244
<b>H</b>	
HISTORY OF BAY CITY .....	18
HOTEL/MOTEL FUND.....	113
HUMAN RESOURCES.....	51
<b>I</b>	
INFORMATION TECHNOLOGY.....	133
INTERNAL SERVICE FUNDS.....	133
INVESTMENT POLICY SUMMARY.....	226
<b>J</b>	
<b>K</b>	
<b>L</b>	
LIBRARY.....	82
LONG-TERM DEBT.....	165
LONG-TERM FINANCIAL PLANNING.....	236
<b>M</b>	
MAIN STREET.....	48
MAINTENANCE FUND.....	138
MISSION AND VISION.....	11
MUNICIPAL COURT.....	53
<b>N</b>	
<b>O</b>	
OPERATING CAPITAL OUTLAY BY FUNDS.....	161
ORGANIZATIONAL CHART.....	17
OUTSTANDING DEBT ISSUE BY SERIES.....	169
<b>P</b>	
PARKS.....	71
POLICE.....	58
POOL OPERATIONS.....	80
PROPERTY TAX SUPPORTED DEBT.....	166
PUBLIC UTILITY EXPENDITURES BY FUNCTION.....	88
PUBLIC UTILITY FUND DEPARTMENTAL SUMMARIES.....	90
PUBLIC UTILITY FUND REVENUE.....	86
PUBLIC UTILITY FUND- SUPPORTED DEBT.....	168

**Q**

**R**

RECREATION..... 77  
 RECYCLING CENTER..... 69  
 RESOLUTION ADOPTING A FIVE YEAR CAPITAL IMPROVEMENT PROGRAM..... 233  
 REVENUE ASSUMPTION AND TRENDS.....31  
 RIVERSIDE PARK..... 74

**S**

SNAPSHOT OF BAY CITY TODAY..... 21  
 SPECIAL REVENUE FUNDS.....113  
 STATISTICAL INFORMATION..... 171  
 STRATEGIC PLAN AND GOALS..... 13  
 STREET & BRIDGE.....66  
 SUMMARY DESCRIPTION OF THE BUDGET PROCESS.....207

**T**

2018 PROJECT DETAILS.....150  
 TABLE OF CONTENTS..... i  
 TAX INCREMENT REINVESTMENT ZONE FUND..... 120  
 TAX INCREMENT REINVESTMENT ZONE #1..... 123  
 TAX INCREMENT REINVESTMENT ZONE #2..... 124  
 TAX RATE ORDINANCE..... 213

**U**

UTILITY MAINTENANCE..... 94  
 UTILITY OPERATIONS..... 90

**V**

**W**

WAREHOUSE OPERATIONS..... 101  
 WATER AND WASTEWATER TREATMENT PLANT..... 97

**X**

**Y**

**Z**





# CONTRIBUTORS

## Financial Consultants and Editors

Mark Bricker

Mayor

Scotty Jones

Finance Director

Jennifer Leverett

Accounting Clerk

## Page Design and Typography

Jennifer Leverett

## Photography

David Holubec

**CITY OF BAY CITY**

1901 Fifth Street

Bay City, Texas 77414

979-245-2137

[www.cityofbaycity.org](http://www.cityofbaycity.org)

