

# PROPOSED ANNUAL BUDGET FY 2021



Bay City Gas Company

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



# CITY OF BAY CITY, TEXAS

## ANNUAL OPERATING BUDGET

### FOR FISCAL YEAR 2021

This budget will raise more revenue from property taxes than last year's budget by an amount of \$82,292, which is a 1.45% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$49,489.

City Council will vote on **September 8, 2020**

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

Record of Vote	Adopted Budget	Ratification of Property Tax Increase	Setting of Property Tax Rate
Mayor Robert K. Nelson			
Mayor Pro-Tem Jason Childers			
Julie Estlinbaum			
William Cornman			
Becca Sitz			
Brent Marceaux			

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

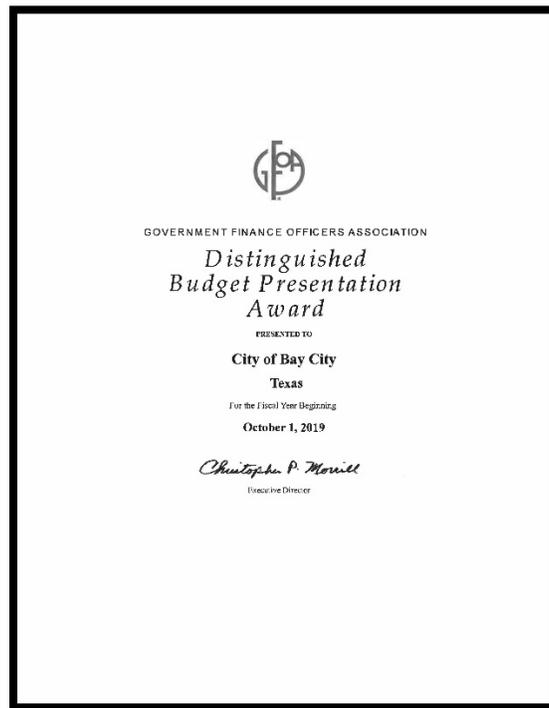
Tax Rate Information	Adopted FY 2020	Proposed FY 2021
Property Tax Rate	<b>.65500</b>	<b>.65500</b>
No-New Revenue Tax Rate	.65110	.63808
No-New Revenue M&O Tax Rate	.50663	.65799
Debt Rate	.15324	.17288
Voter-Approval Tax Rate	.71404	.67709
De Minimis Rate	N/A	.88765

Debt service requirements for the City of Bay City are currently \$.17288 of the current **proposed** property tax rate of **\$.65500**. The City has seven outstanding debt issues. At the end of Fiscal Year 2021, outstanding general obligation bond and certificates of obligation bonds will be \$23,515,000 however only \$11,482,233 is currently supported by property taxes.

**FY 2021 Debt Service Requirement** to be paid by property taxes \$1,538,147. See Debt rate (.17288) requirement above.

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Bay City, Texas**, for its Annual Budget for the fiscal year beginning **October 1, 2019**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communications device.

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



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

Dear Citizens of Bay City,

Thank you for the opportunity and privilege to serve you as the City Manager of the City of Bay City.

The City of Bay City's Mission Statement illustrates our commitment to be "... 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."



To this end, the City Council has developed its FY 2021 Goals and Objectives within 5 key Vision 2040 Plan Elements: Governance, Public Safety (*new*), Livability & Quality of Life, Community & Economic Development and Infrastructure & City Facilities.

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

In the same manner, the City must manage the budget in judicious manner, which means spending your tax dollars wisely and effectively. You can rest assured we will always have the best interest of Bay City at heart. With that, presented hereafter is the budget for the 2020-2021 fiscal year.

You will quickly notice that our tax rate has not changed. We've had to change some of our aggressive goals in order to maintain the current rate, nevertheless, we will continue to provide you with the same level of customer service as we strive to continually improve. We are focused on retaining our employees by providing them with salary increases and quality health care benefits. However, please note the large increases in Windstorm Insurance and Worker's Compensation Insurance within this budget.

I ask for your patience during this transition as I become familiar with the City organization, its facilities and the needs of the organization, as well as the City of Bay City.

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

Please accept the FY 2020-2021 budget as an integral component of our movement towards a family-centered, citizen incorporated, and culturally diverse community.

Shawna D. Burkhart  
City Manager

## Executive Summary

The City Council and Staff reviewed the progress of the City's Comprehensive Plan (Vision 2040) and from those sessions provided staff with 2021 Strategic Goals. This process set the tone and direction for each year's budget process. Through these discussions, a new set of objectives were placed in each department's business plan to meet Mayor's / Council's expectations or better known as "Strategic Areas of Emphasis".

These "Strategic Areas of Emphasis" support the City's long-term vision but provide staff a more defined direction for the upcoming year. The 2021 strategic focus areas are Governance, Public Safety, Infrastructure & City Facilities, Livability & Quality of Life, and Community and Economic Development. More information on the City's Comprehensive Master Plan: Vision 2040 and the Strategic Plan can be found in the **City Profile** section of this book.



## Reviewing our Priorities for the FY 2021 Budget

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

The prior year's budget was focused on balancing the budget without using reserves in order to build reserves (fund balance) back to sufficient levels or 90 days of operating expenditures. In addition to maintaining service levels, the City focused on improving infrastructure and other amenities. This was accomplished through numerous public improvement projects such as the following:

- Rehabilitated numerous water and sewer lines
- Completed construction of concrete pavement and sidewalk repairs in various locations
- Cleaned 1000 LF of culvert under Horn Rd to 5<sup>th</sup> Street and Avenue E 2001 intersection to resolve drainage problems in the area
- Purchased a new Grad-all to assist in the cleaning of culverts and ditches to resolve drainage problems
- Purchased new Fire Truck
- Refurbished picnic tables and pavilions at various city parks
- Constructed the City's premier universal playground at LeTulle Park (Dreamscape)
- Added new shade pavilions to various City Parks and City Pools
- Placed the Joe DeLoach statue at Bay City High School
- Installed bird blinds at various City Parks to promote ecotourism in our City
- Remodeled the park office and Ranger's residence at Riverside Park
- Installed new generators at various city locations
- Purchased two fuel trucks for the Airport
- Engineered the Taxiway Relocation Project for the Airport
- Secured funding by partnering with other governmental agencies in County to perform a Drainage Study
- Secured financing for Nile Valley Road and Airport Improvements through issuance of a Certificate of Obligation —Bay City Gas Company and Bay City Community Development Corporation sharing debt payments equally for the debt associated with the Nile Valley Road Project

With the 2040 Plan in mind along with the most recent set of strategic goals, the City's capital budget remains focused on replacing aging infrastructure, providing additional enhancements to City's Parks, and upgrading various city facilities. Additionally, departments will work to improve internal and external communication, review procedures to improve organizational and operational effectiveness, and support community and economic development initiatives.

## Budget Overview

The Proposed Budget for FY 2021 recommends no increase to the property tax rate. However, there will be an increase in water, sewer and garbage rates. This budget will raise more revenue from property taxes than last year's budget by \$82,292 which is a 1.45% increase from last year's budget. The City-Wide Budget totals \$27,884,000 (1% decrease from prior year). Of this amount, \$15,839,000 is estimated for the operations and maintenance of the General Fund (5% increase from prior year), \$2,020,000 for the Debt Service Fund (54% increase from prior year), \$8,375,000 for the Public Utility Fund (14% decrease from prior year), and \$598,000 for the Airport Fund (40% decrease from prior year). Within these budgets are capital costs of approximately \$2.5 million to fund equipment and major public improvement projects funded by grants, reserves, & operating revenue. Bond proceeds of 14.5 million will fund water, sewer, and street improvements. When comparing each fund over prior year—most variances are a result of changes in debt and timing of capital projects. The increase of 5% in the General Fund is attributed to funding a portion of the fixed asset replacement fund and one-time capital expenditures with excess fund balance. In addition, sales tax is budgeted to increase \$375,000 over prior year budget. The increase in the Debt Service Fund relates to a new bond issuance funded by property taxes. The decrease in the Public Utility Fund is attributable to using reserve in prior year to fund large water and sewer projects or emergency repairs. The decrease in Airport Fund related to large fuel trucks purchased in 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 seven Special Revenue Funds. The Hotel/Motel Tax Fund totals \$1,052,000. Capital projects account for approximately \$325,000 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 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 grow, the ongoing effects of COVID-19 in our community are volatile. The City's population has remained relatively flat for the last eight years.
2. The City struggles to maintain a competitive salary with surrounding cities.
3. The City will meet fund balance policy by fiscal year end. The challenge will be to maintain the fund balance between 90 days & 120 Days operating expenditures while balancing the needs of the community considering the new limitations on a governments ability to raise revenue (Senate Bill 2).

4. The City's rising costs of health insurance, workers compensation, and windstorm was an all time high with windstorm impacting the City over \$75,000.
5. Many City Parks have aged amenities while aging infrastructure is a continual budgetary challenge. It is difficult to address future growth while current infrastructure (streets, water, and sewer lines) replacement is needed.
6. 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 \$431,000 in operational cost per year. In addition, the pools need major repairs. This is taking into consideration the County's contribution to the Library's budget.

## How City Addressed Challenges

The FY 2021 Proposed Budget utilizes business plans that were developed in support of the City's **Vision 2040 and 2021 Strategic Plan (Focus)**. The Annual Strategic Plan better known as "**Bay City Works**" 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 upward sales tax revenue stream helped the City maintain existing service levels.
- The City's additional revenue due to Sales Tax supported the pay plan pool of (2.0%) and offset the costs associated with rising costs of insurance.
- With the City meeting the Fund Balance policy—the City was able to begin funding a Fixed Asset Replacement Fund that will fund future replacement vehicles and equipment in the General Fund.
- The City staff negotiated down medical premiums to 8% increase from original proposals.
- The Bay City Gas Company maintained their level of support of \$450,000. Some of these dollars will be dedicated to street rehabilitation after satisfying their portion of the Nile Valley Project debt payment.
- The City will continue to review all franchise agreements and make recommended changes.

- The City will continue to find cost reductions by reviewing all service/financial related contracts with outside parties then recommend changes for the most efficient and effective ways to operate. (i.e. legal, mowing, landscaping, consulting services)
- The City will continue to find cost reductions by reviewing various city services to determine the cost benefit analysis of outsourcing services verses doing it in-house.
- The City will slowly begin to budget to cover depreciation in each enterprise fund. This practice builds the reserve to replace infrastructure assets rather than issue debt.
- The City annually reviews the budgetary/financial policy document to analyze the adequacy of reserve levels and revenue management practices. This is performed regardless of the economy climate.

With the decisions above coupled with increased sales tax revenue, the City can maintain a solid service plan, maintain the fund balance in General Fund, and fund some major public improvements as explained in more detail below.

## **Budgetary Expenditure Highlights**

The adopted expenditures of the City's major funds total \$27,884,000, down \$206,950 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 2% or \$181,000
- Fund Balance- This budget decreased fund balance by \$276,797 in the General Fund. This was used to fund non-reoccurring capital expenditures in addition to partially funding a Fixed Asset Replacement Fund (FARF). These funds are in excess of the City's minimum fund balance policy.
- Staffing Levels- The City increased staffing levels by 1 part-time regular position (Library). This was offset by reducing 1 part-time temporary position.
- Added a Fire Marshall to help oversee planning and development services of the City. Two existing code officers will report to this new Director.
- Capital Additions- Machinery and Equipment in General Fund (\$567,000) and Utility Fund (\$533,000)
- Capital Projects- General Fund: appropriated \$306,000 for a Regional Drainage Study, \$100,000 for Drainage Improvement, \$300,000 for the City's premier Splash Pad, \$287,000 for Diversion Channel Improvements, and \$200,000 for Cottonwood Creek to aid in erosion control
- Capital Project- General Fund: Nile Valley road construction \$6,000,000 – recently funded by a Certificate of Obligation with debt being paid equally by the Bay City Community Development Corporation and the Bay City Gas Company

- Capital Projects- Hotel Motel Fund: appropriated \$250,000 towards rehabilitation of the City's Theatre of Arts Center & 75,000 for a digital sign to display at the City's civic center
- Capital Projects- Utility Fund: appropriated \$300,000 for improvements to the Katy Water Plant
- Capital Projects-Utility Fund: \$1,000,000 for 12" SH 35 E Sewerline; \$2,500,000 million on Water System rehabilitation; \$5,000,000 on Wastewater System Rehabilitation— to be funded by the Texas Water Development Board Revolving Loan Program

\*Please note that many capital projects are funded in part by Grant contributions. \*

## Outlook for the Future

Sales tax is anticipated to remain flat over FY 2021 actual. The effects of COVID-19 have been minimal thus far due to the recently opened McCoy's Building Supply, Ace Hardware, and several new gas station convenient stores. Other developments such as Starbucks will be opening soon. In addition, the South Texas Project (STP) is hiring approximately 100 workers per year to prepare for transition of a workforce that will soon be retirement eligible. Even though this nuclear plant resides in the County, it is anticipated that many employees will seek residence inside the city limits.

Other developments are taking place in Bay City and in our extra-territorial jurisdiction (ETJ). The City will focus on improvements that capitalize on this growth. We will examine infrastructure needs, housing, and amenity upgrades.

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## Conclusion

With Bay City anchored to the VISION 2040 PLAN—this budget looks ahead to build a budget to make things better for its residents and visitors. It is a budget preparing for growth while improving the appearance for our welcomed visitors. This year's budget and corresponding Five Year Capital Plan address our service and infrastructure needs. We want to thank a very supportive and progressive City Council and the great employees of the City of Bay City without whom none of this would have been possible.

Shawna Burkhart, City Manager

Scotty Jones, Finance Director





## CITY OF BAY CITY

### ELECTED OFFICIALS

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

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



Mayor Nelson

**CITY OF BAY CITY**  
**CITY COUNCIL**  
**FY 2021**



Councilwoman Estlinbaum  
Position 1



Councilman Cornman  
Position 2



Councilman Marceaux  
Position 3



Councilwoman Sitz  
Position 4



Councilman Childers  
Position 5  
Mayor Pro-Tem

Official	Title	Years of Service	Term Expires
Robert Nelson	Mayor	1	2022
Julie Estlinbaum	Councilwoman Position 1	7	2020
William "Bill" Cornman	Councilman Position 2	7	2020
Brent Marceaux	Councilwoman Position 3	1	2021
Becca Sitz	Councilwoman Position 4	2	2021
Jason Childers *Mayor Pro-Tem*	Councilman Position 5	2	2021

## **VISION**

*Bay City, Texas: Clean, Safe and Prosperous*

*A community for all people where dreams are big and results are even bigger.*

## **MISSION**

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

# Comprehensive Master Plan- Vision 2040

## Vision

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

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

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

We will commit our resources, talents and energy to achieve economic well-being and improve the quality of life for our citizens. **Below are the Vision 2040 Plan Elements.**



## City Council Area of Emphasis with Associated Goal Statement

### Fiscal Year 2021 Strategic Focus



#### **Governance\***

- Improving the Image of Bay City
- Organizational & Operational Effectiveness
  - City Manager Form of Government
- Communication
  - Promote City's Efforts- Celebrate Successes

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



#### **Public Safety**

- Safe community
- Lower crime statistics for Bay City
- Organizational & Operational effectiveness
- Enhance communication & customer service
  - Town Hall meetings

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



#### **Infrastructure & City Facilities**

- Transportation- Improve traffic flow
  - Nile Valley Phase I & Bridge rehabilitation
  - Streets Striping
- Airport
  - Upgrades for economic development
  - Lighting upgrades
- Repair water and wastewater system
  - Texas Water Development Board project
- Improve Drainage System
  - Drainage study & implement findings
- Public Safety Building
  - Needs assessment and location opportunities

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

## City Council Area of Emphasis with Associated Goal Statement Fiscal Year 2021 Strategic Focus (Continued)



### Community & Economic Development\*

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

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



### Livability & Quality of Life

- Parks and Recreation- walking trails, pools & other amenities
  - Engineer and Rebuild 16<sup>th</sup> St. Pool
  - Promote Park locations (i.e. brochure)
- Theater & Arts
- Code Enforcement- Fire Marshal
- City-wide Clean-Up campaign

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

## Linking Long-Term Goals to Departmental Objectives

For the FY 2021 Budget, each department has outlined a description of services and aligned themselves with the City's Vision 2040 Plan along with Council's 2020 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.

### GOVERNANCE

- **Positive Community Perception**
- **Organizational & Operational Effectiveness (2021 Focus)**
- **Communication (2021 Focus)**

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

### *Fiscal Year 2021 Departmental Business Plans (Objectives)*

#### **Administrative Council**

- Re-establish contact/relationships with all governmental agencies that affect city government
- Meet bi-monthly with directors
- Mayor meet bi-monthly with individual council members
- Establish and implement a process that ensures and enhances collaboration between departments
- Clearly identify and publish processes and forms throughout the organization to promote predictable and consistent operations
- Create an environment for growth
- Establish action items to improve the relationship between City Manager and Council
- Improve the culture of service of the city in all departments. "How may I help you improve our town today?"
- Review policy and procedures and make recommendations that ensure alignment with the City's vision for growth
- Provide reports and metrics of performance to the Council then the public on successes
- Create Fire Marshal position and restructure Code Enforcement functions under Fire Marshal
- Implement a City-wide Customer Service training program that will be annual and systemic throughout the organization

#### **City Secretary Department**

- Develop and promote a process to streamline historic lien data to improve collection success
- Begin re-codification of City Ordinances
- Enhance the City's Secretary's website information
- Promote City Council meeting agenda process for council members and directors placing items on the agenda

**Human Resource Department**

- Review and amend new employee orientation program
- Maintain the Council approved compensation pay scale
- Provide quarterly training and policy review for supervisors
- Begin a virtual open enrollment for employees

**Municipal Court Department**

- Continue to create more opportunities for outreach via Health Fair, MC Week and quarterly school visits to bring awareness to traffic safety throughout our community
- Pursue opportunities for virtual court appearances
- Continue to utilize dialer software to create reminders for court appearances and deadlines

**Finance Department**

- Assist in efficiency improvements (annual contracts, cost benefit analysis)
- Assist in updating outdated contracts and interlocal agreements
- Create a fixed asset replacement fund
- Update contracts/agreements for janitorial & landscaping services
- Prepare for upcoming bond issues (TWDB)
- Gain additional transparency starts as permitted
- Implement Judges recommendations to Budget Book to improve citizen engagement
- Implement new Budget Software to reduce error and improve budget processes
- Move Airport billing to different AR system to improve billing and collections

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

- Create Citizens on Patrol division who will patrol neighborhoods and enforce parking violations

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

- Continue to utilize “Cityworks” software to track all street repairs, drainage repairs, mowing, and striping in order to analyze and improve efficiencies
- Continue to increase advertising efforts and continue to grow the Fall and Spring Citywide Cleanup events

**Parks**

- Add signage naming individual ball fields
- Provide an entrance monument at LeTulle Park

**Library**

- Add online guides/resource lists for topics of interest
- Create marketing plan

**Airport**

- Pass Airport Zoning Ordinance
- Update Chapter 18 of City Ordinances for the Airport

**Information Technology**

- Create an intranet to enhance internal communication
- Update radio inventory from all entities so cost allocation is corrected
- Create an interlocal agreement for Harris County Radio System (City, County, Hospital, Bay City ISD)
- Replace 9 computers for Library
- Promote transparency for all departments through social media
- Continue to facilitate the collection, storage, and security of electronic storage data
- Provide the employees the tools needed to improve their work quality and productivity

- Upgrade Servers to updated OS Server 2019
- Upgrade infrastructure for faster access to network
- Upgrade Incode to Incode 10 platform
- Continue to reevaluate technology-based contracts for cost savings

## **INFRASTRUCTURE & CITY FACILITIES**

- **Transportation**
- **Airport**

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

*Fiscal Year 2021 Departmental Business Plans (Objectives)*

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

- Begin construction on Nile Valley Phase I Rehab
- Continue drainage improvements
- Establish a street overlay, repair and maintenance program
- Continue with the curb and gutter repair and replacement program
- Water and sewer line improvement projects
- Street reconstruction and concrete paver projects
- Explore an in-house seal coat program

### **Airport**

- Complete construction for T-Hangar E row
- Replace Jet-A self-serve fuel station

## **COMMUNITY & ECONOMIC DEVELOPMENT**

- **Housing**
- **Downtown Revitalization/Historic Preservation**
  - **North Downtown Plan**
- **Tourism -becoming a destination location**
- **Land Use**
  - **Planning Commission**

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

*Fiscal Year 2021 Departmental Business Plans (Objectives)*

### **Administration**

- Add a Fire Marshall position
- Identify and consider implementation of policies that will slow “demolition by neglect” of buildings and properties throughout the City

### **Main Street Department**

- Expand Camofest to draw more Visitor’s to our downtown & City
- Improve downtown through façade Grants and beautification projects
- Continue to promote downtown with increased presence on social media
- Maintain planters around the square and have light posts rewired to support decorative lighting and speakers for events

## Tourism

- Design permanent logo and branding campaign
- Collaborate with other organizations and businesses to identify placement of wayfinding signage, both city and county wide
- Produce professional videography highlighting tourism leisure time activities for bootstrapped technological marketing
- Promote art, culture, and history through interactive exhibits
- Collaborate with local organizations and businesses to develop birding parks, events and attractions

## Bay City Community Development Corporation

- Continue the Business Resiliency and Façade programs
- Target businesses on main thoroughfares for façade improvement
- Expand WCJC coursework at the Bay City Campus
- Weatherize the Center for Energy Development
- Continue to recruit businesses to Bay City and Matagorda County

## LIVABILITY AND QUALITY OF LIFE

- Parks and Recreation-*walking trails, pools and other amenities*
- Library

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

## Fiscal Year 2021 Departmental Business Plans (Objectives)

### Police

- Lower overall NIBRS statistics from prior year
- Continue patrol and investigative activities to deter and prevent criminal activity

### Parks Department

- Build first splash pad at Amistad Park
- Add an amphitheater at LeTulle Park for events
- Continue with Southern Pacific Trailway connecting Jr. High to High School
- Add shade canopies, restrooms and field lights to Hardeman Park

### Library

- Improve access to technology and internet for citizens by offering internet enabled devices for checkout and adding a dedicated internet service in Sargent
- Improve the usability of the physical library by continuing to complete categorization of collections, developing and implementing a collection development plan to focus on high use materials, and upgrading furnishings and layout as needed
- Further develop current programs to maximize success of programming



# CITY OFFICIALS FY 2020

## ***Elected Offices***

Robert K. Nelson

Mayor

## ***Division Directors***

Shawna Burkhart

City Manager

Scotty Jones

Finance Director

Jeanna Thompson

City Secretary

Rhonda Clegg

Human Resources Director

Barry Calhoun

Director of Public Works

Robert Lister

Chief of Police

Suzan Thompson

Municipal Court Judge- Appointed

Shawn Blackburn

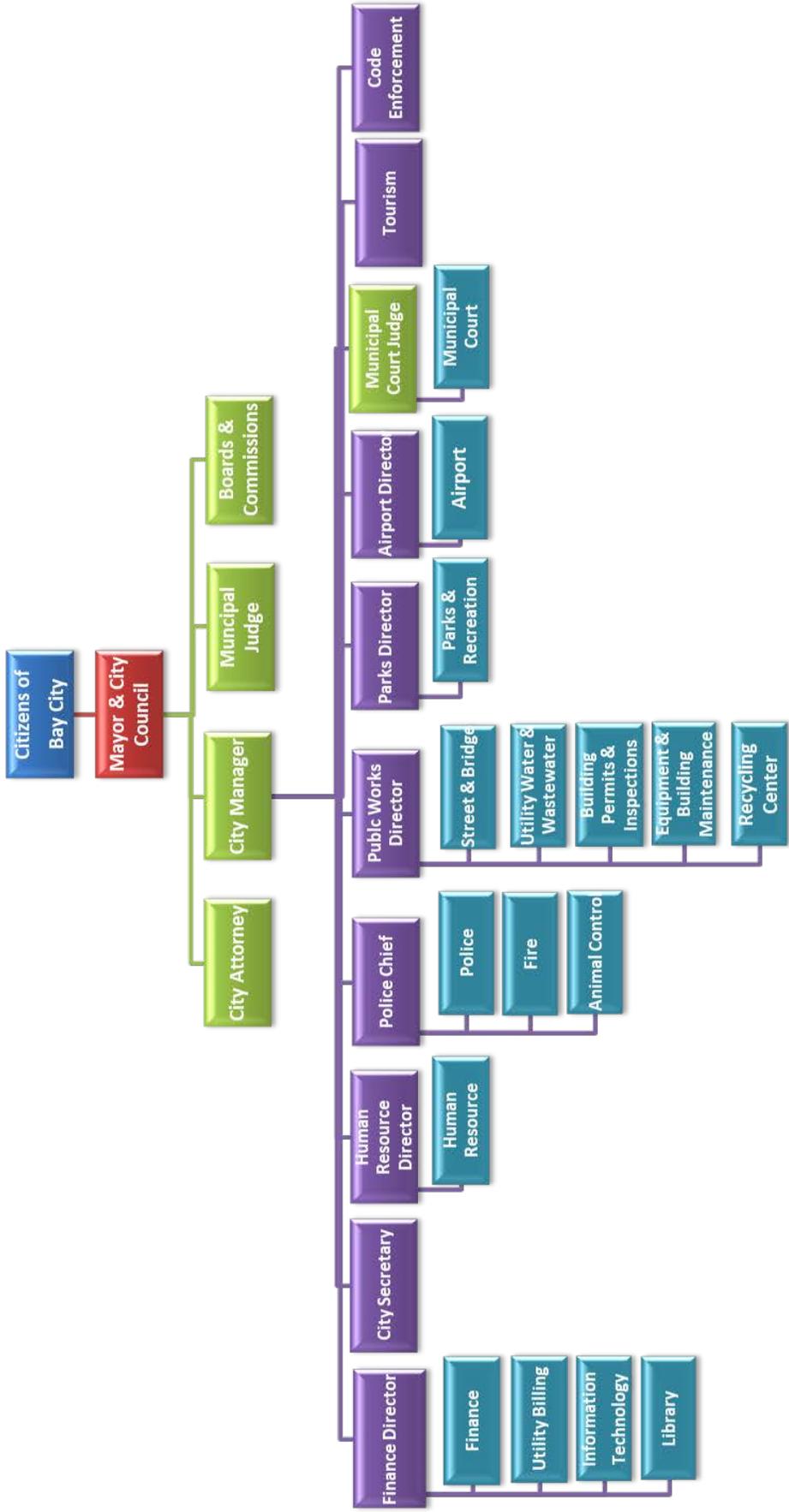
Parks & Recreation Director

James Mason

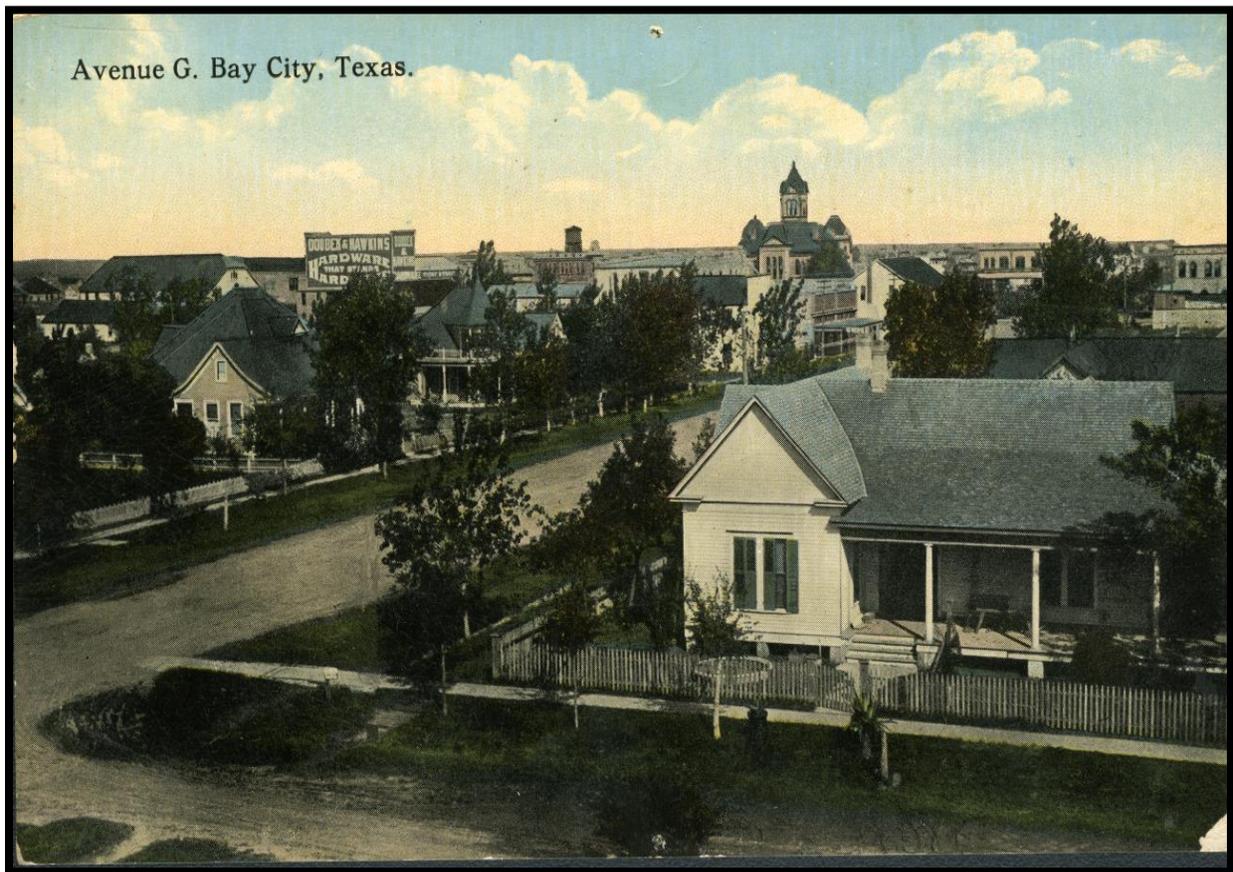
Airport Manager



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



## History of Bay City, Texas



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

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

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

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

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



# Snapshot of Bay City Today

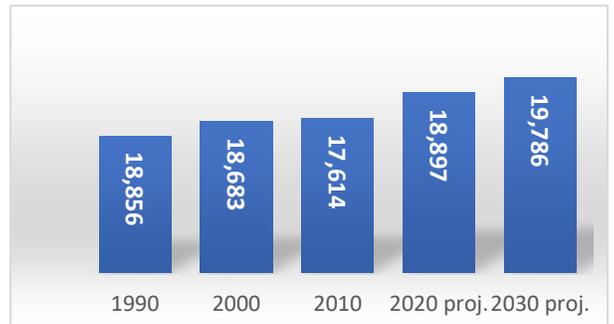


## Location

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

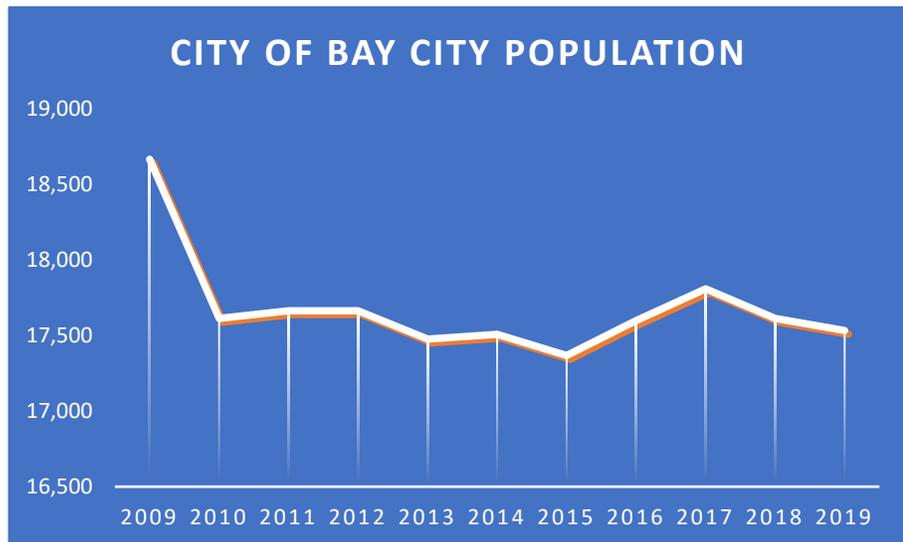
## Population

According to the 2010 census, Bay City is currently home to about 17,614 residents. The graph to the right represents the City's population beginning in 1990 to the projected 2030, based on the records of the U.S. Census Bureau. The City, according to the Texas Water Development Board is projected to reach 19,786 by 2030. The City has seen slow, but steady growth. An updated population count will come out once 2020 census is complete.



City of Bay City,  
Texas  
Population

Year	Population
2009	18,667
2010	17,614
2011	17,663
2012	17,663
2013	17,476
2014	17,509
2015	17,368
2016	17,598
2017	17,809
2018	17,614
2019	17,534

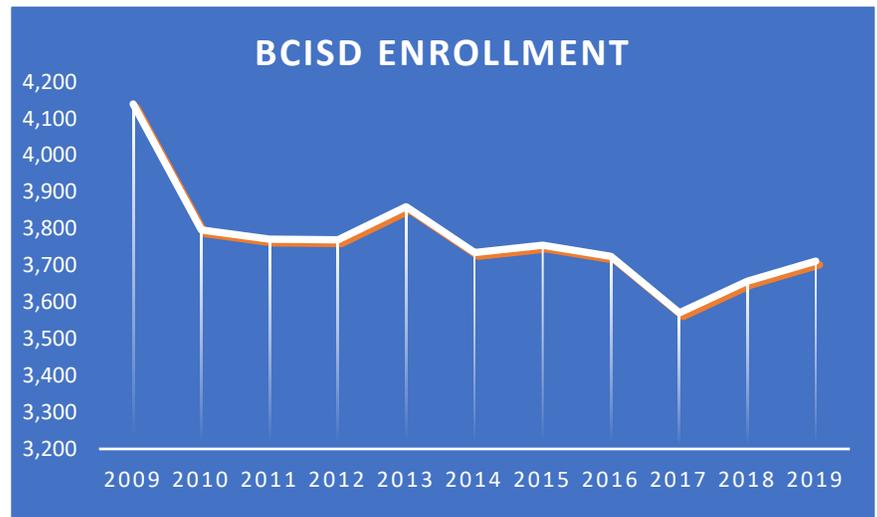


\*Source for Population: US Department of Labor, Bureau of Labor Statistics

## Schools

Bay City is served by the Bay City Independent School District. The City presently has three Pre-Kindergarten through Fifth grade elementary schools: Cherry Elementary for Pre-K and Kindergarten, Linnie Roberts Elementary for First and Second grade and Tenie Holmes for Third through Fifth grades; Bay City Jr. High serves the Sixth through Eighth grades; Bay City High School serves the Ninth through Twelfth grades. Tenie Holmes and BCJH have newly constructed campuses opening the Fall of 2019. The new Blackcat football stadium is slated to open, on the BCHS grounds, in the fall of 2020 as well. Bay City also has a college campus, Wharton County Junior College, which focuses on technical training and nuclear plant operations. Bay City ISD has earned a TEA Accountability rating of “B” for the 2019-2020 school year.

BCISD Enrollment	
<u>Year</u>	<u>Enrollment</u>
2009	4,140
2010	3,797
2011	3,772
2012	3,770
2013	3,860
2014	3,735
2015	3,755
2016	3,725
2017	3,571
2018	3,657
2019	3,712



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



## City Services

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

## Utilities

The City of Bay City owns and operates its own water, wastewater and gas which is operated by the Bay City Gas Company. Sanitation services have been contracted out to WCA. Currently, the City has approx. 6,100 water and sewer customers, whether it be residential or commercial. Average daily water consumption (millions) is 1.470 and average daily sewage consumption (millions) is 1.938. The City maintains 109 miles of streets, 113 water main miles and 108 sewer miles.

## Culture and Recreation

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

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

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

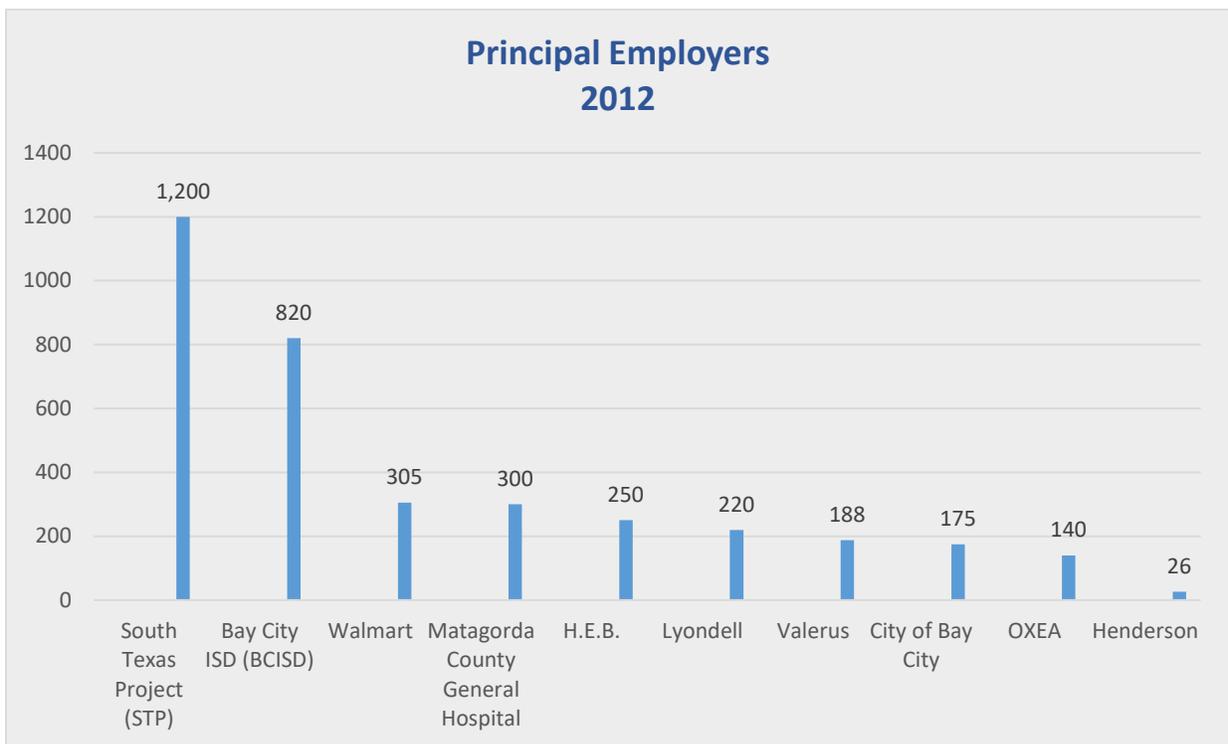
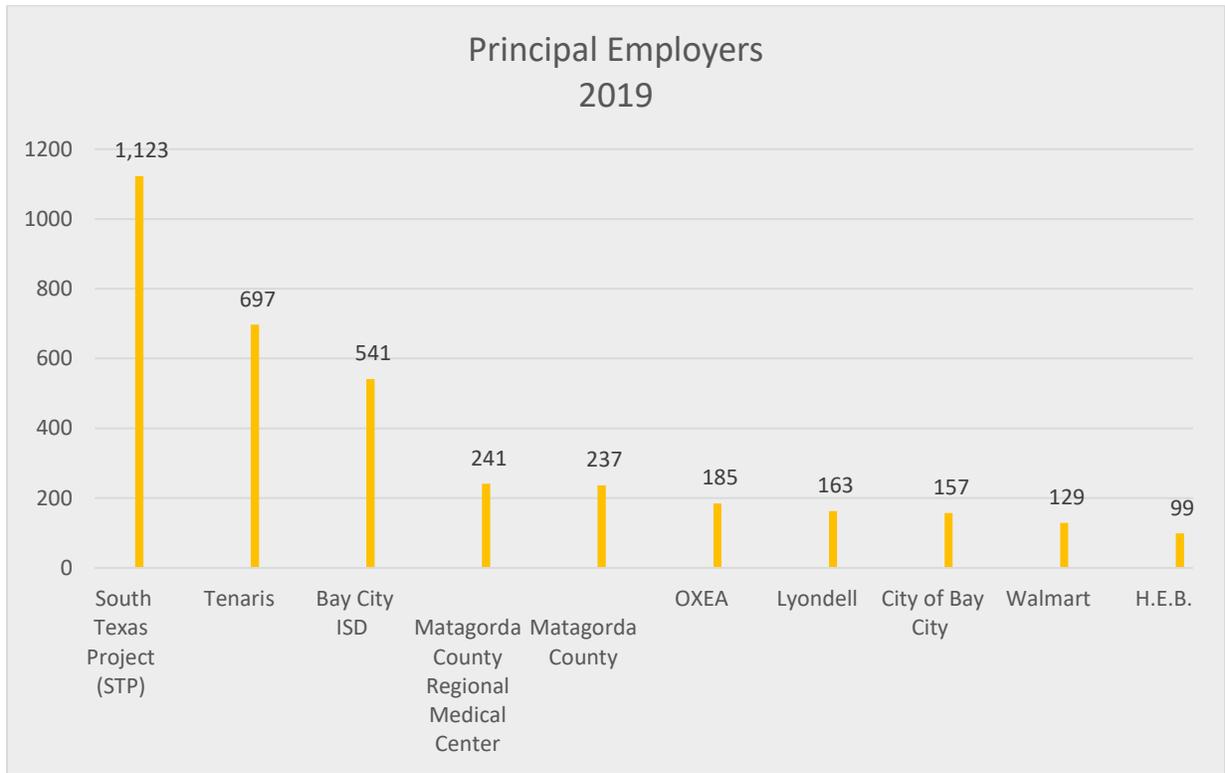


Festivals and events are constantly being held throughout our community in which citizens can attend. Some of our notable events/festivals are:

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

## Principal Employers

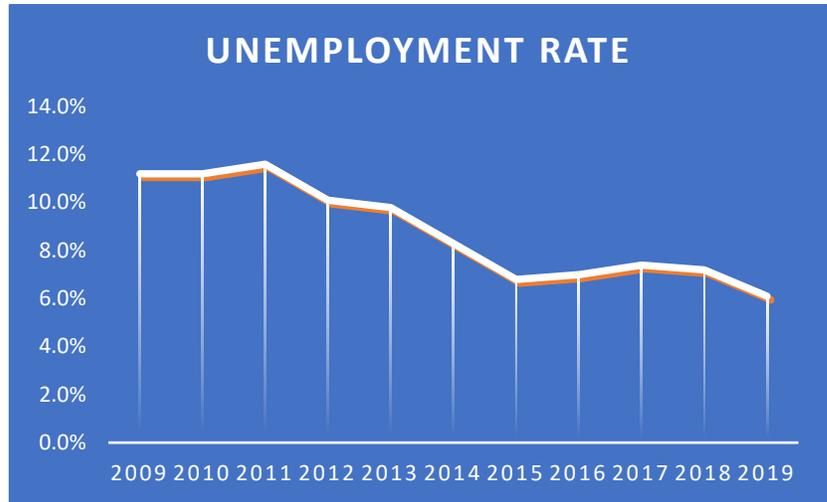
(Unaudited)



## Demographic and Economic Statistics

(Unaudited)

Unemployment Rate	
<u>Year</u>	<u>Rate</u>
2009	11.2%
2010	11.2%
2011	11.6%
2012	10.1%
2013	9.8%
2014	8.3%
2015	6.8%
2016	7.0%
2017	7.4%
2018	7.2%
2019	6.1%



\*Source for Unemployment Rate: Texas Workforce Commission

Per Capita Personal Income	
<u>Year</u>	<u>Income</u>
2009	\$ 30,446
2010	\$ 21,773
2011	\$ 21,773
2012	\$ 22,000
2013	\$ 22,000
2014	\$ 35,426
2015	\$ 37,324
2016	\$ 39,111
2017	\$ 39,090
2018	\$ 40,827
2019	\$ 40,596

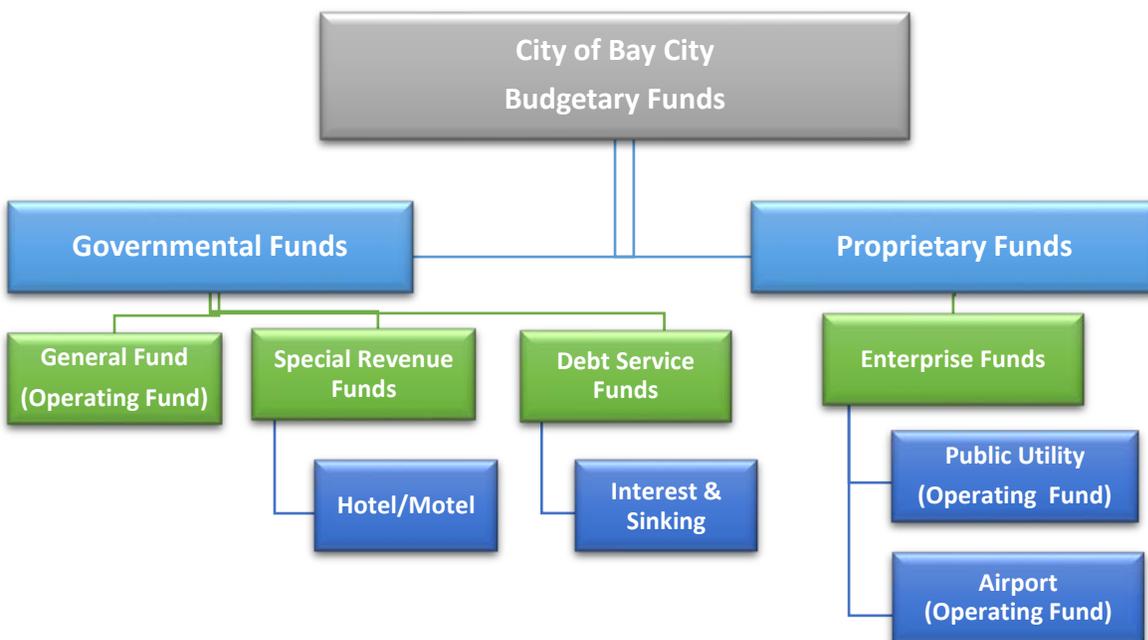


\*Source for Per Capita Personal Income: US Department of Labor, Bureau of Labor Statistics

## Budgetary Fund Structure

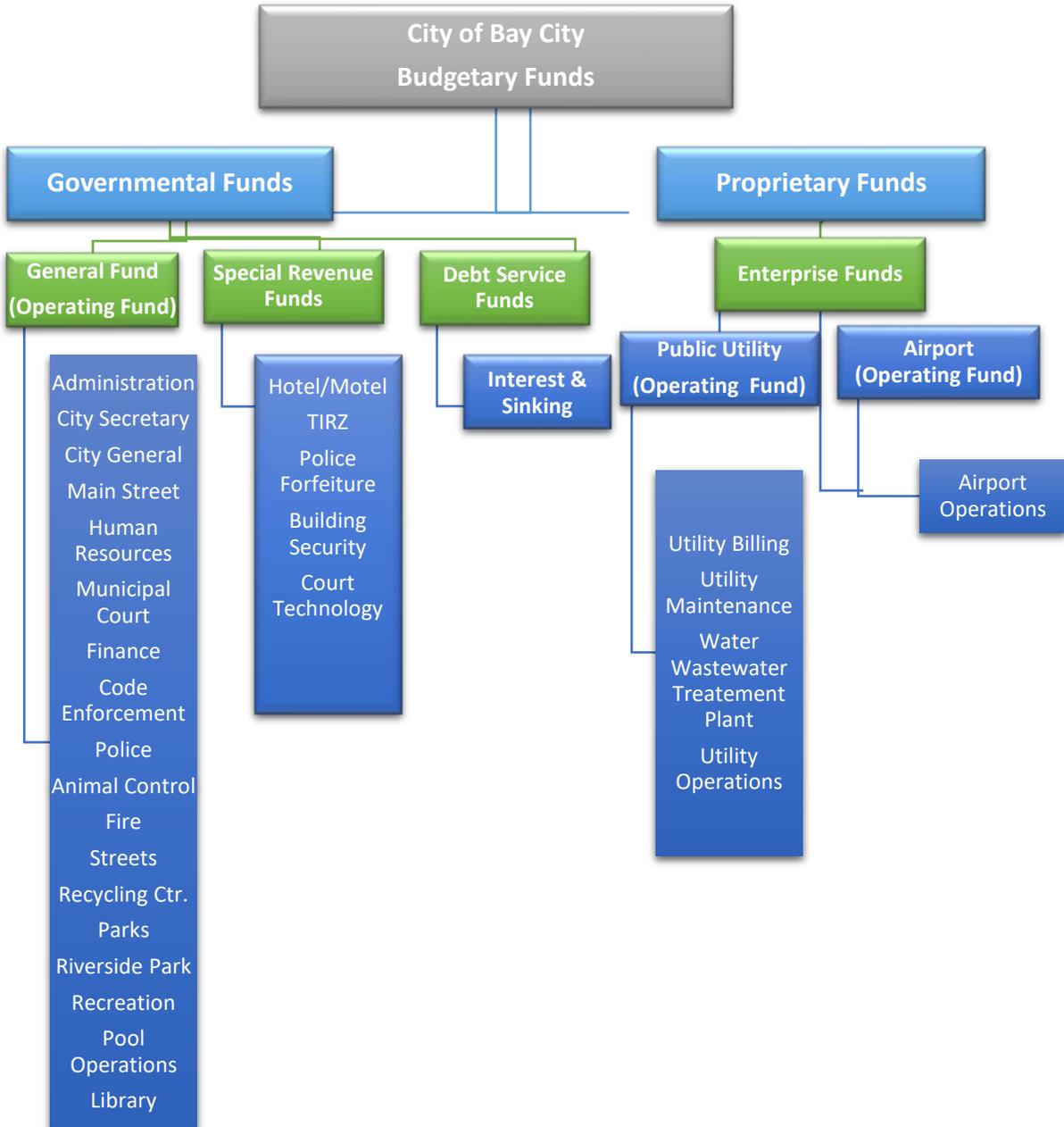
The illustration below is intended to serve as a “big picture” overview for the City of Bay City’s FY 2021 budgeted fund structure. The adopted budget presents three operating funds (General, Public Utility and Airport), one special revenue fund (Hotel/Motel) and one debt service fund (Interest & Sinking). Not all funds of the City are appropriated (i.e., budgeted). Capital projects and most of the City’s special revenue funds are recorded on a project length basis as opposed to annual appropriation. Each fund is used to maintain control over resources that have been segregated for specific activities or objectives. The City uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The budgeted funds of the City can be divided into two categories: governmental funds and proprietary funds.

Governmental Funds are supported primarily with taxes while proprietary funds are supported by user charges. Operating funds provide for the day to day operations of the City. They account for all routine expenditures and capital outlay items. Debt service funds, also known as interest and sinking funds, are governmental type funds used for the accumulation of resources to pay off long-term debt. Special Revenue funds, such as the Hotel/Motel, are used to account for the proceeds of specific revenue that are legally restricted to expenditures for specified purposes. A more in-depth explanation of the budget is depicted with graphs, charts and a narrative of revenue and expenditures within the detail of each respective fund.



## Detailed Budgetary Fund Structure

The following graph shows the fund/department relationship for the City of Bay City's FY 2021 budgeted fund structure. The General Fund and the Debt Service Funds are the only funds the City must legally adopt budgets for.



## Combined Budget Overview

The FY 2021 budget for all appropriated funds totals \$27,884,000 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 2021 Budget by Funds as it compares to the prior year.*

	Amended Budget FY 2020	Adopted Budget FY 2021	Variance	Variance By %
General Fund	15,108,182	15,839,000	730,818	5%
Interest & Sinking Fund	1,311,000	2,020,000	709,000	54%
Public Utility Fund	9,780,000	8,375,000	-1,405,000	-14%
Airport Fund	991,768	598,000	-393,768	-40%
Hotel/Motel Fund	900,000	1,052,000	152,000	17%
<b>Total Budget</b>	<b>28,090,950</b>	<b>27,884,000</b>	<b>-206,950</b>	<b>-1%</b>



**\*New Recycling Center that opened July 2019.**

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

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

BUDGETARY FUNDS	Projected Fund Balance Working Capital 10-1-20	Budgeted Revenue FY 2021	Budgeted Expenditures FY 2021	Ending Fund Balance/ Working Capital 9-30-21
General Fund	4,180,996	15,839,000	(15,839,000)	4,180,996
Interest & Sinking Fund	224,645	2,020,000	(2,020,000)	224,645
Utility Fund	2,241,508	8,375,000	(8,375,000)	2,241,508
Airport Fund	67,019	598,000	(598,000)	67,019
Hotel Occupancy Tax Fund	587,418	1,052,000	(1,052,000)	587,418
<b>Total Fund Balance/Working Capital</b>	<b>7,301,586</b>	<b>27,884,000</b>	<b>(27,884,000)</b>	<b>7,301,586</b>

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

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

Fund Balance/Working Capital After Reserves and Designations	General Fund	I & S Funds	Public Utility Fund	Airport Fund	Hotel Occupancy Tax Fund
<b>Projected Fund Balance/ Working Capital 10-1-20</b>	4,180,996	224,645	2,241,508	67,019	587,418
<b>Reserve Policy (90 days) Reserves Used-Capital Projects</b>	(3,606,502)	0	(1,820,599)	0	0
<b>Reserves Used- Balance Budget*</b>	0	0	0	(35,000)	0
<b>Budgeted Depreciation** Build Reserve</b>	0	0	161,152	0	0
<b>Target Reserve Over/Under</b>	<b>297,697</b>	<b>224,645</b>	<b>582,061</b>	<b>32,019</b>	<b>245,418</b>

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

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

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

FUNDS	Projected Beginning Balance 10-1-20	Revenues & Transfers In	Expenditures & Transfer Out	Revenue Over/(Under)	Projected Ending Balance
<b>*General Fund</b>	4,180,996	15,562,203	(15,839,000)	(276,797)	3,904,199
<b>Internal Service Funds:</b>					
Information Technology Fund	0	670,000	(670,000)	0	0
Maintenance Fund	0	625,000	(625,000)	0	0
<b>Special Revenue Funds:</b>					
<b>*Hotel Occupancy Tax Fund</b>	587,418	710,000	(1,052,000)	(342,000)	245,418
Police Forfeiture Fund	53,945	5,000	(10,000)	(5,000)	48,945
MC Court Technology Fund	21,287	4,500	(10,000)	(5,500)	15,787
TIRZ District # 1	33,913	85,000	(2,000)	83,000	116,913
TIRZ District # 2	500	183,000	(183,000)	0	500
TIRZ District # 3	0	0	0	0	0
MC Building Security Fund	26,000	3,500	(12,000)	(8,500)	17,500
<b>Enterprise Funds:</b>					
<b>*Utility Fund</b>	2,241,508	8,375,000	(8,213,848)	161,152	2,402,660
<b>*Airport Fund</b>	67,019	563,000	(598,000)	(35,000)	32,019
<b>*Debt Service Fund</b>	224,645	2,020,000	(2,020,000)	0	224,645
<b>Total Fund Balance/Working Capital</b>	<b>7,437,231</b>	<b>28,806,203</b>	<b>(29,234,848)</b>	<b>(428,645)</b>	<b>7,008,586</b>



## Combined Revenue and Expenditures Summary

	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2020	% Change Budget FY 2020 to Adopted FY 2021
<b>Funding Sources</b>						
Property Tax	5,359,844	5,676,049	5,744,807	5,763,277	6,411,617	11.61%
Sales and Use Tax	4,318,203	4,490,122	4,390,000	4,772,508	4,765,000	8.54%
Franchise Tax	1,253,205	1,266,666	1,281,000	1,261,000	1,286,000	0.39%
Hotel/Motel Tax	761,585	736,909	750,000	700,000	650,000	-13.33%
Licenses and Permits	396,638	281,795	196,000	195,000	192,500	-1.79%
Charges for Services	9,895,556	10,097,273	10,282,500	10,141,004	10,742,000	4.47%
Fines & Penalties	386,943	353,311	348,000	262,550	341,000	-2.01%
Other Revenues/ Sources	601,919	230,811	181,430	174,800	180,500	-0.51%
Miscellaneous	1,345,901	1,907,506	1,752,245	1,818,125	1,765,086	0.73%
Intergovernmental	1,614,369	2,208,466	973,500	983,857	896,500	-7.91%
Prior Fund Balance	-	-	2,191,468	-	653,797	-70.17%
<b>Total Revenues &amp; Transfers</b>	<b>25,934,166</b>	<b>27,248,907</b>	<b>28,090,950</b>	<b>26,072,121</b>	<b>27,884,000</b>	<b>-0.74%</b>
<b>Expenditures</b>						
General Government	3,699,860	4,099,387	4,015,269	3,945,399	4,714,749	17.42%
Streets	3,429,104	3,727,131	3,623,110	3,283,390	3,683,641	1.67%
Public Safety	4,784,438	4,837,335	4,985,974	4,915,767	5,202,606	4.34%
Parks & Recreation	1,829,775	1,762,157	2,483,829	2,398,824	2,238,004	-9.90%
Water & Sewer	8,841,384	8,270,775	9,780,000	9,192,474	8,375,000	-14.37%
Airport	585,108	644,192	991,768	946,286	598,000	-39.70%
Hotel Motel	1,002,930	774,569	900,000	690,000	1,052,000	16.89%
Interest & Sinking	1,786,580	1,833,588	1,311,000	1,312,848	2,020,000	54.08%
<b>Total Expenditures &amp; Transfers</b>	<b>25,959,180</b>	<b>25,949,132</b>	<b>28,090,950</b>	<b>26,684,988</b>	<b>27,884,000</b>	<b>-0.74%</b>
<b>Net Revenue (Expenditures)</b>	<b>-25,014</b>	<b>1,299,775</b>	<b>-</b>	<b>-612,867</b>	<b>-</b>	<b>-</b>

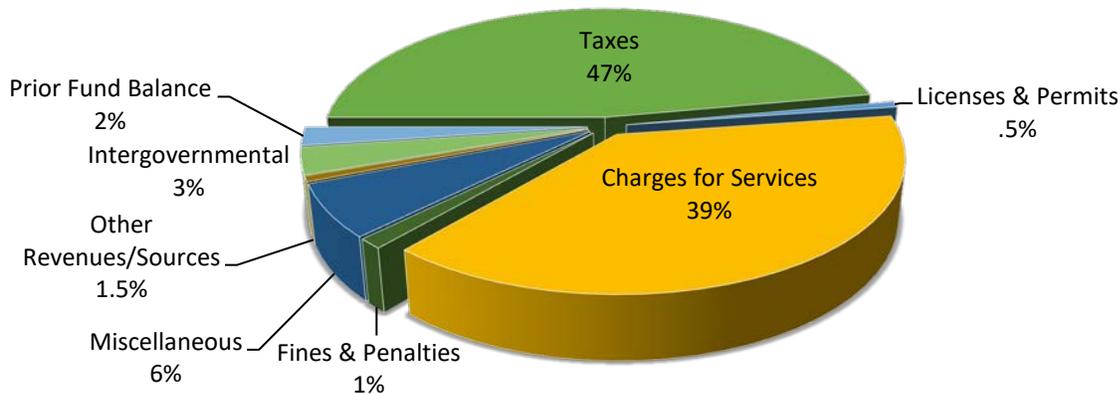
The following pages provide summaries related to City Wide Revenue by receipt type and City-Wide Expense by function.

## City Wide Revenue

The FY 2021 budgeted revenues total \$27,884,000, which is down \$206,950 from prior year FY 2020 budget. The funding of prior year capital projects with grant funding and other outside sources attributes for this decrease. The largest revenue source fund is taxes which represents 48% 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 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Taxes (Property, Sales, Franchise, Hotel/Motel)	11,692,838	12,169,745	12,165,807	12,496,785	13,112,617
Licenses & Permits	396,638	281,795	196,000	195,000	192,500
Charges for Services	9,895,556	10,097,273	10,282,500	10,141,004	10,742,000
Fines & Penalties	386,943	353,311	348,000	262,550	341,000
Miscellaneous	1,345,901	1,907,506	1,752,245	1,818,125	1,765,086
Other Revenues/ Sources	601,919	230,811	181,430	174,800	180,500
Intergovernmental	1,614,369	2,208,466	973,500	983,857	896,500
Prior Fund Balance	-	-	2,191,468	-	653,797
<b>Total Revenue</b>	<b>25,934,166</b>	<b>27,248,907</b>	<b>28,090,950</b>	<b>26,072,121</b>	<b>27,884,000</b>

### Where do we get our dollars?



## City Wide Expenditures

The FY 2021 budgeted expenditures total \$27,884,000, which is down \$206,950 over FY 2020 budget. This is primarily attributable to the timing of one-time capital projects in the General Fund, Water and Sewer Fund as it relates to capital projects in prior year.

By Object (Operational Funds)	Actual FY 2018	Actual FY 2019	Amended Budget FY 2019	Projected FY 2020	Adopted FY 2021
General Government	3,699,860	4,099,387	4,015,269	3,945,399	4,714,749
Streets	3,429,104	3,727,131	3,623,110	3,283,390	3,683,641
Public Safety	4,784,438	4,837,335	4,985,974	4,915,767	5,202,606
Parks & Recreation	1,829,775	1,762,157	2,483,829	2,398,824	2,238,004
Water & Sewer	8,841,384	8,270,775	9,780,000	9,192,474	8,375,000
Airport	585,108	644,192	991,768	946,286	598,000
Hotel Motel	1,002,930	774,569	900,000	690,000	1,052,000
Interest & Sinking	1,786,580	1,833,588	1,311,000	1,312,848	2,020,000
<b>Total Expenditures</b>	<b>25,959,180</b>	<b>25,949,132</b>	<b>28,090,950</b>	<b>26,684,988</b>	<b>27,884,000</b>

### Where do our dollars go?





# General Fund Revenue

## The Property Tax Rate and Property Tax Revenue

Property taxes are levied each year on October 1<sup>st</sup> on the assessed values as of the prior January 1<sup>st</sup> for all real and personal property located in the City. Assessed values are established by the Matagorda County Appraisal District (MCAD). Certified taxable values are provided to the City by the MCAD in July. Property tax is the largest source of income for the General Fund and makes up **28%** of the budgeted revenue for the 2021 fiscal year. This tax supports operations such as police services, fire protection, streets, park maintenance and code enforcement. The City approved a \$10,000 exemption for all Bay City citizens over the age of 65. The citizens of Bay City elected for .5% of the City's 2% local option to be used for property tax relief. Increase sales tax helps the City decrease reliance on property tax revenue.

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

	Current Year FY 2021	Prior Year FY 2020	Variance	Variance
*Certified Taxable Value (2019 Tax Roll)	897,701,778	867,110,964	30,590,814	3.5%
**TIRZ New Value (Increment over Base)	18,304,935	15,481,647	2,823,288	18.0%

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

\*\*TIRZ New Value equals the 2019 Taxable Value less the value of the TIRZ when it was created.

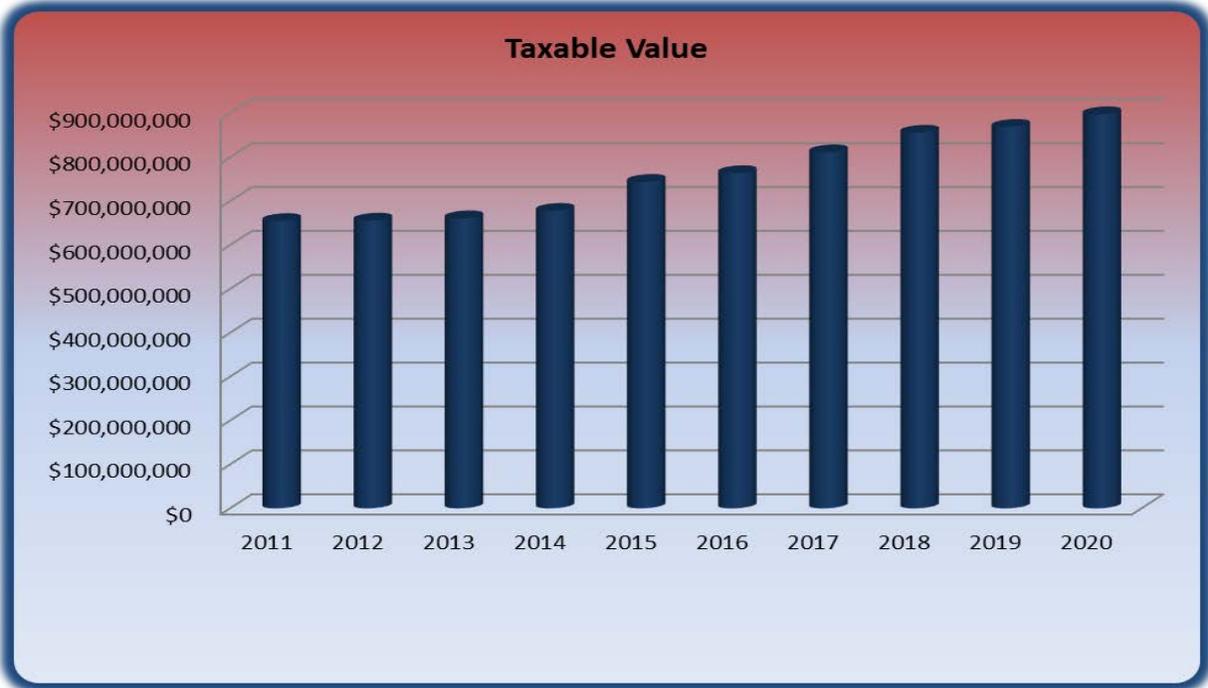
Certified taxable property valuations provided to the City by the MCAD on July 22, 2020 totaled \$897,701,778 - an increase of 3.3% over prior year. For the Fiscal Year 2021 budget, the **proposed budget** will raise more property taxes than last year's budget by \$82,292 (1.45%). The City Council adopted a tax rate of .6550/\$100 value which will still afford the City to maintain the same service levels and maintain the minimum fund balance.

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

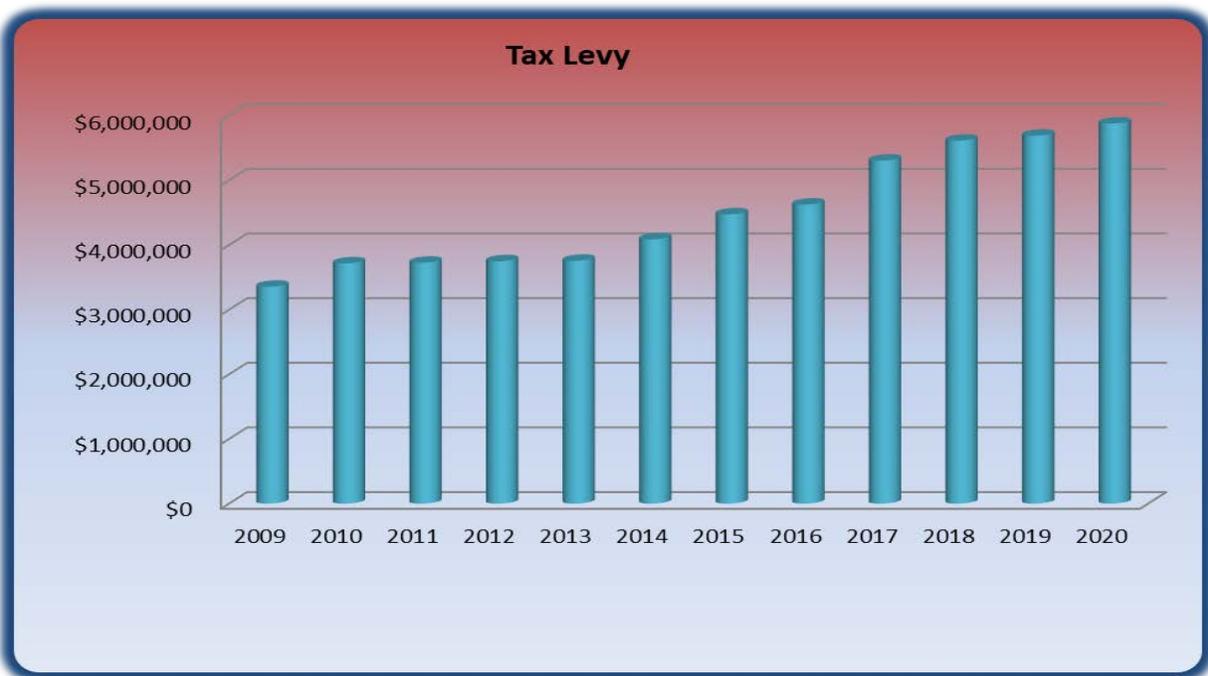
	Tax Rate	Tax Rate Percent	Total Gross Levy <sup>1</sup>	FY 2021 Budget <sup>2</sup>
<b>Debt Service Funds:</b>				
Various Debt Service	.17288	26.39%	1,522,175	1,522,175
<b>Total Debt Service (Required)</b>	<b><u>.17288</u></b>	<b><u>26.39%</u></b>	<b><u>1,522,175</u></b>	<b><u>1,522,175</u></b>
<b>General Fund:</b>				
Operation and Maintenance	<b><u>.48212</u></b>	<b><u>73.61%</u></b>	<b><u>4,357,772</u></b>	<b><u>4,270,617</u></b>
<b>Total</b>	<b><u>.65500</u></b>	<b><u>100.00%</u></b>	<b><u>5,879,947</u></b>	<b><u>5,792,791</u></b>

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

Property Tax Value has remained steady with an average of 3.8% growth over the last 5 years and 3.2% growth over the last 10 years. The chart below shows the history of taxable value.

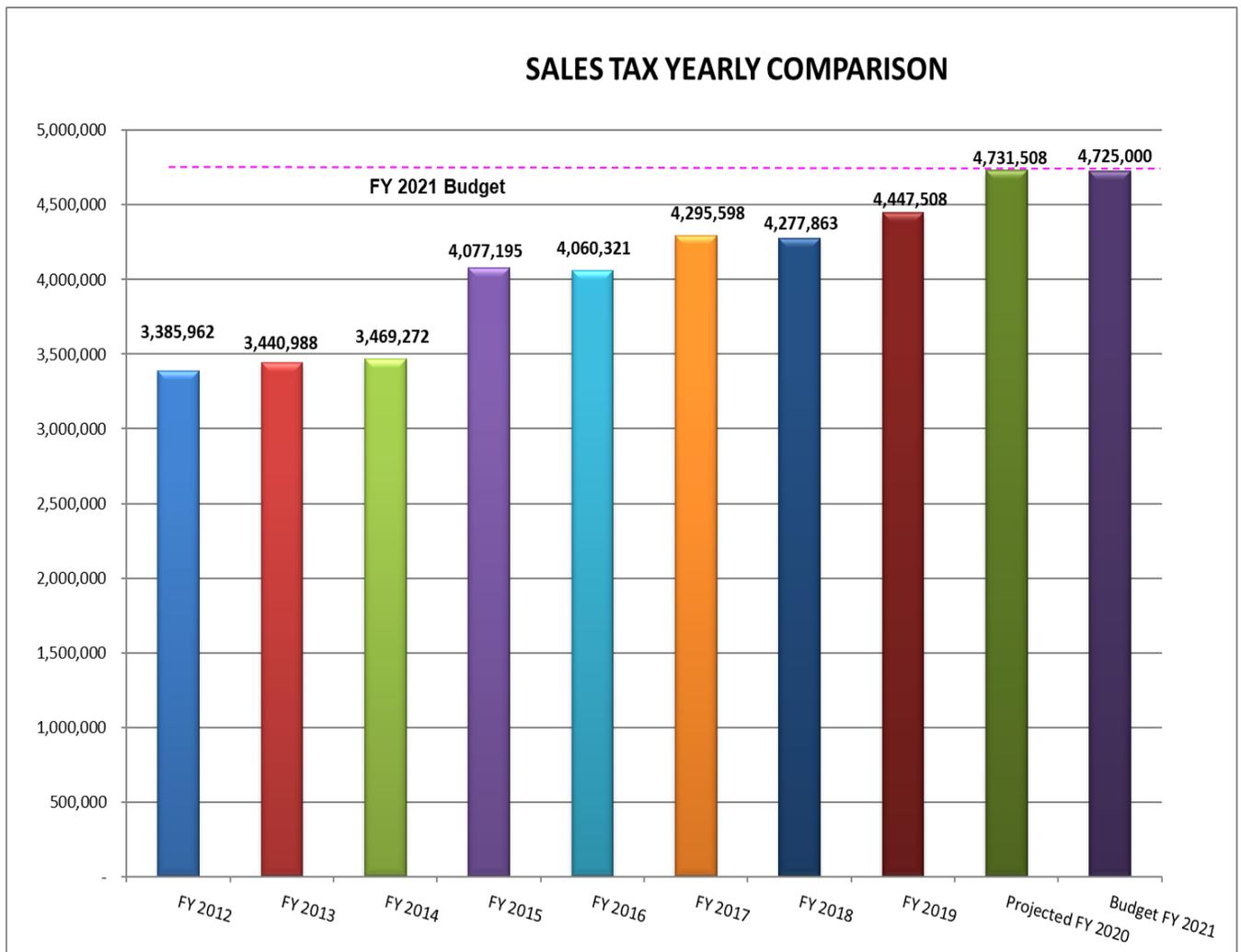


Each year the City Council determines what tax rate will be applied to the taxable value in order to maintain city services and pay debt associated with the City. Please see the tax rate distribution on the previous page. The graph below shows the history of the City's original tax levy.



## Sales Tax

Sales tax is the second largest revenue source in the General Fund making up **31%** of the City's General Fund budget. The City receives 1.5% of the 8.25% tax charged inside the city limits. The Bay City Community Development Corporation receives 0.5% and the remaining 6.25% goes to the State. The City budgeted sales tax based on estimated year end of FY 2020. COVID-19 has not affected sales tax in our community thus far. The City was up 10% (157,000) over prior year during the 3<sup>rd</sup> quarter 2020 where COVID impacted our businesses through required closures. However, budgeting near flat over prior year is anticipated to be a conservative approach not knowing how this pandemic could impact our community in the future months.



## **Franchise Fees**

Franchise Fees represent **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 **\$1,286,000** 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 \$501,000. 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 **\$1,068,229**.

- Interlocal agreement with Matagorda County for library services- \$200,000
- Interlocal agreement with Matagorda County for animal impound- \$75,113
- Agreement with the Bay City Gas Company- \$450,000
- Agreement with Bay City Community Development Corporation- \$339,116
- Local law enforcement grant - \$4,000

## **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. This year's annual transfers in equate to **\$671,500**.

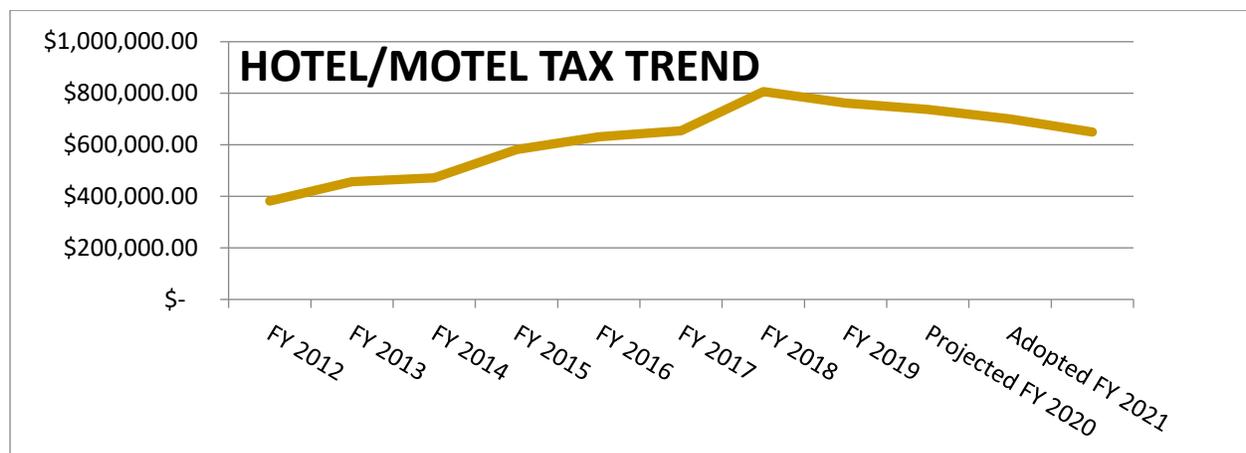
- Transfer in from Public Utility Fund to recover administrative fees- \$501,000
- Transfer in from Public Utility Fund Drainage Project (Ord. 1313)- \$112,500
- Transfer in from Hotel Motel Fund to recover costs related to Main Street- \$58,000

# Enterprise and Special Revenue Funds

## Hotel Occupancy Tax (HOT) Fund

### Hotel Tax

All occupants staying overnight in hotels or motels in the City of Bay City for less than 30 consecutive days, are charged a hotel tax of 13% of the room cost. The City receives 7% of the revenue while the State collects 6%. This money is used to promote the City of Bay City following strict guidelines on the use of this tax set up by the State Comptroller's Office. Historical trends are used to estimate this revenue. The City budgeted \$650,000.



## Public Utility Fund

### Water & Sewer Revenue

The water and wastewater operations are funded primarily through user fees. The City must set rates to cover the cost to pump and treat water along with the cost to maintain and repair the City's infrastructure. The City budget holds an increase in water and sewer rates by 6%. The City's last rate increase was **October 1, 2019**. The City usually estimates revenue based on historical trends that considers weather and consumption history. However, this year is different. The City performed a water rate study to take into consideration large capital projects to be funded through the Texas Water Development Board revolving loan fund over the next five years. The rate study will propose a new design and rate structure among all classes (i.e. residential, commercial, industrial, multi-family).

### 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 1.79%. The estimated revenue is derived by the average number of customers multiplied by the rate, then annualized.

## **Airport Fund**

The City charges tie down and full-service fees and jet and aviation fuel purchases. Hanger rentals (\$98,000) and fuel/oil sales (\$180,500) are the largest user fees in this fund and are estimated to be **\$278,500**, or **51%** of total budget. The General Fund subsidizes this fund by approximately \$225,000. 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 **39%** 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 **1%** of the citywide revenue and can be found in the General Fund and Public Utility Fund. In the General Fund, this revenue is represented by payments of citations, warrants, court costs and Library Fines. The revenue is represented as late payment penalties in the Public Utility Fund.

### **Other Revenue**

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

### **Total City Revenue**

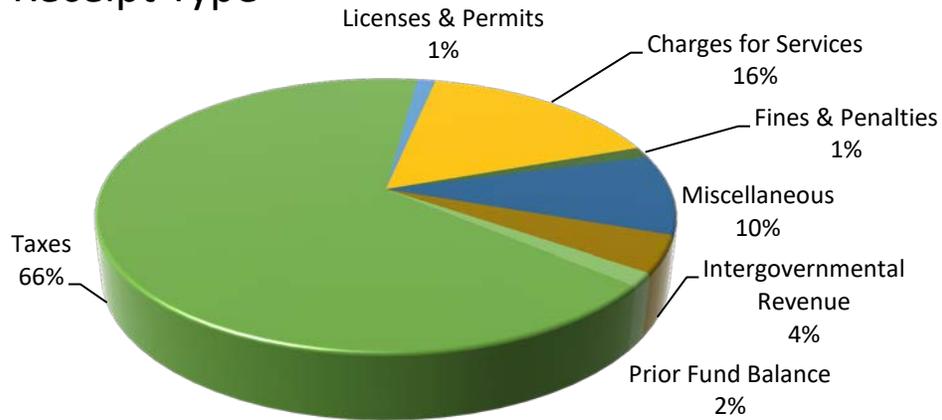
The Fiscal Year 2021 budgeted revenues for the City totaled \$27,884,000. This is down \$206,950 or **1%** less than prior year's budget. This is attributable to funding various capital projects in prior years.



## General Fund Revenue

Receipt Type	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021	Variance
Taxes	9,758,844	10,186,274	10,105,737	10,453,145	10,442,617	336,880
Licenses & Permits	396,638	281,795	196,000	195,000	192,500	-3,500
Charges for Services	2,364,716	2,447,706	2,527,000	2,545,350	2,565,000	38,000
Fines & Penalties	201,602	203,526	203,000	195,350	201,000	-2,000
Miscellaneous	1,024,078	1,529,467	1,432,945	1,471,444	1,489,586	56,641
Intergovernmental Rev.	852,559	769,013	643,500	653,857	671,500	28,000
Prior Fund Balance	-	-	-	-	276,797	276,797
<b>Total Revenue</b>	<b>14,598,439</b>	<b>15,417,780</b>	<b>15,108,182</b>	<b>15,514,146</b>	<b>15,839,000</b>	<b>730,818</b>

### Revenue by Receipt Type



Largest Revenue Sources	Amended Budget FY 2020	% Of Total FY 20 General Fund Budget	Adopted FY 2021	% Of Total FY 2021 General Fund Budget	Variance
<b>Property Taxes</b>	4,434,737	30%	4,391,617	28%	-43,120
<b>Sales Tax</b>	4,350,000	29%	4,725,000	31%	375,000
<b>Franchise Fees</b>	1,281,000	9%	1,286,000	9%	5,000
<b>Mixed Beverage Tax</b>	40,000	0.003%	40,000	0.01%	-
<b>Total</b>	<b>10,105,737</b>	<b>68.003%</b>	<b>10,442,617</b>	<b>68.01%</b>	<b>336,880</b>

## General Fund Revenue Detail

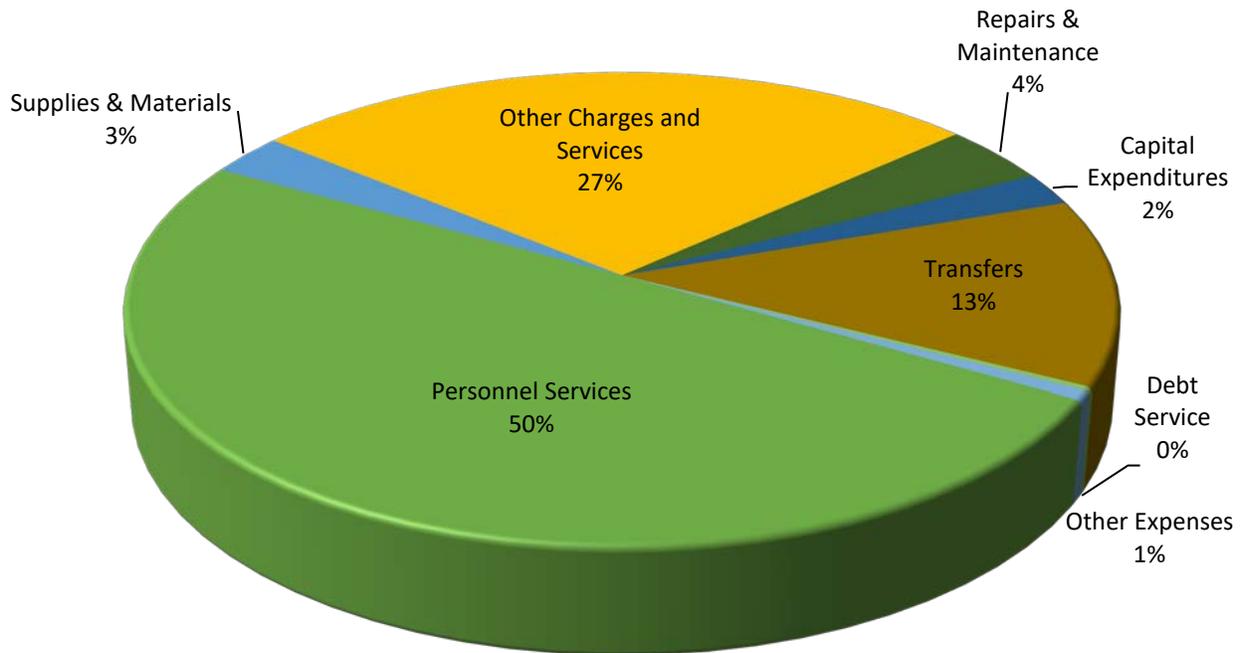
General Fund Revenues	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
<b>Taxes</b>					
Property Taxes Collections	4,028,635	4,284,874	4,273,237	4,273,237	4,270,617
Delinquent Taxes	89,686	79,922	90,000	80,000	60,000
Tax Overpayments	3,073	1,260	1,500	1,400	1,000
Property Taxes- P&I Fees	66,041	63,430	70,000	65,000	60,000
State Sales Tax	2,862,652	2,970,627	2,900,000	3,154,339	3,150,000
State Mixed Drink Tax	40,341	42,614	40,000	41,000	40,000
Franchise Tax	665,583	671,131	675,000	655,000	650,000
Enterprise Franchise Fee	463,000	466,500	473,000	473,000	501,000
Waste Collection Franchise	124,622	129,035	133,000	133,000	135,000
State Sales Tax- Tax Relief	1,415,211	1,476,881	1,450,000	1,577,169	1,575,000
<b>Total Taxes</b>	<b>9,758,844</b>	<b>10,186,274</b>	<b>10,105,737</b>	<b>10,453,145</b>	<b>10,442,617</b>
<b>Licenses &amp; Permits</b>					
Alcohol Beverage Permit	2,130	8,060	7,000	4,000	4,000
Other License/Permits	-	-	-	1,000	-
Building Permits	390,068	269,117	185,000	187,000	185,000
Misc. Inspection Fee- Code Enf.	1,170	1,619	1,000	1,500	1,000
Plat Filing Fees	3,270	2,999	3,000	1,500	2,500
<b>Total Licenses &amp; Permits</b>	<b>396,638</b>	<b>281,795</b>	<b>196,000</b>	<b>195,000</b>	<b>192,500</b>
<b>Charges for Services</b>					
Sanitation Fees	2,364,610	2,447,552	2,527,000	2,545,000	2,565,000
Service Charges	107	155	0	350	-
<b>Total Charges for Services</b>	<b>2,364,716</b>	<b>2,447,706</b>	<b>2,527,000</b>	<b>2,545,350</b>	<b>2,565,000</b>
<b>Fines &amp; Penalties</b>					
Court Fines	179,546	182,440	175,000	175,000	185,000
Warrant Fines-Collected	9,910	8,079	17,000	10,000	10,000
Arrest Fees	637	438	500	350	500
Juvenile Case Management	6,712	7,227	7,000	7,000	7,000
Library Fines	4,798	5,343	3,500	3,000	3,500
<b>Total Fines &amp; Penalties</b>	<b>201,602</b>	<b>203,526</b>	<b>203,000</b>	<b>195,350</b>	<b>201,000</b>

General Fund Revenues (Continued)	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
<b>Miscellaneous</b>					
Interest Income	31,416	58,323	45,000	54,850	35,000
Liens	3,443	12,587	2,500	13,500	3,500
Building Demolitions	800	13,163	500	-	500
Rental Proceeds	21,949	69,257	86,000	91,850	80,000
Recycling Center	29,463	19,894	25,000	6,000	20,000
PD Grants and Special Rev.	52,512	57,454	55,000	45,000	45,000
Grants- Various Sources	6,000	291,679	254,000	254,000	-
Law Enforcement Education	4,000	3,940	4,000	3,852	4,000
Parks- Rental Income	16,513	17,340	16,000	13,500	17,000
Rec Programs	26,302	17,782	25,000	11,000	20,000
Riverside- RV Rentals	-	-	65,000	26,775	75,000
Riverside Park Fees	(100)	15	10,000	28,850	15,000
Service Center Fees	260	(1,210)	5,000	10,773	5,000
Library Fees	-	-	-	12,500	15,000
Donations	360	8,786	-	1,100	-
County- Animal Impound %	67,525	67,138	72,451	72,834	75,113
County- Library Funding	200,000	200,000	200,000	200,000	200,000
Animal Impound- Donations	255	220	-	-	-
Animal Impound- Fees	4,656	4,098	4,500	4,500	4,500
Suspense Account	-	(20)	-	-	-
Insurance Claims	14,262	11,526	-	16,560	-
Gain on Disposal of Assets	-	13,734	-	-	-
Other Income- From Gas Co.	366,000	416,000	400,000	416,000	450,000
Other Income- Police	13,651	7,990	6,000	4,000	5,000
Other Income- BCCDC	69,624	150,000	75,000	75,000	339,116
Other Income	95,186	89,770	81,994	109,000	80,857
<b>Total Miscellaneous</b>	<b>1,024,078</b>	<b>1,529,467</b>	<b>1,432,945</b>	<b>1,471,444</b>	<b>1,489,586</b>
<b>Intergovernmental Revenue</b>					
Transfer from FD 25	50,800	48,000	58,000	58,000	58,000
Transfer from Utility	463,000	668,800	585,500	585,500	613,500
Transfer from Fund 21	-	52,213	-	-	-
Transfer- Library	83,664	-	-	-	-
Transfer from Fund 31	220,589	-	-	10,357	-
Transfer from Fund 34	34,506	-	-	-	-
<b>Total Intergovernmental</b>	<b>852,559</b>	<b>769,013</b>	<b>643,500</b>	<b>653,857</b>	<b>671,500</b>
<b>Prior Fund Balance</b>					
Prior Fund Balance	-	-	-	-	276,797
<b>Total Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>276,797</b>
<b>Total General Fund Revenue</b>	<b>14,598,332</b>	<b>15,417,780</b>	<b>15,108,182</b>	<b>15,514,146</b>	<b>15,839,000</b>

## General Fund Expenditures by Function

Expenses by Function	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021	Variance
Personnel Services	7,131,925	7,071,917	7,695,049	7,158,964	7,905,445	210,396
Supplies & Materials	415,075	404,804	447,125	439,434	447,025	-100
Charges and Services	3,875,683	3,793,161	4,021,003	3,945,616	4,334,761	313,758
Repairs & Maint.	524,228	504,724	707,200	579,779	642,400	-64,800
Capital Expenditures	224,503	749,359	657,805	618,523	354,000	-303,805
Transfers	1,481,008	1,817,008	1,490,000	1,690,000	2,014,305	524,305
Debt Service	-	-	-	41,064	41,064	41,064
Other Expenses	90,756	85,036	90,000	70,000	100,000	10,000
<b>Total Expenditures</b>	<b>13,743,177</b>	<b>14,426,009</b>	<b>15,108,182</b>	<b>14,543,380</b>	<b>15,839,000</b>	<b>730,818</b>

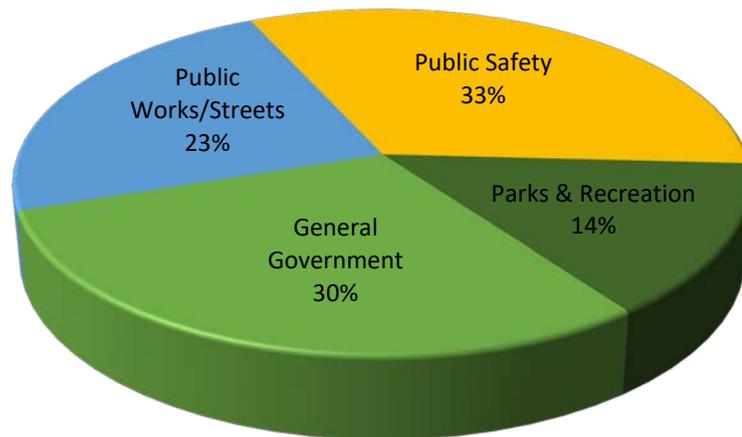
### Expenditures by Function



## General Fund Expenditures by Department

Department	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021	Variance	%
City Secretary	150,305	164,615	153,269	90,039	111,745	-41,524	-27%
City General Services Administration	2,433,038	2,789,535	2,532,742	2,549,731	3,279,806	747,064	29%
Main Street	214,918	219,309	318,192	314,022	307,405	-10,787	-3%
Human Resources	68,621	49,581	58,000	58,000	65,000	7,000	12%
Municipal Court	247,645	250,117	287,112	284,117	264,874	-22,238	0%
Finance	277,123	297,776	328,673	313,038	344,249	15,576	5%
Code Enforcement	308,211	328,453	337,281	336,452	341,670	4,389	1%
Police	-	-	-	-	312,750	312,750	0%
Animal Impound	4,441,085	4,498,295	4,618,763	4,554,624	4,520,281	-98,482	-2%
Fire	157,413	152,917	167,892	165,532	170,712	2,820	2%
Street and Bridge	185,941	186,123	199,319	195,611	198,863	-456	0%
Recycling Center	3,245,282	2,967,913	3,461,184	3,124,382	3,513,461	52,277	2%
Parks & Recreation	183,822	759,218	161,926	159,008	170,180	8,254	5%
Riverside Park	893,764	781,172	1,405,308	1,374,378	1,160,083	-245,225	-17%
Recreational Programs	144,560	232,608	184,103	175,250	201,909	17,806	10%
Pool Operations	85,993	89,792	99,823	65,513	101,823	2,000	2%
Library	274,856	213,997	275,841	272,250	286,352	10,511	4%
<b>Total Expenditures</b>	<b>13,743,177</b>	<b>14,426,009</b>	<b>15,108,182</b>	<b>14,543,380</b>	<b>15,839,000</b>	<b>730,818</b>	<b>5%</b>

## Expenditures by Department



# Departmental Summaries

## ADMINISTRATION

### Our Mission

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

### Description of Our Services

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

### Vision 2040

#### 2021 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 (2021 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 2021 Business Plans (Objectives)

- Reestablish contact/relationships with all governmental agencies that affect the city government
- Conduct bi-monthly meetings with directors
- Conduct bi-monthly meetings between Mayor and individual council members
- Establish and implement a process that ensures and enhances collaboration between departments
- Identify and publish processes and forms, throughout the organization, to promote predictable and consistent operations
- Create an environment for growth
- Establish action items to improve the relationship between City Manager and Council
- Improve the culture of service of the city in all departments. “How may I help you improve our town today?”
- Review policies and procedures and make recommendations that ensure alignment with the City’s vision for growth
- Identify and consider implementation of polices that will slow “demolition by neglect” of buildings and properties throughout the city
- Provide reports and metrics of performance to the Council and then the public on successes

### FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Collaborated the funding of the Nile Valley Road Project through Interlocal Agreements with the Bay City Community Development Corporation and the Bay City Gas Company
- ✓ Partnered with the Bay City Community Development Cooperation, Matagorda County Economic Development Cooperation, Matagorda County Precinct #1 & 2, Matagorda County Drainage District #1 to fund the regional drainage study.
- ✓ Hired a new City Secretary

## Budget Summary

Administration	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	199,645	184,831	305,842	219,357	295,055
Supplies & Materials	5,029	9,185	4,650	3,650	4,650
Other Charges & Services	10,244	25,293	7,700	91,015	7,700
<b>Total Administration</b>	<b>214,918</b>	<b>219,309</b>	<b>318,192</b>	<b>314,022</b>	<b>307,405</b>

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Mayor	1	1	1	1
City Manager	0	0	1	1
Executive Assistant	1	1	1	1
Council Members	5	5	5	5
Temp. (Intern)	1	1	0	0
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

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

# CITY SECRETARY

## Our Mission

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

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

## Description of Our Services

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

## Vision 2040

### 2021 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 2021 Business Plans (Objectives)

- Begin re-Codification of City Ordinances
- Develop and implement plan for City audit and assessment of all records
- Promote a City Council meeting agenda process for Council members and directors placing items on the agenda
- Develop and promote a process to streamline historic lien data to enhance collection success
- Enhance the City Secretary’s Office website information
- City Code Book – Continue organization and update 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
- Maintain records and appointment processes of Board membership and terms of all City Board participation
- Continue monitoring video/sound recording of all Council workshops and agendas

### FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Created a City Fee Ordinance to be presented to the City Council for action
- ✓ Continued organization and update of the City Code of Ordinances both hardcopy and online
- ✓ Organized records in the vault and update old labels
- ✓ Developed and promoted a City Council Public Comment Guide for citizens wishing to address the Council
- ✓ Reviewed permanent records and records eligible for destruction to maintain an orderly, current and efficient records department
- ✓ Continued 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
- ✓ Maintained Records and appointment processes of Board membership and terms of all City Board participation

## Budget Summary

City Secretary	Actual FY 2018	Actual FY 2019	Amended Budgeted FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	127,368	125,206	130,169	64,930	82,145
Supplies & Materials	12,950	26,354	13,000	12,805	12,800
Other Charges & Services	9,986	13,055	10,100	12,304	16,800
<b>Total City Secretary</b>	<b>150,305</b>	<b>164,615</b>	<b>153,269</b>	<b>90,039</b>	<b>111,745</b>

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
City Secretary	1	1	1	1
Deputy City Secretary	1	1	0	0
Personnel Generalist	0	0	0	0
<b>Total</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Number of Agendas/Meetings/Mins.	92	102	45	85
Number of requests for Public Info.	62	115	90	75
Number of new Ordinances approved	7	12	4	4
Number of closed sessions	14	21	14	14
Number of public hearings	8	8	3	8
Number of Proclamations	4	5	4	4
Number of resolutions approved	41	48	18	35
Number of elections prepared for	1	2	1	1
<b><i>Measuring our Effectiveness</i></b>				
% of Agendas posted 7 days prior to meeting	100%	100%	100%	100%

# CITY GENERAL

## Description of Our Services

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

## Contingency

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

## Fixed Asset Replacement Fund Allocations (FARF)

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

## Budget Summary

City General	Actual FY 2018	Actual FY 2019	Amended Budgeted FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	1,486	5,562	4,000	7,856	20,000
Supplies & Materials	28,371	28,156	28,000	25,875	28,000
Other Charges & Services	913,100	894,943	975,742	801,000	1,182,501
Repairs & Maintenance	9,075	43,866	35,000	25,000	35,000
Transfers	1,481,008	1,817,008	1,490,000	1,690,000	2,014,305
<b>Total City General</b>	<b>2,433,038</b>	<b>2,789,535</b>	<b>2,532,742</b>	<b>2,549,731</b>	<b>3,279,806</b>

## MAIN STREET



### **Our Mission**

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

### **Four Points Approach:**

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

### **Description of Our Services**

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

### **Vision 2040**

#### **2021 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 2021 Business Plans (Objectives)**

- Promote downtown events through various forms of media including print and social
- Increase funds raised at Camofest by increasing sponsorships
- Increase façade improvements downtown through grants and beautification projects
- Keep business owners apprised of downtown preservation and Main Street resources
- Work with owners of vacant downtown buildings to improve appearance and find occupants
- Identify opportunities for grants and funding sources for downtown improvements
- Maintain downtown planters and have light posts rewired to support decorative lighting and speakers for events
- Keep DowntownTX.org site updated with an online inventory of all historic district buildings and vacant properties available for new businesses
- Attend trainings to keep up to date on Main Street resources and historic preservation

## FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Partnered with Tourism, Parks and Recreation and Historic Downtown Business Association on Hometown Christmas
- ✓ Raised over \$30,000 at Camofest with approximately 1,500 in attendance
- ✓ Held Rock the Block, Christmas Around the Square, Small Business Saturday, Brunch with Santa and Camofest to increase downtown traffic
- ✓ Kept up social media presence on Main Street and Camofest Facebook pages
- ✓ Awarded Façade grant to Wadler, Perches, Hundl, Kerlick law firm
- ✓ Worked with Historic Commission to approve Certificates of Appropriateness for facades, canopies and signs
- ✓ Contracted with a landscaping service to improve and maintain downtown planters
- ✓ Updated inventory of downtown buildings for DowntownTX.org
- ✓ Assisted Economic Development COVID-19 Task Force with business survey response and follow up
- ✓ Informed downtown business owners of COVID-19 assistance programs and grants

### Budget Summary

Main Street	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Other Charges & Services	55,311	43,091	53,000	53,000	55,000
Other Expenses	13,310	6,490	5,000	5,000	10,000
<b>Total Main Street</b>	<b>68,621</b>	<b>49,581</b>	<b>58,000</b>	<b>58,000</b>	<b>65,000</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
10-point criteria met/Accredited	Yes	Yes	Yes	Yes
Façade Grants Awarded	2	2	1	2
Main Street Board Meetings	12	12	12	12
Historic Commission Meetings	12	12	12	12

# HUMAN RESOURCES

## Our Mission

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

## Description of Our Services

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

## Vision 2040

### 2021 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 2021 Business Plans (Objectives)

- Conduct quarterly trainings with all supervisors
- Provide a quarterly benefit refresher for employees
- Hold a virtual open enrollment for employees
- Maintain the newly implemented pay scale
- Amend the "New Employee" Orientation process

### FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Implemented phase one of pay scale (bringing employees to minimum)
- ✓ Revised the City's Personnel Policy
- ✓ Created and distributed a monthly HR Newsletter
- ✓ Increased employee direct deposit participation

## Budget Summary

Human Resources	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	171,341	170,842	181,480	178,000	183,874
Supplies & Materials	5,161	8,015	5,400	6,380	5,400
Other Charges & Services	71,142	71,260	100,232	99,737	75,600
<b>Total Human Resources</b>	<b>247,645</b>	<b>250,117</b>	<b>287,112</b>	<b>284,117</b>	<b>264,874</b>

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Director of Human Resources	1	1	1	1
Personnel Generalist	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Number of new employees processed (F/T)	15	12	20	5
Number of employee separations (F/T)	8	19	12	5
Number of work-related injuries	10	10	12	0
Number of open enrollment changes processed	35	35	42	30
Number of applications received	200	254	229	150
Number of grievances	0	1	1	0
Number of sick hours used per FTE	54.49	38.17	42.65	30
Total number of job postings (Annual)	27	22	18	5
Percentage of positions filled internally	33%	9.1%	22.2%	50
Turnover rate	8.2%	16.67%	8.76%	3%
Average tenure of employees (years)	9	9	8.79	9

# MUNICIPAL COURT

## Our Mission

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

## Description of Our Services

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



## Vision 2040

### 2021 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 2021 Business Plans (Objectives)

- Continue to provide impartial and courteous case resolution to the public
- Continue to create more opportunities for outreach via Health Fair, MC week and quarterly school visits to bring awareness to traffic safety throughout the community
- Hold successful Amnesty, Warrant Forgiveness and Municipal Courts week campaigns
- Develop procedures for utilizing TLO software for in-house warrant resolution
- Continue to utilize city web site to reach the public by offering more information, resources and forms online
- Purchase 33 zone metal detector as well as handheld metal detector to be used by Municipal Court as well as Police Department and City Hall for increased safety of City departments, its' employees and its citizens
- Utilize dialer software, creating reminders for court appearances and deadlines
- Pursue opportunities for Virtual Court appearances for the immune-compromised and shut-ins amidst ever changing climate of COVID-19
- Increase Court fine/cost compliance

## FY 2020 Accomplishments of Prior Year Business Plans

- ✓ TMCEC Traffic Safety Award-Honorable Mention-2nd year in a row
- ✓ Successful Municipal Courts week with focus on Child Safety Seat requirements, Seat Belt Safety and stranger danger, by presenting to over 700 students in Matagorda County with the help of BCPD Sgt. Suzanne Sullivan
- ✓ Implemented the Court Security Committee as part of S.B. 42 with an increased focus on the safety of the Municipal Court building, its employees and the citizens
- ✓ Installed Secure Access System throughout Municipal Court building
- ✓ Continued to utilize dialer software to create deadline reminders and court hearing information to increase case resolution and court appearance compliance

## Budget Summary

Municipal Court	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	177,765	193,602	205,348	203,350	220,724
Supplies & Materials	7,535	6,924	7,075	6,665	8,675
Other Charges & Services	90,738	93,090	113,250	100,250	111,850
Repairs & Maintenance	1,085	4,161	3,000	2,773	3,000
<b>Total Municipal Court</b>	<b>277,123</b>	<b>297,776</b>	<b>328,673</b>	<b>313,038</b>	<b>344,249</b>

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Municipal Court Judge-Contract	1	1	1	1
Municipal Court Assoc. Judge-Contract	1	1	1	1
Municipal Court Administrator	1	1	1	1
Municipal Juvenile Case Manager	1	1	1	1
Municipal Court Clerk	2	2	2	2
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Number of violations filed	3,400	3,804	3,500	3,600
Number of warrants issued	1,009	863	875	865
Number of juvenile citations	51	46	42	38
Number of warrants cleared	1,082	832	650	700
Number of completed cases	942	850	850	835
Cases satisfied by Community Service	176	183	185	195
Cases satisfied by Jail Time	371	497	325	350
Other Completed Cases	2,473	2,356	2,250	2,300
<i>Measuring our Effectiveness</i>				
#of case files created with 24 hrs. of citation receipt	100%	100%	100%	100%



# FINANCE

## Our Mission

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

## Description of Our Services

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



## Vision 2040

### 2021 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 2021 Business Plans (Objectives)

- Earn the new Transparency Stars: Traditional Finance Award from the State Comptroller \*
- Create the Purchasing Policy and Procedures Manual\*
- 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.
- Review/update Franchise Agreements
- Apply for budget award with the Government Finance Officers Association (GFOA)
- Apply for Popular Annual Financial Report (PAFR) with GFOA

## FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Received the Popular Annual Financial Report to provide external reader with condensed budget format that tends to be more user friendly for the first time
- ✓ Received the Distinguished Budget Presentation Award through Government Finance Officers Association (GFOA) for Fiscal Year 2019
- ✓ Received the Comprehensive Annual Financial Report (CAFR) Award through Government Finance Officers Association (GFOA) for Fiscal Year 2018
- ✓ Diversified investment options to optimize interest earnings
- ✓ Reviewed internal control procedures for cash sensitive areas and updated procedures
- ✓ Assisted City Departments with various grant submittals
- ✓ Assisted with the creation of the Economic Development program/policy for the City
- ✓ Assisted with land development agreement
- ✓ Participated in the Economic Development strategic planning session
- ✓ Provided an enhanced façade grant program template to support Economic Development's Strategic Plan
- ✓ Partnered with Parks to review the USO's Facility Use Agreement allowing the City to charge certain groups using the facility
- ✓ Provided contract templates to support various types of contracted services

## Budget Summary

Finance	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	289,650	310,621	319,281	319,000	325,070
Supplies & Materials	7,876	6,928	7,500	7,247	7,600
Other Charges & Services	10,685	10,904	10,500	10,205	9,000
<b>Total Finance</b>	<b>308,211</b>	<b>328,453</b>	<b>337,281</b>	<b>336,452</b>	<b>341,670</b>

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Finance Director	1	1	1	1
Assistant Finance Director	0	0	0	0
Payroll Administrator	1	1	1	1
Senior Accountant	0	1	1	1
Finance Clerk	1	0	0	0
Accounts Payable Clerk	1	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

*\*Finance Clerk was promoted to Senior Accountant at the end of FY 2018\**

## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Number of invoices processed	8,775	9,001	9,220	9,375
Number of vendor checks issued	5,335	4,897	4,675	4,250
Number of payroll checks/ACH issued	1,419	1,432	1,466	1,485
Number of manual journal entries	1,912	1,905	2,001	1,900
<b><i>Measuring our Effectiveness</i></b>				
GFOA's Distinguished Budget Presentation Award received	Yes	Yes	Yes	Yes
GFOA's Excellence in Financial Reporting Award received	Yes	Yes	Yes	Yes
Audit receives a clean opinion	Yes	Yes	Yes	Yes
Continuing Disclosure report by March 31 <sup>st</sup>	Yes	Yes	Yes	Yes
Compliance with Investment Policy	100%	100%	100%	100%
Average number of working days to close month	11	10	15	11
Average number of working days to issue monthly financial report	16	15	15	15



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

# CODE ENFORCEMENT

## Our Mission

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

## Vision 2040

### 2021 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 2021 Business Plans (Objectives)

- Hire a Fire Marshal
- Lower the number of abatements related to abandoned properties
- Continue to demolish any sub-standard structures within the City limits

### FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Demolished fourteen structures
- ✓ Cleared 32 junk vehicles by completing a focused vehicle sweep in the City
- ✓ Partnered with WCA (City's trash provider) to reduce significant amounts of roadside junk and illegal dumping

## Budget Summary

Code Enforcement	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	-	-	-	-	215,250
Supplies & Materials	-	-	-	-	6,000
Other Charges & Services	-	-	-	-	90,500
Repairs & Maintenance	-	-	-	-	1,000
Capital Expenditures	-	-	-	-	-
<b>Total Code Enforcement</b>	-	-	-	-	<b>312,750</b>

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Fire Marshal	0	0	0	1
Code Enforcement Officer	2	2	2	2
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>

\*Organizational Change- Code Enforcement was apart of Police Department budget in prior year\*

## Performance Measures

	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
<b><i>Our Workload</i></b>				
Number of liens filed- Code Enforcement	214	160	185	170
Number of illegal dumping cases- Code Enforce.	62	50	44	44
Number of substandard building inspections	22	90	147	120
Number of Code Enforcement investigations	801	1,000	1,435	1,200
<b><i>Measuring Our Effectiveness</i></b>				
Response to code enforcement requests Within 1 business day	98%	98%	98%	98%

# 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.

## Description of Our Services

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



## Vision 2040

### 2021 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 2021 Business Plans (Objectives)

- Lower overall NIBRS statistics from previous year
- Continue to increase patrol activities to deter and prevent criminal activity within the City
- Create Citizens on Patrol Division who will patrol neighborhoods and enforce parking violations

### FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Lowered overall UCR statistics from previous year
- ✓ Increased patrol activities to deter and prevent criminal activity within the city
- ✓ Recognized for best practices by Texas Police Chief's Association

## Budget Summary

Police	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	3,991,586	3,999,693	4,138,153	4,088,000	4,050,357
Supplies & Materials	101,064	94,370	111,000	110,950	110,500
Other Charges & Services	250,199	273,339	280,610	270,610	264,360
Repairs & Maintenance	61,481	45,953	46,000	44,000	54,000
Capital Expenditures	36,755	84,939	43,000	0	-
Debt Service	-	-	0	41,064	41,064
<b>Total Police</b>	<b>4,441,085</b>	<b>4,498,295</b>	<b>4,618,763</b>	<b>4,554,624</b>	<b>4,520,281</b>

**2021 Major Additions: 4 Patrol Vehicles (Capital Lease); Other Additions: Radios, Body Cameras, In Car Video System, Laptops**



## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Police Chief	1	1	1	1
Police Captain	1	1	1	1
Police Lieutenant	2	2	2	2
Sergeants	7	7	7	7
Corporals	5	5	5	5
Patrol Officers	15	15	15	15
Traffic Officer	1	1	1	1
Detectives	4	4	4	4
Narcotics Officer	1	1	1	1
Warrant Officer	1	1	1	1
Administrative Assistant	1	1	1	1
Dispatchers	10	10	10	10
Records Clerk/Dispatcher	1	1	1	1
Crime Victim Liaison (Grant)	1	1	1	1
ID Technician	2	2	2	2
<b>Subtotal Police</b>	<b>53</b>	<b>53</b>	<b>53</b>	<b>53</b>
Code Enforcement Officer	2	2	2	0
<b>Subtotal Code Enforcement</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>
Animal Control Officer	2	2	2	2
<b>Subtotal Animal Control</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Grand Total Police</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>55</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Number of community programs & events attended by personnel	210	215	200	250
Number of training hours received by personnel	8,240	5,191	4,000	8,000
Total number of calls for service	28,376	34,464	30,000	35,000
Number of traffic contacts	3,894	8,264	6,000	9,000
Number of vehicle accidents patrol worked	464	535	500	525
Number of cases assigned to CID	2,352	2,716	2,300	2,700
Number of cases cleared by arrest	906	1,344	700	1,400

# 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

### 2021 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 2021 Business Plans (Objectives)

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

## FY 2020 Accomplishments of Prior Year Business Plans

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

### Budget Summary

Animal Impound	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	144,956	140,784	147,742	147,742	151,362
Supplies & Materials	3,797	4,213	3,750	3,400	4,150
Other Charges & Services	7,451	7,204	10,900	9,890	11,000
Repairs & Maintenance	1,210	716	5,500	4,500	4,200
<b>Total Animal Impound</b>	<b>157,413</b>	<b>152,917</b>	<b>167,892</b>	<b>165,532</b>	<b>170,712</b>

### Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Animal Impound Manager	1	1	1	1
Assistant Manager	1	1	1	0
Maintenance Tech	1	1	1	1
Maintenance Tech II	0	0	0	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

### Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Euthanized Animals	599	475	400	400
Number of animals picked up (City)	644	588	500	575
Number of animals picked up (County)	251	267	267	275
<b><i>Measuring Our Effectiveness</i></b>				
Average response time to pick up animals	6 minutes	6 minutes	5 minutes	5 minutes

# FIRE

## Our Mission

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

## Description of Our Services

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

## Vision 2040

### 2021 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 2021 Business Plans (Objectives)

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

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

### Budget Summary

Fire	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	57,887	53,608	66,569	62,569	66,913
Supplies & Materials	14,910	10,716	13,150	12,125	13,150
Other Charges & Services	70,792	72,135	74,600	78,667	73,800
Repairs & Maintenance	42,351	49,664	45,000	42,250	45,000
<b>Total Fire</b>	<b>185,941</b>	<b>186,123</b>	<b>199,319</b>	<b>195,611</b>	<b>198,863</b>

### Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
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 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Number of Man-hours for training	720	1,200	1,296	1,072
Number of Man Hours	2,203	1,659	1,931	1,931
Number of Calls Per Year	240	181	210	200
Motor Vehicle Fires	17	16	16	17
Dwelling Fires	18	16	17	16
Rescue Calls	11	8	9	8
Grass Fires	51	24	37	37
Refuse Fires	11	12	11	12
Structure Fires	7	5	6	6
Business Structure Fires	0	2	1	2
Institutional Fires	0	0	0	0
Mobile Home Fires	4	4	4	3
Mutual Aid Calls	26	14	20	19
Other Calls	121	94	107	106
Calls Outside City Limits	71	49	60	60
<b><i>Measuring Our Effectiveness</i></b>				
ISO Rating	4	4	4	4



# STREET & BRIDGE

## Our Mission

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

## Description of Our Services

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

## Vision 2040

### 2021 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 2021 Business Plans (Objectives)

- Continue to improve infrastructure and livability by establishing a street overlay, repair and maintenance program to include pavement and specialty markings
- Address drainage issues from Moore Ditch north of MLK to 5th Street; Twelfth Street ditch from Nichols to Crescent Drive; DelNorte subdivision; Holly Lane and Chateaux Drive area; and McDonald Meadows subdivision
- Continue the curb and gutter repair and replacement program with an estimated 1000 linear feet replaced each year
- Continue drainage improvements—cleaning ditches, repairing and upgrading storm drains and inlets
- Continue an aggressive sign installation and maintenance program to improve safety and appearance
- Continue tree trimming maintenance to ensure safe passage of emergency and maintenance vehicles
- Continue to provide adequate access to the brush site for citizens and contractors working within the city limits
- Continue to improve efficiency by utilizing City Works to track all street repairs, drainage repairs, streets swept (mileage), mowing (mileage), and striping (feet)
- Continue to improve effectiveness by continuing to empower employees through training
- Compile a list of sidewalks for concrete paver projects
- Compile a list of streets for street reconstruction program
- Continue to promote an equal application of division policies, city ordinances and model codes for all developers and citizens
- Continue to manage and direct third-party inspectors (Bureau Veritas) in a manner that assists staff in the implementation of model codes while maintaining the division's expenditure goals
- Establish striping program for parking spaces in the downtown area and city owned buildings
- Explore an in-house seal coat program

### FY 2021 Accomplishments of Prior Year Business Plans

- ✓ Provided labor and equipment for Fall and Spring Citywide Cleanup Event.
- ✓ Completed construction of concrete pavement and sidewalk repairs in various locations in Bay City, by City's contractor
- ✓ Cleaned 1000 LF of culvert under Horn Rd to 5th St. and Ave E 2001 intersection resolve drainage problems in the area. The culvert was completely blocked and filled with years of debris including bottles, cans, plastic bags, trash, etc
- ✓ Purchased a new Grad-all to assist in the cleaning of culverts and ditches to resolve drainage problems in Bay City
- ✓ Completed major roadway repairs after utility upgrades/repairs in various locations in Bay City.
- ✓ Completed tree trimming in in various locations in Bay City
- ✓ Focused sign improvement on street name sign replacement and striped 900 LF of crosswalks in Bay City
- ✓ Advertised and awarded bids for mowing contract to promote customer service by keeping the grass mowed in various locations in Bay City
- ✓ Advertised and awarded bids for miscellaneous concrete repair to sidewalks, curb and gutter, and roadway repairs after utility upgrades/repairs in various locations in Bay City

## Budget Summary

Street and Bridge	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	831,290	724,808	921,865	675,042	982,961
Supplies & Materials	71,205	58,668	74,500	72,750	59,500
Other Charges & Services	2,122,785	2,040,099	2,055,819	2,096,590	2,165,000
Repairs & Maintenance	220,002	144,338	409,000	280,000	306,000
<b>Total Street and Bridge</b>	<b>3,245,282</b>	<b>2,967,913</b>	<b>3,461,184</b>	<b>3,124,382</b>	<b>3,513,461</b>

**2021 Major Additions: Drainage Study; See 5 Year CIP for Large Capital Projects**

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Assistant Director of Public Works	0	0	0	1
Street & Bridge Supervisor	1	1	1	1
Equipment Operator	5	5	5	4
Truck Driver	1	1	1	0
Street Sweeper Operator	1	1	1	1
Concrete Finisher	1	1	1	0
Concrete Finisher Helper	1	1	1	1
Maintenance Technician II	2	2	2	2
Maintenance Technician I	0	0	0	1
Construction Inspector	0	0	0	1
Building Official	1	1	1	1
Building Permit Technician	1	1	1	1
Office Manager	1	1	1	0
Administrative Assistant I	2	1	1	1
<b>Total</b>	<b>17</b>	<b>16</b>	<b>16</b>	<b>15</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Miles of street sweeping	26.4	26.4	26.4	26.4
Backfill Pavement Edge Work Orders	285	285	250	200
Storm Drain Cleaning Work Orders	31	24	30	30
Ditch Cleaning Work Orders	126	85	100	90
Concrete Pavement Repair Work Orders	35	30	50	35
Culvert Work Orders	53	54	60	55
Sidewalk Work Orders	5	6	10	7
City ROW Mowing Work Orders	50	52	50	50
Sign Work Orders	78	79	80	65
Street Sweeping Work Orders	24	16	20	20
Traffic Control Work Orders	48	40	50	45
Tree Trimming Work Orders	92	66	60	50
Utility Asphalt Repair Work Orders	64	80	160	100
Utility Concrete Repair Work Orders	61	64	128	85
Driveway Culvert Installation	9	30	30	25
Building Inspections Performed	803	475	800	380
Electrical Inspections Performed	545	500	550	520
Mechanical Inspections Performed	256	195	275	150
Plumbing Inspections Performed	655	600	675	500
Other Inspections Performed	272	195	275	220



# RECYCLING CENTER

## Our Mission

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

## Description of Our Services

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

## Vision 2040

### Infrastructure and City Facilities

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

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

### Livability and Quality of Life

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

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

### FY 2021 Business Plans (Objectives)

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

## FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Improved efficiency by maintaining a regular schedule for pickup of recyclables at local businesses.
- ✓ Recycled and diverted 260 tons of waste and 2950 gallons of oil from the landfill.

### Budget Summary

Recycling Center	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	130,258	133,976	136,226	133,370	144,480
Supplies & Materials	2,025	4,507	4,400	4,612	4,400
Other Charges and Services	8,095	11,665	12,300	11,950	12,300
Repairs & Maintenance	2,503	4,802	9,000	9,076	9,000
Capital Expenditures	40,942	604,268	-	-	-
<b>Total Recycling Center</b>	<b>183,822</b>	<b>759,218</b>	<b>161,926</b>	<b>159,008</b>	<b>170,180</b>

### Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
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 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Recycled Plastic - Tons	35	40	20	32
Recycled Cardboard - Tons	228	186	160	192
Recycled Mixed Paper - Tons	47	40	80	56
Recycled Oil - Gallons	3,205	5,150	2,950	3,770

# 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.

*\*See Appendix, [page 261](#), for a detailed Parks/Buildings Amenities listing\**

## Vision 2040

### 2021 Strategic Focus\*

#### Infrastructure and City Facilities

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

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

#### Community Development & Economic Development\*

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

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

#### Livability & Quality of Life

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

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

### FY 2021 Business Plans (Objectives)

- Build Bay City’s first splash pad at Amistad Park per Park Master Plan action
- Solicit sponsors to fund an amphitheater at Le Tulle Park for events per Park Master Plan
- Reapply for grant to fund the Southern Pacific Trailway connecting Junior High to High School per Master Plan
- Convert tennis courts at Community Park to basketball courts
- Add signage naming individual ball fields
- Add shade canopies, restrooms and field lights to Hardeman Park
- Convert baseball field to soccer field (City Field)
- Finish sidewalk at Liberty Park
- Provide an entrance monument at Le Tulle Park

### FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Installed Dreamscape Playground at LeTulle Park
- ✓ Refurbished pavilions and picnic tables with new tables, trash receptacles, painting and trail for passive recreation opportunities at LeTulle, Amistad, Barkway, Duncan, Henderson, Mary Withers and Train Depot parks
- ✓ Installed new park signage (all parks)
- ✓ Installed central lock system
- ✓ Updated guest furniture at USO and Train Depot
- ✓ Repaired building and added new roof at USO
- ✓ Painted and refurbished Train Depot

## Budget Summary

Parks	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	514,397	492,300	551,803	529,160	556,183
Supplies & Materials	35,778	35,914	36,700	35,255	38,300
Other Charges & Services	110,268	102,033	111,000	110,885	110,600
Repairs & Maintenance	138,571	131,073	91,000	90,555	101,000
Capital Expenditures	94,750	19,851	614,805	618,523	354,000
<b>Total Parks</b>	<b>893,764</b>	<b>781,172</b>	<b>1,405,308</b>	<b>1,384,378</b>	<b>1,160,083</b>

### 2021 Major Additions: Vehicle, Mower and Splashpad

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Parks Director	1	1	1	1
Recreation Specialist	1	1	1	1
Admin. Assistant	1	1	1	1
Lead Park Specialist	1	1	1	1
Recreation Specialist	6	6	6	6
Temporary Worker	2	2	2	2
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Acres of park grounds maintained	474	474	474	474
Grant applications submitted	6	6	6	6



**\*New Dreamscape Playground Equipment at LeTulle Park\***

# RIVERSIDE PARK

## Our Mission

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



## Description of Our Services

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

## Vision 2040

### 2021 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 2021 Business Plans (Objectives)

- Add small shade pavilion in front of the office
- Construct a floating boat dock

### FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Rebuilt boat launch
- ✓ Redesigned and constructed new septic leach field
- ✓ Painted and put a new roof on all buildings
- ✓ Reclaimed all camping spaces
- ✓ Converted damaged residence to park maintenance shop
- ✓ Relocated Ranger residence out of flood zone
- ✓ Replaced picnic tables, fire pits and grills
- ✓ Remodeled park office
- ✓ Rebuilt park roadways

## Budget Summary

Riverside Park	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	93,779	114,554	116,203	111,075	113,209
Supplies & Materials	10,989	7,357	15,200	14,175	15,200
Other Charges & Services	15,540	22,976	36,500	34,500	36,300
Repairs & Maintenance	6,702	47,421	16,200	15,500	37,200
Capital Expenditures	17,550	40,300	-	-	-
<b>Total Riverside Park</b>	<b>144,560</b>	<b>232,608</b>	<b>184,103</b>	<b>175,250</b>	<b>201,909</b>

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Park Ranger	1	1	1	1
Park Secretary	1	1	1	1
Temporary Worker	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

# Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Acres of park grounds maintained	100	100	100	100
Annual number of guests	500	5,000	10,000	20,000



# RECREATION

## Our Mission

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

## Description of Our Services

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

## Vision 2040

### 2021 Strategic Focus\*

#### Infrastructure and City Facilities

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

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

#### Community and Economic Development\*

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

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

## Livability and Quality of Life

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

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

### FY 2021 Business Plans (Objectives)

- Create a new canine event (dog park)
- Expand kids camp program

### FY 2020 Accomplishments of Prior Year Business Plans

- Held Hometown Christmas Event
- Held Fourth of July Event at Schulman’s Theater
- Partnered with the Tourism Department for the Day of the Dead Event

## Budget Summary

Recreation	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	7,787	11,092	14,823	250	11,823
Other Charges & Services	760	154	-	263	-
Other Expenses	77,446	78,546	85,000	65,000	90,000
<b>Total Recreation</b>	<b>85,993</b>	<b>89,792</b>	<b>99,823</b>	<b>65,513</b>	<b>101,823</b>

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Temporary Workers	3	3	3	3
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Number of direct programs	13	18	12	18
Number of indirect programs	24	28	16	28
Program attendance	8,512	10,000	7,000	10,000

# POOLS

## Our Mission

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

## Description of Our Services

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

## Vision 2040

### 2021 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 2021 Business Plans (Objectives)

- Add shade/party rental area to Hilliard Pool
- Improve appearance of changing rooms

## FY 2019 Accomplishments of Prior Year Business Plans

- ✓ Replaced pool covers
- ✓ Added picnic tables to Hilliard Pool
- ✓ Added deck lighting to Valiant Pool
- ✓ Replaced pool vacuums

## Budget Summary

Pool Operations	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	147,593	119,671	160,741	139,380	168,152
Supplies & Materials	49,568	45,696	44,600	45,370	48,100
Other Charges & Services	44,020	23,794	33,500	31,500	33,100
Repairs & Maintenance	33,675	24,836	37,000	56,000	37,000
Capital Expenditures	-	-	-	-	-
<b>Total Pool Operations</b>	<b>274,856</b>	<b>213,997</b>	<b>275,841</b>	<b>272,250</b>	<b>286,352</b>

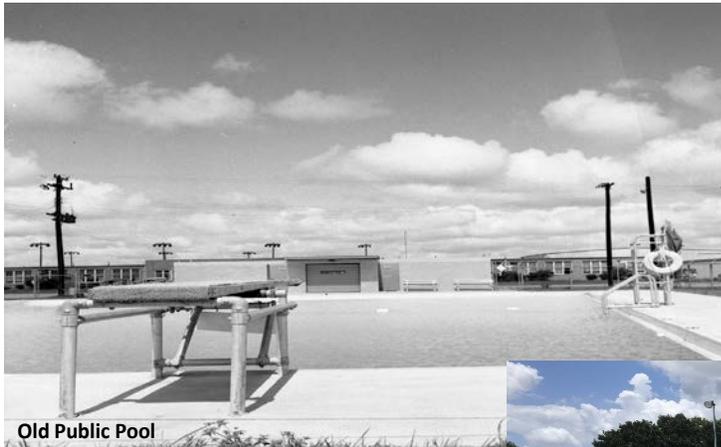
## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Aquatic Supervisor	1	1	1	1
Temps. (Lifeguards)	20	20	20	20
<b>Total</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>



## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Number of Pools maintained	2	2	2	2
Operating Hours Available to Public	705	750	500	750
Total Number of Customers	995	1,000	650	1,000



Old Public Pool



16th Street (City) Pool Today

# 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 26,800.

## Vision 2040

### 2021 Strategic Focus\*

## Livability and Quality of Life

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

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

## Infrastructure and City Facilities

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

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



\*Public Library- Today

### FY 2021 Business Plans (Objectives)

- Improve access to technology and internet for citizens by offering internet enabled devices for checkout and adding a dedicated internet service in Sargent
- Add online services to further personal, professional, and educational growth
- Add online guides/resource lists for topics of interest, such as business, education, book lists, health, etc
- Improve operational efficiency by improving staffing quantity and quality
- Create Marketing Plan and utilize branding in library promotions
- Complete biennial review of Policy Manual
- Improve the usability of Genealogy collection by cataloging available items and digitizing microfilm
- Improve the usability of the physical library by continuing to complete categorization of collections, developing and implementing a collection development plan to focus on high use materials, and upgrading furnishings and layout as needed
- Further develop current programs to maximize success of programming

### FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Responded to COVID-19 by adding online resources, providing curbside pickup of materials, and using social media to stay connected with citizens when in-person services were not possible
- ✓ Developed a summer program in response to COVID-19 using a virtual platform that will offer ongoing reading programs
- ✓ Opened Sargent Branch in its new facility through grants and local partnerships
- ✓ Improved access to library services by increasing hours at both branches and furthered the meeting of the Enhanced Level of Service
- ✓ Awarded Earned Achievement of Excellence in Libraries from the Texas Municipal Library Director's Association
- ✓ Improved the safety of library by replacing outdoor carpeting and installing new security camera system.
- ✓ Added online payment option for library users.
- ✓ Created how-to videos for library resources to improve usability of online services.
- ✓ Increased and enhanced availability and use of digital resources by adding Lynda.com by LinkedIn Learning to highlight the library as a resource for community and economic development
- ✓ Developed a Technology Plan to provide and maintain adequate access to essential technology for personal, educational and career success
- ✓ Updated the Library's logo to improve representation and marketing of library system

### Budget Summary

Library	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted Budget FY 2021
Personnel Services	245,138	290,767	294,804	279,883	317,887
Supplies & Materials	58,817	57,803	78,200	78,175	80,600
Other Charges & Services	84,567	88,125	135,250	133,250	79,350
Repairs & Maintenance	7,574	7,894	10,500	10,125	10,000
Capital Expenditures	34,506	-	-	-	-
<b>Total Library</b>	<b>430,603</b>	<b>444,589</b>	<b>518,754</b>	<b>501,433</b>	<b>487,837</b>

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2020
Librarian	1	1	1	1
Specialists	3.5	3.5	3.5	3
Assistants	2	2	2	3
Temporary Workers	0	1	1	.5
<b>Total</b>	<b>6.5</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>

## Performance Measures

	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
<b><i>Our Workload</i></b>				
Total Library Circulation	53,672	47,056	40,000	50,000
Total Library Visits	47,811	57,631	30,000	50,000
Population per ALA-MLS	26,452	26,452	26,300	26,300
Population per total paid staff	4,898	4,661	4,300	4,300
Number of programs	153	211	150	200
Attendance of programs	3,262	5,216	3,000	4,000
<b><i>Measuring Our Effectiveness</i></b>				
Achievement of Excellence in Libraries Award	Yes	Yes	Yes	Yes
TSLAC Accredited Library	Yes	Yes	Yes	Yes





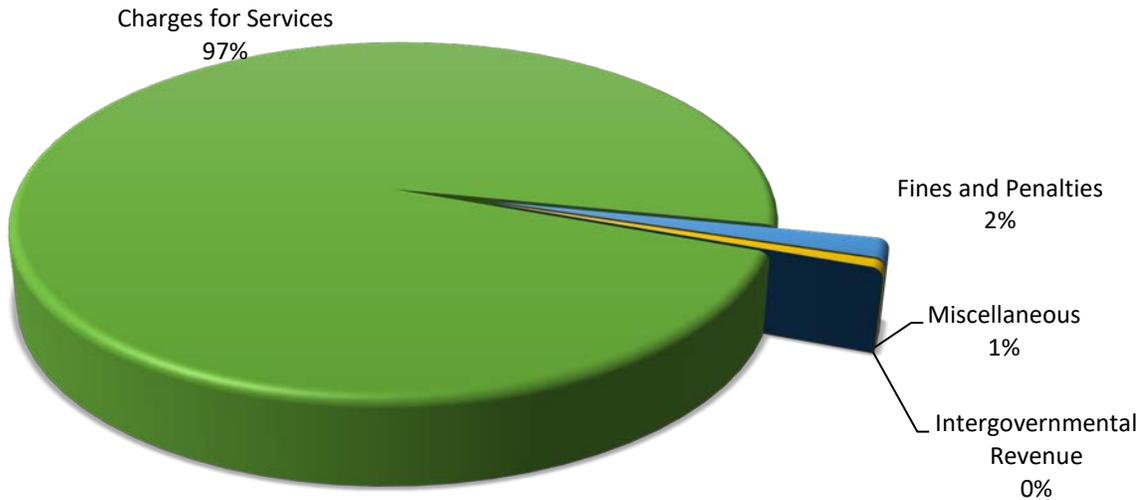
# **PUBLIC UTILITY FUND**

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

## Public Utility Fund Revenue

Revenue Summary	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021	Variance
Charges for Services	7,530,440	7,649,267	7,755,500	7,595,404	8,177,000	421,500
Fines and Penalties	185,341	149,785	145,000	67,200	140,000	-5,000
Miscellaneous	99,259	92,499	65,000	88,256	58,000	-7,000
Intergovernmental	17,260	219,828	-	-	-	-
Prior Fund Balance	-	-	1,814,500	-	-	-1,814,500
<b>Total Revenues</b>	<b>7,832,300</b>	<b>8,111,380</b>	<b>9,780,000</b>	<b>7,750,860</b>	<b>8,375,000</b>	<b>-1,405,000</b>

## Public Utility Fund Revenue



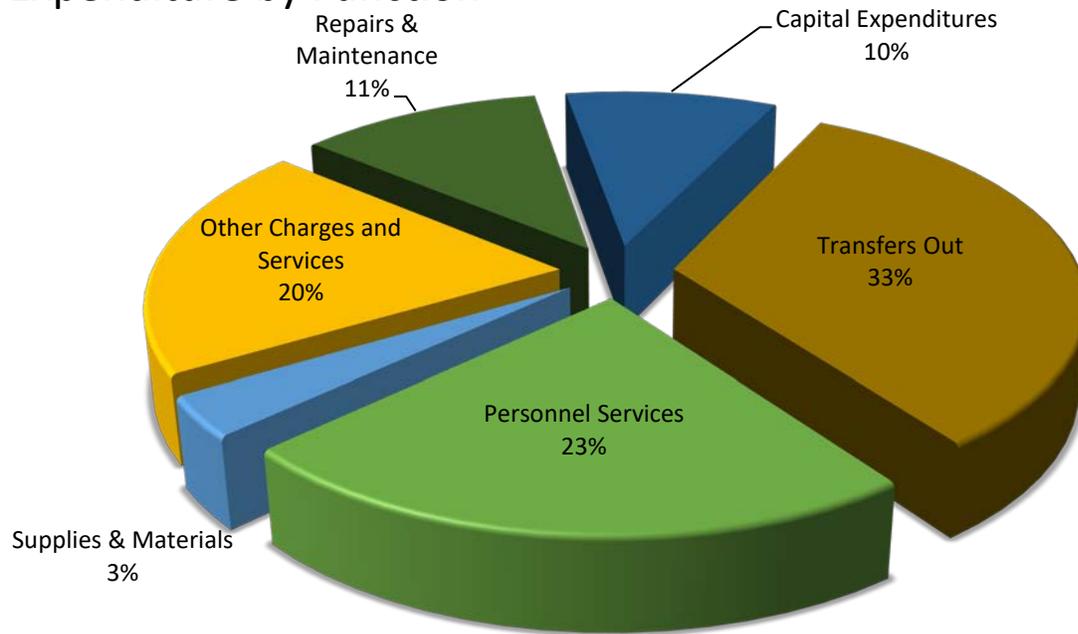
## Public Utility Revenue Detail

Public Utility Fund Revenue	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
<b>Charges for Services</b>					
Water Receipts	3,457,935	3,456,468	3,550,000	3,563,000	3,745,000
Commercial Water Sales	16,683	9,284	10,000	8,924	10,000
Water Taps	32,370	29,213	30,000	35,000	30,000
Service Charges	125,707	139,375	125,000	75,000	100,000
Sewer Receipts	3,832,536	3,981,588	4,000,000	3,875,000	4,250,000
Sewer Surcharges	31,793	12,484	21,000	10,000	21,000
Sewer Taps	22,721	14,517	19,500	22,000	21,000
Contract Revenue	10,696	6,339	-	6,480	-
<b>Total Charges for Services</b>	<b>7,530,440</b>	<b>7,649,267</b>	<b>7,755,500</b>	<b>7,595,404</b>	<b>8,177,000</b>
<b>Fines &amp; Forfeitures</b>					
Late Payment Penalties	185,341	149,785	145,000	67,200	140,000
<b>Total Fine &amp; Forfeitures</b>	<b>185,341</b>	<b>149,785</b>	<b>145,000</b>	<b>67,200</b>	<b>140,000</b>
<b>Miscellaneous</b>					
Interest Income	16,010	36,391	25,000	21,050	20,000
Insurance Claims	-	14,125	-	31,231	-
Other Income	83,248	38,808	40,000	35,975	38,000
<b>Total Miscellaneous</b>	<b>99,259</b>	<b>92,499</b>	<b>65,000</b>	<b>88,256</b>	<b>58,000</b>
<b>Intergovernmental</b>					
Contributed Capital	17,260	219,828	-	-	-
<b>Total Intergovernmental</b>	<b>17,260</b>	<b>219,828</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Prior Fund Balance</b>					
Prior Fund Balance	-	-	1,814,500	-	-
<b>Total Prior Fund Balance</b>	<b>-</b>	<b>-</b>	<b>1,814,500</b>	<b>-</b>	<b>-</b>
<b>Total Public Utility Revenue</b>	<b>7,832,300</b>	<b>8,111,380</b>	<b>9,780,000</b>	<b>7,750,860</b>	<b>8,375,000</b>

## Public Utility Expenditures by Function

Expenditures by Function	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021	Variance
Personnel Services	1,744,112	1,592,148	1,804,954	1,567,311	1,931,682	126,728
Supplies & Materials	299,832	272,495	292,000	252,583	280,500	-11,500
Other Charges and Services	2,774,565	2,791,281	1,218,557	1,064,244	1,648,148	429,591
Repairs & Maint.	748,685	769,186	2,177,500	2,136,864	940,500	-1,237,000
Capital Expenditures	10,038	-	1,146,000	1,030,483	823,869	-322,131
Transfers Out	3,264,152	2,845,665	3,140,989	3,140,989	2,750,301	-390,688
<b>Total Expenditures</b>	<b>8,841,384</b>	<b>8,270,775</b>	<b>9,780,000</b>	<b>9,192,474</b>	<b>8,375,000</b>	<b>-1,405,000</b>

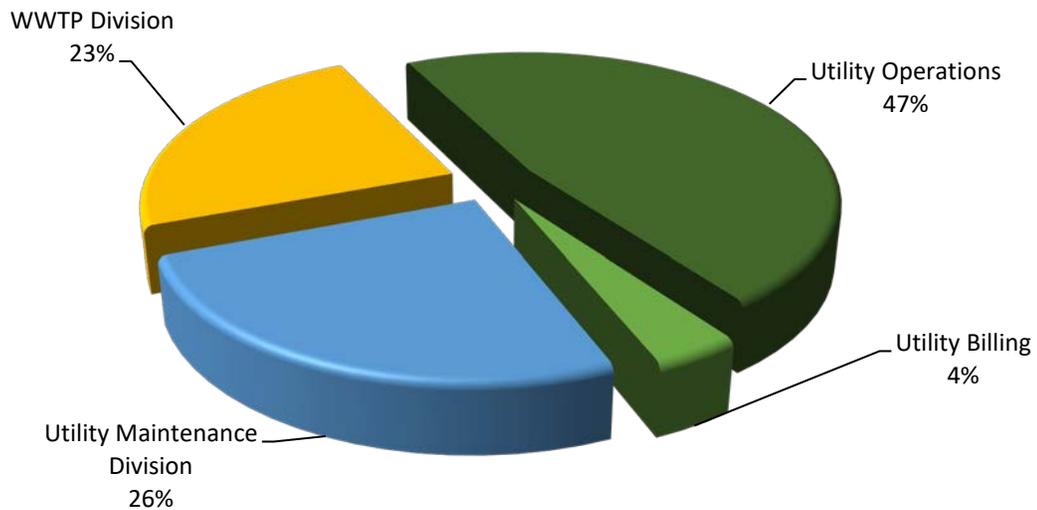
### Expenditure by Function



## Public Utility Expenditures by Department

Expenditures by Department	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021	Variance
Utility Billing	5,472,693	5,627,364	903,392	673,382	321,069	-582,323
Utility Maintenance	1,957,375	1,190,260	2,958,330	2,918,130	2,131,236	-827,094
WWTP	1,325,944	1,370,938	2,354,432	1,982,262	1,959,599	-394,833
Utility Operations	85,373	82,212	3,563,846	3,618,700	3,963,096	399,250
<b>Total Expenses</b>	<b>8,841,384</b>	<b>8,270,775</b>	<b>9,780,000</b>	<b>9,192,474</b>	<b>8,375,000</b>	<b>-1,405,000</b>

### Expenditure by Department



# Departmental Summaries

## UTILITY BILLING

### Our Mission

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

### Description of Our Services

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

### Vision 2040

#### 2021 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 2021 Business Plans (Objectives)

- Continue to educate Bay City residents on the harmful effects of fats, oils and grease on the City's wastewater collection system to obtain their assistance in reducing the amount of fats, oils and grease introduced into the system. Flyers, brochures, bill inserts, and other educational material can be handed out at City facilities as well as special events such as Market Days.
- Continue to reduce manual filing by using digital archiving application forms and other documents.
- Continue to encourage customers to sign up for auto-draft and/or register for an account on the City's online payment website.
- Continue to improve efficiency and reduce water loss by working with Bay City residents to address potential water leaks at their home/business to reduce water loss. Educate residents on Water Conservation;
- Continue to improve effectiveness by revising the Utility Ordinance and make it available online.
- Utilize Utility Billing inserts as an avenue to communicate with other citizens

### FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Added a Code Compliance Officer to the staff.
- ✓ Continue to provide hands-on training to new Customer Service employees to increase experience repairing water leaks.
- ✓ Continue to train new employees on the Neptune software which covers the operation and maintenance of Neptune and ARB-N-SIGHT software.
- ✓ Continue to coordinate efforts between city employees and city contractors to complete utility projects in an efficient and timely manner, thereby, aiding the city in continuing to provide excellent customer service to our citizens.
- ✓ Transfer Customer Service employees to Utility Maintenance division to support budget efficiency.
- ✓ Transfer Director of Public Works, (2) Assistant Directors of Public Works, Engineering Technician, and Code compliance Officer to Warehouse Operations budget to support budget efficiency.

## Budget Summary

Utility Billing	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	698,354	653,243	661,692	516,638	149,069
Supplies & Materials	68,382	55,116	55,700	49,348	44,000
Other Charges & Services	2,079,471	2,065,867	160,500	98,373	116,500
Repairs & Maintenance	12,334	7,473	25,500	9,023	11,500
Capital Expenditures	-	-	-	-	-
Transfers Out	2,614,152	2,845,665	-	-	-
<b>Total Utility Billing</b>	<b>5,472,693</b>	<b>5,627,364</b>	<b>903,392</b>	<b>673,382</b>	<b>321,069</b>

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Assistant Finance Director	0	0	0	0
Utility Billing Supervisor	0	0	0	0
Utility Billing Clerk	3	3	3	3
Director of Public Works	1	1	1	0
Assistant Director of Public Works	1	1	1	0
Secretary	1	0	0	0
Construction Inspector	1	1	0	0
Customer Service Supervisor	1	1	1	0
Customer Service Technician	1	3	3	0
Code Compliance Officer	0	0	1	0
<b>Total</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>3</b>

\*Organizational Change- Moved field employees to Utility Operations department

## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Number of meter leaks	221	300	275	290
Number of service orders completed	5,608	5,630	5,555	5,600
Number of connects with service change	354	350	376	390
Number of disconnects	804	800	833	852
Number of re-connects (from non-payments) and miscellaneous requests	1,633	1,607	1,598	1,590
Number of meter swap orders	899	890	900	900
Number of sewer stops	896	912	930	955
Annual average of active accounts	6,223	6,235	6,340	6,375
Number of utility account bills generated	62,229	62,260	62,412	62,500
Number of utility payments received	50,252	50,457	50,663	50,775
Number of adjustments processed	7,147	7,175	7,330	7,500
Number of Service Orders generated	5,630	5,645	5,700	5,600
Number of delinquent notices sent	0	0	0	0
<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	6.1%	6.3%	5.75%	5%
Annual average –Percentage of overall AMI effectiveness (good reads/total AMI reads)	93%	94%	95%	98%
% of new accounts connected within 24 hrs.	100%	100%	100%	100%
% of customers delinquent/total customers	18.5%	18.9%	18.6%	18%

# UTILITY MAINTENANCE

## Our Mission

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

## Description of Our Services

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

## Vision 2040

### 2021 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 2021 Business Plans (Objectives)

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

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

#### FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Transfer Customer Service employees to the Utility Maintenance division to support budget efficiency
- ✓ Installed numerous water and sewer taps for both residential and commercial properties
- ✓ Replaced and/or installed several manholes throughout the City
- ✓ Installed several curb stops
- ✓ Repaired numerous water and sewer lines throughout the City

### Budget Summary

Utility Maintenance Division	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	618,497	482,596	601,530	500,981	824,236
Supplies & Materials	57,140	55,437	48,800	47,048	58,500
Other Charges & Services	105,472	101,549	190,000	190,000	225,500
Repairs & Maintenance	526,266	550,678	1,768,000	1,818,191	598,000
Capital Expenditures	-	-	350,000	361,910	425,000
Transfers	650,000	-	-	-	-
<b>Total Utility Maintenance</b>	<b>1,957,375</b>	<b>1,190,260</b>	<b>2,958,330</b>	<b>2,918,130</b>	<b>2,131,236</b>

**2021 Major Additions: 3 trucks, Jetter unit, Backhoe, Flat bed truck**

### Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Utility Foreman	1	1	1	1
Customer Service Coordinator	0	0	0	0
Crew Leader	3	3	3	3
Administrative Assistant I	0	1	1	1
Equipment Operator	1	0	0	0
Maintenance Technician II	5	4	3	4
Maintenance Technician I	4	4	4	4
Customer Service Technician I	0	0	0	1
Vector Truck Operator	0	0	1	1
<b>Total</b>	<b>14</b>	<b>13</b>	<b>13</b>	<b>15</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Total length of water mains (miles)	113	113	113	113
Total length of sewer mains (miles)	108	108	108	108
Total number of fire hydrants	363	363	363	363
Number of water leaks	483	507	600	503
Number of new water taps	75	25	30	43
Number of new sewer taps	17	20	25	20
Number of water lines located	78	85	564	600
Number of sewer lines located	23	55	564	600
Linear feet (LF) water line replaced or installed	1,800	3,495	4,810	3368
Linear feet (LF) sewer line replaced or installed	4,500	1,100	6,125	3908
Estimated gallons of water loss associated with reported water leaks	48,555,696	176,198,729	165,000,000	129,918,142
Number of sewer overflows per year	0	1	0	0
Number of meter swap orders	899	625	700	741
Number of meter leaks	221	154	215	196
Number of sewer stops	896	703	725	775
<b><i>Measuring Our Effectiveness</i></b>				
Annual Water Loss	7.8%	24.98%	13%	15.26%

# **WATER AND WASTEWATER TREATMENT PLANT**

## **Our Mission**

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

## **Description of Our Services**

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

## **Vision 2040**

### **2021 Strategic Focus\***

#### **Governance**

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

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

#### **Infrastructure and City Facilities**

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

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

## Livability & Quality of Life

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

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

### FY 2021 Business Plans (Objectives)

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

### FY 2019 Accomplishments of Prior Year Business Plans

#### WATER PLANTS AND WELLS:

- ✓ Obtained approval from Council on electrical upgrades for the Katy Water Plant
- ✓ Replaced 125 h.p. motor at Katy Water Plant
- ✓ Completed recoding of the interior distribution piping inside Well #6 and #9 by Plant Operator.
- ✓ Replaced all 3 Booster Pumps at Well #9
- ✓ Completed Flow Meter replacement at Well #6 & #9
- ✓ Completed installation of new generator, electrical service & controls at Ave B Water Well
- ✓ Completed the upgrade on electrical lighting to LED's in Well #6 & #9

#### LIFT STATIONS:

- ✓ Replaced lift pump at 457 Lift Station
- ✓ Replacement of gate at Bucks Bayou Lift Station
- ✓ Replaced 3" rotating assembly at Bayridge Lift Station
- ✓ Completed emergency replacement of valves on discharge piping, along with adding safety upgrades for safe entry to pumps #1 & #2 inside Tenaris Lift Station
- ✓ Completed installation of new generator, electrical service & controls at 1704 Ave I Lift Station
- ✓ Completed replacement of discharge pipe to prevent a future failure in daily operations at Fiesta Lift Station

## WWTP

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

## Budget Summary

Water and Wastewater Treatment Plant Division	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	427,261	456,309	541,732	402,319	484,230
Supplies & Materials	161,511	146,707	160,500	140,293	154,700
Other Charges & Services	521,177	561,375	643,200	584,000	610,800
Repairs & Maintenance	205,956	206,547	311,000	284,650	311,000
Capital Expenditures	10,038	-	698,000	571,000	398,869
<b>Total WWTP</b>	<b>1,325,944</b>	<b>1,370,938</b>	<b>2,354,432</b>	<b>1,982,262</b>	<b>1,959,599</b>

## 2021 Major Additions- Tractor/Shredder, Truck, Katy Water Plant Improvement Project

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Utility Superintendent	1	1	1	1
Lead Plant Operator	1	0	0	0
Plant Operator III	2	3	3	3
Plant Operator II	1	1	1	1
Plant Operator I	1	1	1	1
Administrative Assistant I	0	1	1	1
<b>Total</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Number of water samples collected for bacteriological testing	384	384	224	331
Number of fire hydrants flushed	612	612	612	612
Estimated gallons of water loss associated with routine fire hydrant flushing	264,765	265,000	270,000	266,588
Cubic Yards of sludge removed/number of loads hauled	3,360 305	3,156 291	1,804 167	2,773 254
<i>Measuring our Effectiveness</i>				
Number of TCEQ violations – groundwater	1	0	0	0
Gallons of water produced per year	743,714,000	745,000,000	713,562,000	734,092,000
Number of TCEQ violations – wastewater	0	0	0	0
Total gallons of wastewater treated per year	657,579,000	658,000,000	707,134,000	674,237,667

# UTILITY OPERATIONS

## **Our Mission**

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

## **Description of Our Services**

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

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

## **Strategic Focus**

### **Community & Economic Development (2021 Strategic Focus)**

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

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

## Livability & Quality of Life

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

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

### FY 2021 Business Plans (Objectives)

- Arrange additional training for new MSB Secretaries in Cityworks geared toward: 1) improving GIS asset management; 2) reporting; 3) capturing equipment hours, labor hours, and materials for all work orders
- Arrange additional training for new MSB Secretaries in Building Inspections Incode program and city ordinances geared toward permitting process
- Resume "Friendly Certified Customer Service Training" through Victoria Chamber of Commerce. Our goal is to continue changing the culture and make the City of Bay City known for good customer service
- Scheduled CPR/First Aid Classes for Public Works, Parks and Recreation, and Airport employees. Will offer class to other departments that are interested
- Assist in the planning of 2020 "Customer Service Week" events
- Continue to assist with planning for monthly safety meetings
- Increase code compliance efforts and improve effectiveness by partnering with Code Enforcement and the Building Department to review and revise the grease ordinance and ensure proper enforcement.
- Continue development and enforcement of the Cross-Connection Control program.
- Promote an equal application of division policies, city ordinances and model codes for all developers and citizens.
- Continue to expand the program to chip brush at the Brush Site.
- Continue to provide administrative services for Govdeals annual auction of obsolete equipment and miscellaneous items.
- Continue to promote new sanitation services and public education relating to water conservation, solid waste, recycling and grease ordinance.
- Continue to provide administrative services for all grants submitted and received by the Public Works department.
- Continue to provide administrative services for all contract and bid documentation for the Public Works department.
- Continue to provide administrative services, inspections and scheduling for city contractors working on street, drainage and utilities projects for the Public Works department.
- Continued to increase advertising efforts and continue to grow the Fall and Spring Citywide Cleanup Events.

## FY 2020 Accomplishments of Prior Year Business Plans

- ✓ MSB Secretary received additional Cityworks training this year that was geared toward: 1) improving GIS asset management; 2) additional enhanced reporting features for configuration and data analysis. These features will help us capture data and utilize it for job estimates and timelines, crew efficiency, budgeting projections, etc
- ✓ Continue scheduling “Friendly Certified Customer Service Training” through Victoria Chamber of Commerce for City employees. Our goal is to change the culture and make the City of Bay City known for good customer service
- ✓ Two MSB office staff employees served on the “Customer Service Week” planning committee tasked with planning a kick-off breakfast; designing and ordering t-shirts; organizing daily refreshments for customers and employees; distributing daily treats to employees; ordering banners and posters; organizing office door decorations contest; and planning a wrap up party luncheon and awards ceremony
- ✓ Two MSB office staff employees served on the Records Management Review Committee tasked with reviewing current records management policies and procedures; developing procedures and forms for department record audits; developing an emergency preparedness and recovery plan for records; and developing an electronic records program
- ✓ Advertise and award bids for “Painting/Protective Coating for Municipal Services Building”
- ✓ Order “Fuel Management System” for Municipal Services Building through a SourceWell Contract. This system is a cost-effective, user-friendly, monitoring system for the fuel tank in the MSB yard
- ✓ Implemented Cross Connection Control program
- ✓ Obtained HGAC grant for Joe Rodgers Recycling Center to refurbish recycling trailers
- ✓ Began enforcement of the solid waste ordinance as it pertains to bulk/heavy trash pickup.
- ✓ Instituted monthly meetings with WCA representatives, City Manager’s Office, Utility Billing and Code Enforcement to optimize city sanitation services
- ✓ Continue to coordinate efforts between city employees and city contractors to complete utility projects in an efficient and timely manner, thereby, aiding the city in continuing to provide excellent customer service to our citizens
- ✓ Transfer Director of Public Works, Assistant Director of Public Works, Office Manager, Engineering Technician, and Code Compliance Officer to Warehouse Operations budget to support budget efficiency
- ✓ Obtained a FEMA grant to install emergency generators at the Airport, Wastewater Treatment Plant, Sixth and Avenue I Water Plant, and Avenue B and 4th Street Water Plant. Also, received funding for two portable generators

## Budget Summary

Utility Operations	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	-	-	-	147,373	474,147
Supplies & Materials	12,799	15,234	27,000	15,894	23,300
Other Charges & Services	68,445	62,489	224,857	191,871	695,348
Repairs & Maintenance	4,129	4,489	73,000	25,000	20,000
Capital Expenditures	-	-	98,000	97,573	-
Transfers Out	-	-	3,140,989	3,140,989	2,750,301
<b>Total Utility Operations</b>	<b>85,373</b>	<b>82,212</b>	<b>3,563,846</b>	<b>3,618,700</b>	<b>3,963,096</b>

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Director of Public Works	0	0	0	1
Assistant Director of Public Works	0	0	0	1
Office Manager	0	0	0	1
Engineering Technician	0	0	0	1
Code Compliance Officer	0	0	0	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>

\*Operational Change- Employees moved from Utility Billing department

## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Code Violation Complaints-Sanitation	-	-	-	210
Code Violation Complaints-Utilities	-	-	-	75
Code Violation Complaints-Streets	-	-	-	25
Stop work order issued	-	-	-	20
WCA complaints investigated	-	-	-	5
Notice of Violation issued	-	-	-	45
Cross connection control non-compliance Notice issued	-	-	-	75

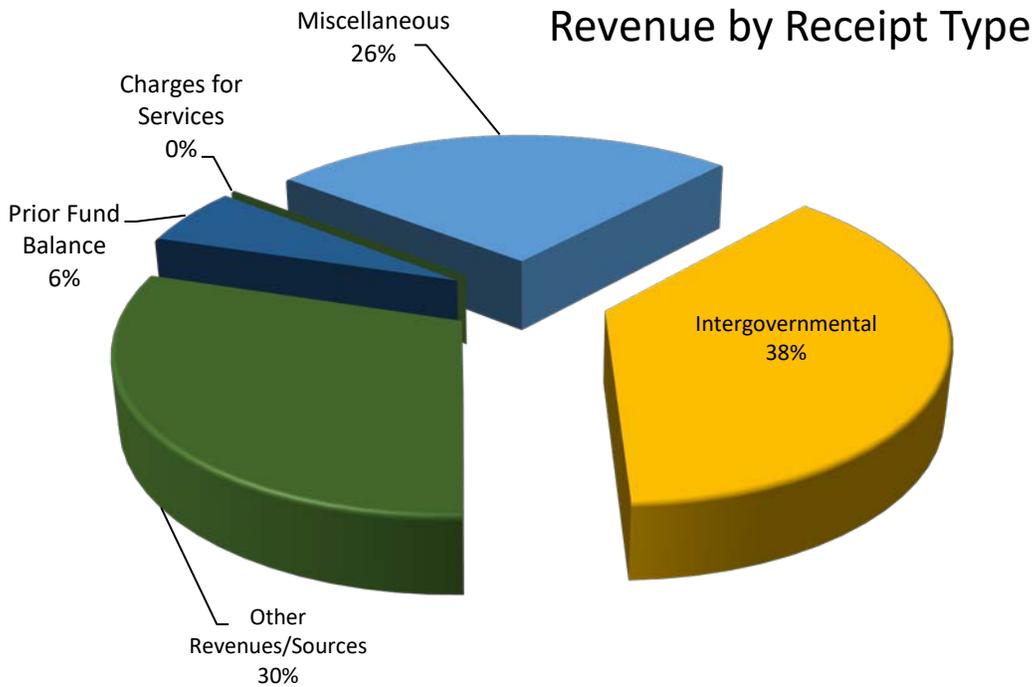


# AIRPORT FUND

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

# Airport Fund Revenue

Revenue Summary	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021	Variance
Charges for Services	400	300	-	250	-	-
Miscellaneous	130,164	193,139	153,300	158,425	157,500	4,200
Transfers In	150,000	624,500	330,000	330,000	225,000	-105,000
Other Revenues/Sources	590,277	205,616	180,500	162,300	180,500	-
Prior Fund Balance	-	-	327,968	-	35,000	-292,968
<b>Total Revenues</b>	<b>870,841</b>	<b>1,023,555</b>	<b>991,768</b>	<b>650,975</b>	<b>598,000</b>	<b>-393,768</b>



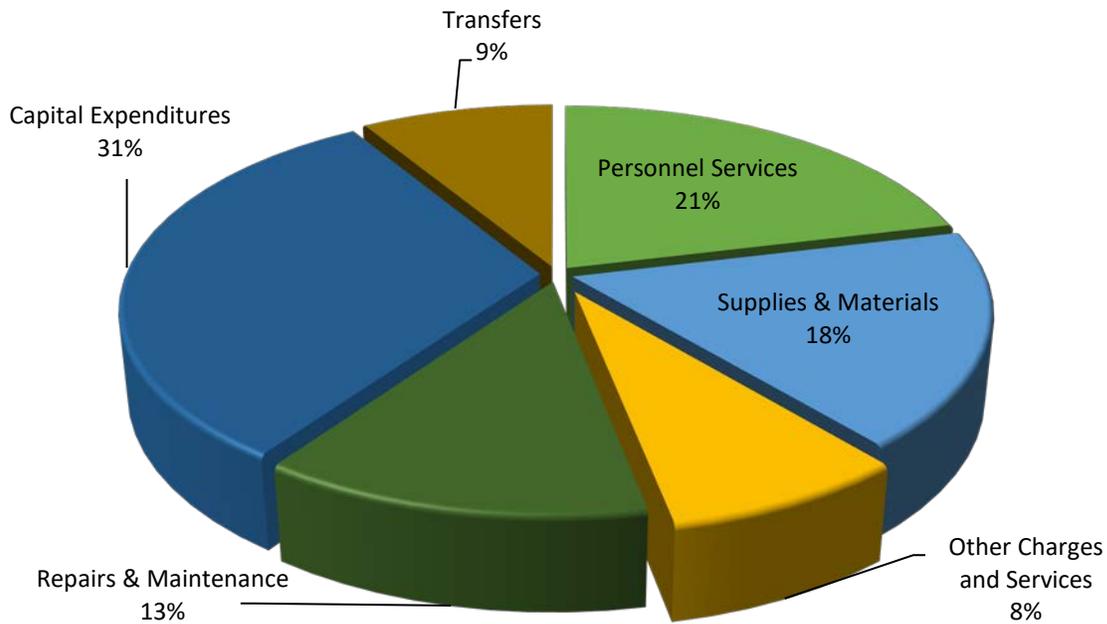
## Airport Revenue Detail

Airport Fund Revenue	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
<b>Charges for Services</b>					
Late Fees	400	300	-	250	-
<b>Total Charges for Services</b>	<b>400</b>	<b>300</b>	<b>-</b>	<b>250</b>	<b>-</b>
<b>Miscellaneous</b>					
Interest Income	241	145	-	550	500
T-Hanger Rental Fees	102,034	91,315	95,000	100,075	98,000
Tie Down Fees	2,890	6,865	4,000	1,800	4,000
Tx Dept. of Transportation	15,870	84,130	50,000	50,000	50,000
Grant- Williams Energy	-	-	-	-	-
Gain on Disposal of Assets	-	2,625	-	-	-
Other Income	9,128	8,059	4,300	6,000	5,000
<b>Total Miscellaneous</b>	<b>130,164</b>	<b>193,139</b>	<b>153,300</b>	<b>158,425</b>	<b>157,500</b>
<b>Intergovernmental</b>					
Transfer from General FD	150,000	304,500	330,000	330,000	225,000
Transfer from Fund 34	-	320,000	-	-	-
<b>Total Intergovernmental</b>	<b>150,000</b>	<b>624,500</b>	<b>330,000</b>	<b>330,000</b>	<b>225,000</b>
<b>Other Revenues/Sources</b>					
Contributed Capital	400,539	-	-	-	-
Jet Fuel	110,484	111,447	100,000	76,000	100,000
Aviation Fuel	78,781	94,018	80,000	86,000	80,000
Aviation Oil	473	151	500	300	500
<b>Total Other Revenue</b>	<b>590,277</b>	<b>205,616</b>	<b>180,500</b>	<b>162,300</b>	<b>180,500</b>
<b>Prior Fund Balance</b>					
Prior Fund Balance	-	-	327,968	-	35,000
<b>Total Prior Fund Balance</b>	<b>-</b>	<b>-</b>	<b>327,968</b>	<b>-</b>	<b>35,000</b>
<b>Total Airport Revenue</b>	<b>870,841</b>	<b>1,023,555</b>	<b>991,768</b>	<b>650,975</b>	<b>598,000</b>

## Airport Expenditures by Function

Expenditures by Function	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021	Variance
Personnel Services	125,864	153,660	213,217	194,955	215,400	2,183
Supplies & Materials	148,181	202,817	174,600	162,600	175,400	800
Other Charges and Services	264,516	213,608	79,550	69,850	80,300	750
Repairs & Maint.	49,265	74,107	126,900	121,400	126,900	-
Capital Expenditures	-3,350	-	311,200	311,180	-	-311,200
Transfers Out	632	-	86,301	86,301	-	-86,301
<b>Total Expenditures</b>	<b>585,108</b>	<b>644,192</b>	<b>991,768</b>	<b>946,286</b>	<b>598,000</b>	<b>-393,768</b>

### Expenditures by Function



# AIRPORT OPERATIONS

## **Our Mission**

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

## **Our Vision**

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

## **Airport Goals & Objectives**

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

## ACCOUNTABILITY

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

## FACILITIES

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

## BUSINESS

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

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

- Prepare a long-term Airport Master Plan update. The Airport Master Plan will provide guidance for the development and operation of the airport.
- Review and Update the Airport Rules and Regulations and Minimum Standard

## **Description of Our Services**

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

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

## Vision 2040

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

## 2021 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 (2021 Strategic Focus)

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

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

## Livability & Quality of Life

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

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

### FY 2021 Business Plans (Objectives)

- Continue to promote the Airport as a destination for business and general aviation
- Pass Airport Zoning ordinance
- Host two fly-ins
- Host fly-in movie night
- Complete construction of t-hangar row E
- Replace Jet-A self-serve fuel station
- Create airport brochures
- Update Chapter 18 of City Ordinances for Airport

### FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Promoted Airport as a destination for business and general aviation
- ✓ Completed engineering to relocate and repair drainage on Airport
- ✓ Completed engineering for taxiway relocation
- ✓ Completed engineering and design for T-Hangar A & E rows
- ✓ Completed pavement management program
- ✓ Completed crack fill on runway 13 / 31
- ✓ Completed runway painting
- ✓ Upgraded leased office AC unit
- ✓ Painted & repaired AWOS (Automated Weather Observing System) tower per FAA guidelines
- ✓ Installed emergency generators
- ✓ Hired Apron CSR (Customer Service Representative) for terminal service desk
- ✓ Purchased Aviation fueling trucks
- ✓ Updated Airport Zoning ordinance & established board with Matagorda County
- ✓ Completed new lease with Williams Energy for office, storage and aircraft space
- ✓ Replaced airport aviation radio antenna

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Airport Manager	1	1	1	1
Airport Secretary	0	0	1	1
Lineman	1	1	1	1
Temporary Worker	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>

1995.02.170C.2

Air Show

Landing - South of Bay City Municipal Airport  
Matagorda County



## Performance Measures

<i><b>Our Workload</b></i>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Projected FY 2020</b>	<b>Estimated FY 2021</b>
Number of daily airfield inspections	247	247	247	247
Number of airfield lighting repairs	110	112	71	0
Number of airfield fence repairs	2	2	3	4
Number of aircraft fueled	1,634	1,247	1,300	1,300
Acres of airport grounds mowed/ maintained	181	181	181	181
Number of courtesy car rentals/usage	33	62	6	100
Estimated number of take offs & landings	16,340	12,470	13,000	13,000
Usage/inquires to paid websites for Airport information	2,100	2,186	2,222	2,300
<i><b>Measuring Our Effectiveness</b></i>				
T-hangar tenant occupancy	95%	90%	90%	98%
% of time airfield operational	99%	91%	99%	98%
Value of TxDOT Aviation RAMP funding obtained	\$50,000	\$50,000	\$50,000	\$50,000



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



Texas Theater  
1939- Left, Future- Right



BayTex Hotel  
Old-Left, Today-Right



# HOTEL/MOTEL FUND

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

# Hotel/Motel Tax Fund

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

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

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

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

## Hotels and Motels within Bay City

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

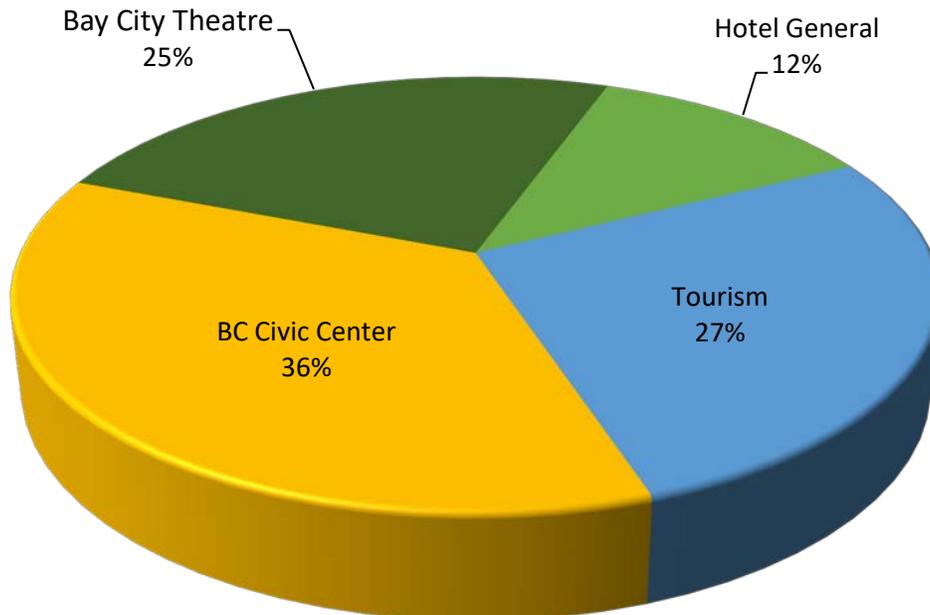
## Hotel / Motel Revenue

Revenue Summary	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Proposed FY 2021
Hotel Occupancy Tax	761,585	736,909	750,000	700,000	650,000
Miscellaneous	92,401	105,822	101,000	100,000	60,000
Prior Fund Balance	-	-	49,000	-	342,000
<b>Total Revenue</b>	<b>853,986</b>	<b>842,731</b>	<b>900,000</b>	<b>800,000</b>	<b>1,052,000</b>

## Hotel / Motel Expenditures

Hotel/Motel Expenditures	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Proposed FY 2021
Hotel General	165,500	121,117	108,000	110,000	126,500
Tourism	225,380	252,038	292,000	235,000	287,020
Civic Center	450,103	300,040	350,000	300,000	378,480
Bay City Theatre	161,946	101,374	150,000	45,000	260,000
<b>Total Hotel/Motel</b>	<b>1,002,930</b>	<b>774,569</b>	<b>900,000</b>	<b>690,000</b>	<b>1,052,000</b>

### Expenditures by Function



# HOTEL GENERAL

## Description of Our Services

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

## Budget Summary

Hotel General	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Proposed FY 2021
Personnel Services	-	-	-	-	-
Other Charges and Services	61,955	60,800	60,000	62,000	68,500
Repairs & Maintenance	-	6,000	-	-	-
Capital Expenditures	-	-	-	-	-
Transfers	103,545	54,317	48,000	48,000	58,000
<b>Total Hotel General</b>	<b>165,500</b>	<b>121,117</b>	<b>108,000</b>	<b>110,000</b>	<b>126,500</b>



Matagorda County Museum @ 2100 Avenue F

# TOURISM

## Our Purpose

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

## Mission Statement

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

## Vision 2040 Plan Elements

### (2021 Strategic Focus)

#### Community & Economic Development

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

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

#### Livability and Quality of Life

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



**\*Dia de los Muertos Festival, Costume Contest Winners, LeTulle Park in Bay City\***

### FY 2021 Business Plans (Objectives)

- Design permanent logo and branding campaign for the and distinguish amount of adaptations
- Create clear and unified marketing message for brand recognition and uniqueness alongside tourism stakeholders
- Collaborate with local tourism partners and businesses to identify placement of wayfinding signage city and county wide
- Develop local awareness campaign to engage and educate locals about the economic impact of tourism to our community, offer customer service training, rewards programs and market positive promotion of our visitor attractions and events
- Pinpoint locations at city parks to establish additional bird blinds accessible to the public
- Promote arts and culture through interactive art displays and encourage the positive economic influence and tourism draw art brings to our community
- Produce professional videography highlighting tourism leisure time activities for boosted technological marketing
- Partner with local organizations and businesses to develop birding parks, events and attractions
- Advocate for the construction of a performance event venue and visitor attraction at Le Tulle Park and assist with locating financing opportunities
- Encourage business development for more visitor attractions and provide overall tourism support to the Bay City Community Development Corporation
- Recruit and build volunteer list to support Bay City Tourism Council committees and special events (ongoing)

### FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Planned and directed operations of the Tourism Departments Día de los Muertos Festival that increased overnight stays in hotels and promoted the arts, culture and history
- ✓ Worked in partnership with Bay City Mainstreet to combine the Tourism Departments Wolf Moon Concert and the Wild Game & Wine Camo Fest for an extended event encouraging overnight stays at city hotels
- ✓ Secured financing through Tourism Departments special projects account to provide wayfinding signage for Riverside Park
- ✓ Created new marketing strategy through billboard advertising on Highway 60 in Bay City, TX with promotion of tourism related concerts and events to citizens and tourists
- ✓ Built and installed bird blinds available for public access at city parks to attract more birders
- ✓ Established and funded additional electrical source at city park to enhance event venue
- ✓ Updated 'drop box' with professional photographs improving advertisements and future content
- ✓ Served on the Matagorda County Bird Trail Alliance to advocate for birding parks and attractions
- ✓ Provided support to the Bay City Community Development Corporation through continuous communication and assistance with business recruitment and retention and advocated for financial support to bring customer service training courses to the community
- ✓ Served on the Leadership Matagorda Committee and helped recruit Class 15, planned and assisted monthly educational classes highlighting Matagorda County partnered with the Bay City Chamber of Commerce & Agriculture, Bay City Community Development Corporation and Matagorda County Economic Development Corporation

## Budget Summary

Convention and Visitors Bureau	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Proposed FY 2021
Personnel Services	43,806	63,830	75,400	72,400	75,420
Supplies & Materials	7,567	6,750	8,500	8,500	8,000
Other Charges and Services	173,796	180,183	203,100	151,100	203,600
Repairs & Maintenance	211	1,275	5,000	3,000	-
Capital Expenditures	-	-	-	-	-
<b>Total Convention &amp; Visitors</b>	<b>225,380</b>	<b>252,038</b>	<b>292,000</b>	<b>235,000</b>	<b>287,020</b>

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Tourism Director	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Exhibit Shows Attended	2	3	3	4
Advertising	16	17	18	19
Facebook Followers	500	1,532	2,282	3,205
Number of Events Held	4	3	2	2
Total Attendance of Events	2,200	4,300	1,000	5,500
<b><i>Measuring Our Effectiveness</i></b>				
Annual Update of Business Plan	1	2	2	2
Number of Meetings Held	24	12	8	12
Council Updated Quarterly	4	4	4	4



\*Love Where You Live logos for the Bay City Police Department and the 2019 Customer Service Week by Visit Bay City\*

## 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**

#### **2021 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 2021 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 2020 Business Plans (Objectives)

- ✓ 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 and parking lot
- ✓ Completed roof replacement
- ✓ Researched 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 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Proposed FY 2021
Personnel Services	-	-	-	-	-
Supplies and Materials	9,950	6,709	8,500	8,450	8,500
Other Charges and Services	253,781	239,335	261,500	215,000	224,980
Repairs and Maintenance	3,908	53,996	80,000	76,550	40,000
Capital Expenditures	182,465	-	-	-	105,000
<b>Total Civic Center</b>	<b>450,104</b>	<b>300,040</b>	<b>350,000</b>	<b>300,000</b>	<b>378,480</b>

**2021 Major Addition: \$75,000 Digital Sign; Parking Lot Improvements**

# BAY CITY THEATRE

## Description of Our Services

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

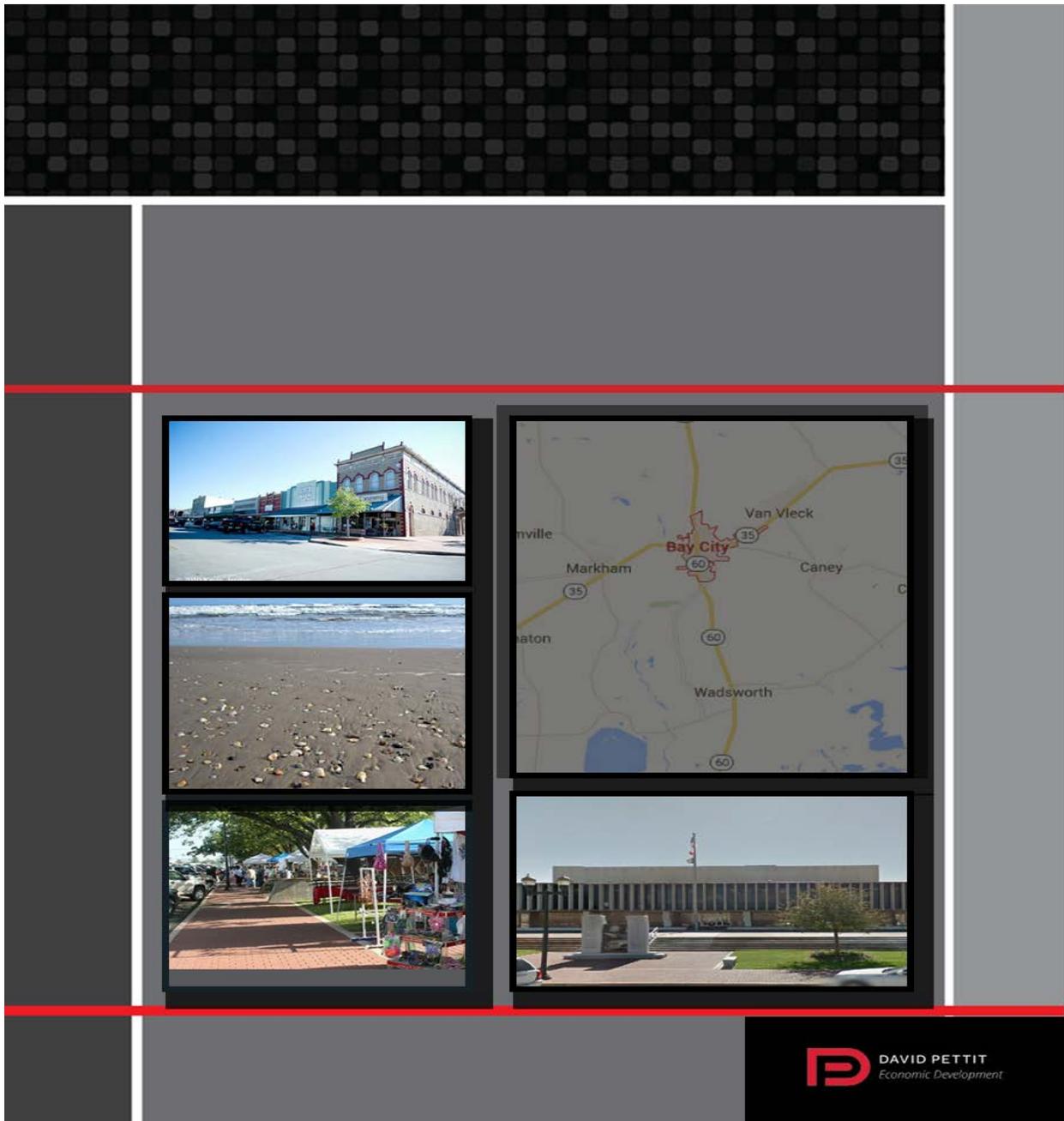
## Budget Summary

Bay City Theatre	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Proposed FY 2021
Other Charges and Services	55	-	-	4,000	10,000
Capital Expenditures	161,891	101,374	150,000	41,000	250,000
<b>Total Bay City Theatre</b>	<b>161,946</b>	<b>101,374</b>	<b>150,000</b>	<b>45,000</b>	<b>260,000</b>

## 2021 Major Addition: Theatre Rehabilitation



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



## TAX INCREMENT REINVESTMENT ZONE FUND

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

## TIRZ 1 Fund Revenue

Revenue Summary	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Miscellaneous	17,039	121,626	64,000	35,975	47,000
Transfers In	-	101,178	-	29,080	38,000
<b>Total Revenue</b>	<b>17,039</b>	<b>222,803</b>	<b>64,000</b>	<b>65,055</b>	<b>85,000</b>

## TIRZ 1 Fund Expenditures

TIRZ 1 Expenditures	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Supplies and Materials	89	-	-	-	-
Other Charges and Services	-	223,228	1,600	31,626	2,000
<b>Total TIRZ 1</b>	<b>89</b>	<b>223,228</b>	<b>1,600</b>	<b>31,626</b>	<b>2,000</b>

## TIRZ 2 Fund Revenue

Revenue Summary	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Miscellaneous	-	-	-	88,575	101,000
Transfers In	-	-	-	72,324	82,000
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>160,899</b>	<b>183,000</b>

## TIRZ 2 Fund Expenditures

TIRZ 2 Expenditures	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Supplies and Materials	-	-	-	-	-
Other Charges and Services	-	-	-	154,022	183,000
<b>Total TIRZ 2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>154,022</b>	<b>183,000</b>



### **Annual Report Requirements**

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

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

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

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

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

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

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

## TAX INCREMENT REINVESTMENT ZONE #1

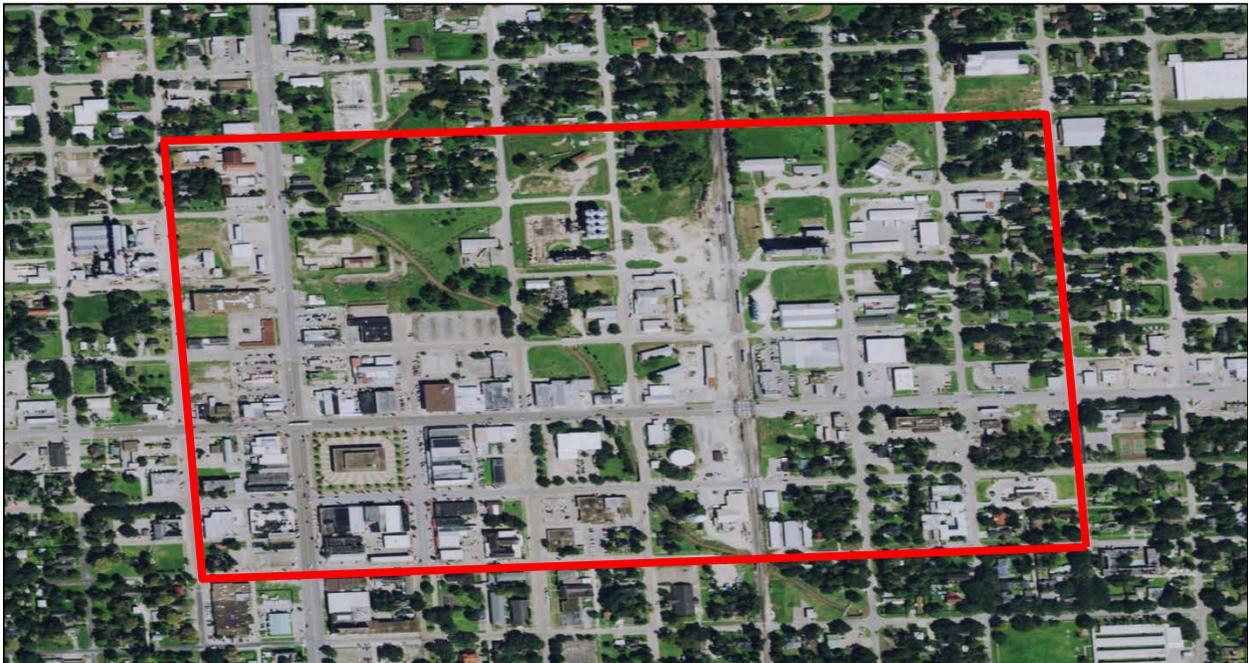
The City of Bay City Tax Increment Reinvestment Zone (TIRZ) Number One (TIRZ #1) was established in 2015 and consisted of 219 acres of land located in the City's central core encompassing approximately 160 acres. Bay City TIRZ #1 is bounded by 11th Street to the north, Avenue E to the west, 5th Street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

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

### TIRZ Revenue Overview

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

	2015 Base Year	2020 Taxable	Increment
TIRZ 1	23,875,760	29,650,220	5,774,460



\*TIRZ #1 Boundary

## TAX INCREMENT REINVESTMENT ZONE #2

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

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

### TIRZ Revenue Overview

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

	2015 Base Year	2020 Taxable	Increment
TIRZ 2	2,099,193	14,629,668	12,530,475



\*TIRZ #2 Boundary

## TAX INCREMENT REINVESTMENT ZONE #3

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

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

	<b>2015 Base Year</b>	<b>2020 Taxable</b>	<b>Increment</b>
TIRZ 3	349,100	178,120	(170,980)



\*TIRZ 3 Boundary



# FORFEITURE FUND

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

## Forfeiture Fund Revenue

Revenue Summary	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Miscellaneous	6,015	6,402	5,000	26,800	5,000
Transfers In	-	-	-	-	-
Prior Year Fund Balance	-	-	5,000	-	5,000
<b>Total Revenue</b>	<b>6,015</b>	<b>6,402</b>	<b>10,000</b>	<b>26,800</b>	<b>10,000</b>

## Forfeiture Fund Expenditures

Police Forfeiture Expenditures	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	1,338	-	-	-	-
Supplies & Materials	-	-	5,000	-	5,000
Other Charges & Services	13,737	2,137	5,000	5,266	5,000
Repairs & Maintenance	5,193	8	-	-	-
Capital Expenditures	-	-	-	18,021	-
<b>Total Forfeiture</b>	<b>20,268</b>	<b>2,145</b>	<b>10,000</b>	<b>23,287</b>	<b>10,000</b>



# **BUILDING SECURITY FUND**

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

## Building Security Fund Revenue

Revenue Summary	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Fines & Penalties	3,394	3,632	3,500	4,700	3,500
Miscellaneous	111	105	-	90	-
Transfers In	-	-	21,500	-	8,500
<b>Total Revenue</b>	<b>3,506</b>	<b>3,737</b>	<b>25,000</b>	<b>4,790</b>	<b>12,000</b>

## Building Security Expenditures

Building Security Expenditures	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	1,315	3,264	4,900	1,145	5,000
Supplies & Materials	150	125	100	150	200
Other Charges & Services	-	-	19,000	21,885	5,000
Repairs & Maintenance	7,168	1,039	1,000	500	1,800
Capital Expenditures	-	-	-	-	-
<b>Total Expense</b>	<b>8,633</b>	<b>4,428</b>	<b>25,000</b>	<b>23,180</b>	<b>12,000</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.

## Court Technology Revenue

Revenue Summary	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Fines & Penalties	4,509	4,835	4,500	5,380	4,500
Miscellaneous	91	91	-	75	-
Prior Year Fund Balance	-	-	22,500	-	5,500
<b>Total Revenue</b>	<b>4,600</b>	<b>4,927</b>	<b>27,000</b>	<b>5,455</b>	<b>10,000</b>

## Court Technology Expenditures

Court Technology Expenditures	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	1,000	-	1,000	-	400
Supplies & Materials	124	109	100	100	100
Other Charges & Services	4,678	9,706	25,900	25,000	9,500
Repairs & Maintenance	-	-	-	-	-
Capital Expenditures	-	-	-	-	-
<b>Total Court Tech.</b>	<b>5,802</b>	<b>9,815</b>	<b>27,000</b>	<b>25,100</b>	<b>10,000</b>





# INFORMATION TECHNOLOGY FUND

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

## Information Technology Fund Revenue

Revenue Summary	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Miscellaneous	67	7,480	-	295	-
Transfers In	573,624	590,000	620,000	620,000	670,000
<b>Total Revenue</b>	<b>573,690</b>	<b>597,480</b>	<b>620,000</b>	<b>620,295</b>	<b>670,000</b>

## Information Technology Fund Expenditures

Information Technology Expenditures	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	188,532	164,770	125,125	125,125	166,508
Supplies & Materials	5,683	5,088	5,875	4,160	7,375
Other Charges & Services	378,912	411,853	473,500	470,500	479,617
Repairs & Maintenance	5,356	29,231	15,500	14,500	16,500
Capital Expenditures	-	-	-	-	-
Debt Service	888	-	-	-	-
<b>Total IT</b>	<b>579,372</b>	<b>610,942</b>	<b>620,000</b>	<b>614,285</b>	<b>670,000</b>

# INFORMATION TECHNOLOGY

## Our Mission

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

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



## Description of Our Services

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

## Manages

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

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

### FY 2021 Business Plans (Objectives)

- Continue to provide fast & reliable access to all information systems
- Replace 9 computers for Library
- Promote transparency for all departments through social media
- Continue to facilitate the collection, storage, and security of electronic data
- Provide the employees tools that improve their work quality and productivity
- Upgrade Servers to updated OS Server 2019
- Upgrade infrastructure for faster access to network
- Upgrade Incode to Incode Version 10
- Continue to reevaluate technology-based contracts for cost savings
- Create an intranet to enhance internal communication
- Update radio inventory from all entities so cost allocation is corrected
- Create an interlocal agreement for Harris County Radio System (City, County, Hospital, Bay City  
ISD)

### FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Replaced 25 computers in order to prepare for Windows 10
- ✓ Upgraded all 220 computers to Windows 10
- ✓ Revamped City Website
- ✓ Updated technology inventory
- ✓ Repaired infrastructure (Tower)
- ✓ Reevaluated technology-based contracts for cost saving (approx. \$7,500.00/month)
- ✓ Improved work order documentation
- ✓ Upgraded security measures at Police Department (badge access on doors)
- ✓ Provided network to other City locations
- ✓ Updated Internet and Network speed
- ✓ Assisted Police Department with obtaining Digital Evidence

### Budget Summary

Information Technology	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	188,532	164,770	125,125	125,125	166,508
Supplies & Materials	5,683	5,088	5,875	4,160	7,375
Other Charges & Services	378,912	411,853	473,500	470,500	479,617
Repairs & Maintenance	5,356	29,231	15,500	14,500	16,500
Capital Expenditures	-	-	-	-	-
Debt Service	888	-	-	-	-
<b>Total IT</b>	<b>579,372</b>	<b>610,942</b>	<b>620,000</b>	<b>614,285</b>	<b>670,000</b>

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Information Technology Manager	1	1	1	1
Network Administrator	1	1	0	0
Information Technology Technician	1	0	1	1
<b>Total</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
# of documented work orders completed	692	747	725	760





# MAINTENANCE FUND

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

## Maintenance Fund Revenue

Revenue Summary	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Miscellaneous	100	1,223	-	325	-
Transfers In	530,782	600,000	600,000	600,000	625,000
<b>Total Revenue</b>	<b>530,882</b>	<b>601,223</b>	<b>600,000</b>	<b>600,325</b>	<b>625,000</b>

## Maintenance Fund Expenditures by Department

Total Expenditures	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Equipment Maintenance	312,728	299,680	263,443	251,850	267,497
Facility Maintenance	269,746	261,554	336,557	279,900	357,509
<b>Total Expenditures</b>	<b>582,474</b>	<b>561,234</b>	<b>600,000</b>	<b>531,750</b>	<b>625,000</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 2021 Business Plans (Objectives)

- Continue to use new vehicle lift to reduce time for vehicle services and repairs on city fleet.
- Continue to use Cityworks to evaluate ways to improve PM procedures for City's fleet and present recommendations as warranted
- Ensure that the fleet fueling station meets all state and federal guidelines and that all departments have a problem-free access to all fleet fueling facilities
- Continue to empower employees through training to ensure the highest quality work possible by the department
- Continue to research and stay informed on new tools, techniques, and software that will assist the department in maintaining a high standard of performance
- Continue to accurately determine mechanical repair needs and estimate the cost and time of repairs
- Continue to service, troubleshoot, and perform complex automotive repairs on engines and related components of electrical, mechanical and computerized vehicle systems
- Upgrade of computer software from Vehicle Manger to Cityworks to track service, parts, and repair cost for city fleet

### FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Continued to initiate training for employees on PM procedures for the City's fleet
- ✓ 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 workload
- ✓ Repaired and serviced jobs: Transmission Work, drop fuel tanks when they are full of fuel, engine undercarriage repair, A/C compressor, gas line, fuel filter service, removing front and rear suspension and repair and installation of rear & front brakes
- ✓ Completed approximately 300 service and repair jobs this year

## Budget Summary

Equipment Maintenance	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	219,654	226,025	240,843	236,050	244,891
Supplies & Materials	8,130	10,059	9,700	6,100	9,700
Other Charges & Services	82,419	59,917	7,900	5,700	7,900
Repairs & Maintenance	2,524	3,679	5,000	4,000	5,000
Capital Expenditures	-	-	-	-	-
<b>Total Maintenance</b>	<b>312,728</b>	<b>299,680</b>	<b>263,443</b>	<b>251,850</b>	<b>267,491</b>

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
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 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
A/C repairs	19	10	4	11
Air System repairs	9	6	3	6
Axle repairs	2	0	0	1
Battery/Charging System repairs	27	26	21	25
Bearing repairs	2	5	0	3
Belt/Hoses repairs	15	11	2	9
Blades repairs	21	20	5	15
Brakes/ABS repairs	34	18	21	24
Check Engine Light repairs	9	10	16	12
Cooling System repairs	12	3	8	8
Drive Line repairs	4	10	6	7
Electrical repairs	11	13	8	7
Engine repairs	23	18	4	15
Exhaust repairs	4	6	5	5
Fuel System	31	39	27	32
Hydraulic System repairs	23	24	5	17
Interior/Exterior repairs	99	142	42	94
Lights repairs	35	28	24	29
Service repairs	91	93	48	77
Small Engine repairs	16	3	3	7
Suspension/Steering repairs	6	10	4	7
Tire repair/replacement	69	68	48	62
Transmission repairs	15	6	4	8
Welding repairs	34	22	4	20
<b>Total Work Orders Completed</b>	<b>611</b>	<b>591</b>	<b>312</b>	<b>501</b>

# **FACILITY MAINTENANCE**

## **Our Mission**

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

## **Description of Our Services**

The Facility Maintenance Division is a division in the Public Works Department and is under the general direction of the Director of Public Works. The Facility Maintenance Division is responsible for maintenance and repairs of all City facilities. The staff is comprised of skilled trade persons, including but not limited to electricians, heating ventilation and air conditioning technicians, and maintenance personnel. When the 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.

### FY 2021 Business Plans (Objectives)

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

### FY 2020 Accomplishments of Prior Year Business Plans

- ✓ Installed lights and plugs in chemical room at Hilliard Pool
- ✓ Coordinated with Garver representatives to implement design and construction of generators for various city facilities
- ✓ Master Electrician assumed the duties of project manager for the generators at 1704 Avenue I, 2316 Avenue B, 4511 Starling Drive, and 3598 FM 2540. Effective March 3, 2010, his duties now include making site visits 2x a day to check the generators
- ✓ Replaced and upgraded electrical service sat the Jack Young Field
- ✓ Coordinated with Jackson Electric to set a pole with meter and run power from existing pole to a new one. After it was set, we dug a trench and ran conduit and wire to the new sign at the entrance to Riverside Park
- ✓ Coordinated with Eaton on replacing the auto transformer in Blower 3 at wastewater treatment plant with electronic soft start controls
- ✓ Met with FEMA representative and conducted on-site inspections of new generators at Fire Department, City Hall, Civic Center and Municipal Services Building
- ✓ Inspected foundation at 904 Whitson Street (EAC)
- ✓ Installed conduit, wire, emergency stop and explosion proof fittings for new fuel storage tank at 3598 FM 2540
- ✓ Conducted weekly checks on SCADA board at WWTP, lift stations and generators
- ✓ Advertised and awarded bids for generator services in various locations is Bay City

## Budget Summary

Facility Maintenance	Actual FY 2018	Actual FY 2019	Amended Budget FY 2020	Projected FY 2020	Adopted FY 2021
Personnel Services	225,820	210,967	248,178	245,750	286,073
Supplies & Materials	11,405	8,442	12,150	10,150	12,150
Other Charges and Services	5,207	8,887	22,000	21,000	24,500
Repairs & Maintenance	27,314	33,259	54,229	3,000	34,786
Capital Expenditures	-	-	-	-	-
<b>Total Facility Maintenance</b>	<b>269,746</b>	<b>261,554</b>	<b>336,557</b>	<b>279,900</b>	<b>357,509</b>

## Budgeted Personnel

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021
Facilities Maintenance Supervisor	1	0	0	0
Master Electrician	1	1	1	1
Journeyman Electrician	0	1	1	0
Electrician Helper	1	0	0	1
Carpenter	0	0	0	0
Carpenter Helper	0	0	0	0
Facilities Maintenance Tech II	1	2	2	2
Facilities Maintenance Tech I	0	0	0	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>

## Performance Measures

<i>Our Workload</i>	Actual FY 2018	Actual FY 2019	Projected FY 2020	Estimated FY 2021
Electrical work orders	370	452	375	399
Plumbing work orders	31	21	10	21
Air Conditioner repair work orders	157	101	39	99
Carpenter work orders	11	17	19	16
Street Light work orders	11	10	1	8
Trim Tree Limb work orders	27	4	0	10
Generator Repairs	24	71	29	41
Miscellaneous Repairs	185	199	114	166
<b>Total work orders completed</b>	<b>816</b>	<b>875</b>	<b>587</b>	<b>760</b>

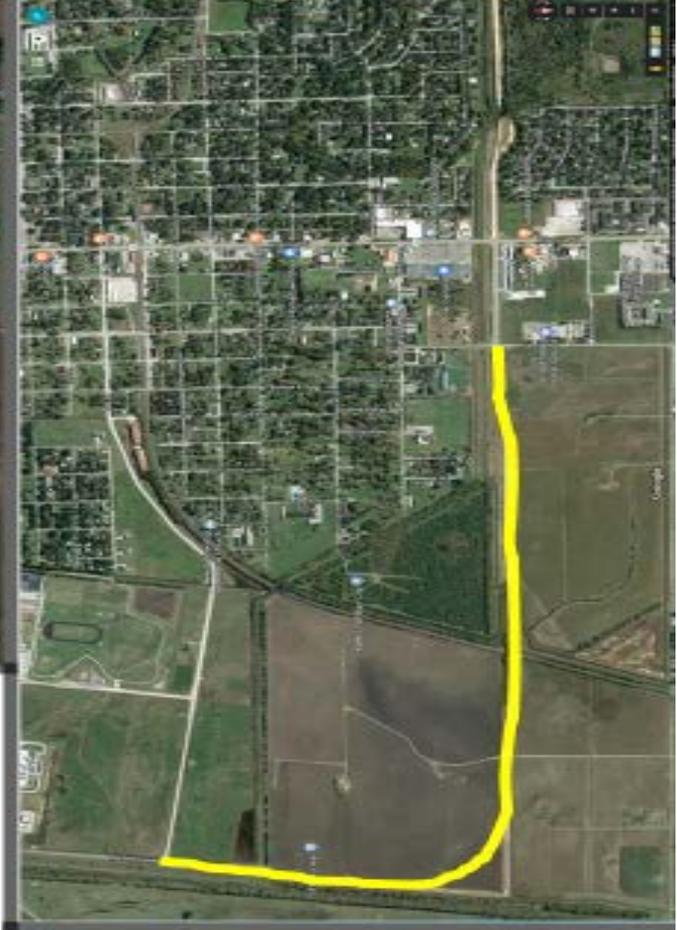






# City of Bay City

## 5-Year Capital Improvements Program 2021 - 2025





# 5-Year Capital Plan Summary

## City Wide

General Fund	Amount	2021	2022	2023	2024	2025	
Streets, Drainage & Sidewalks	\$	17,318,006	\$ 6,893,006	\$ 4,775,000	\$ 1,550,000	\$ 400,000	\$ 3,700,000
Parks	\$	27,255,485	\$ 300,000	\$ 80,000	\$ 125,000	\$ 3,625,000	\$ 23,125,485
Building & Improvements	\$	33,251,000	\$ 325,000	\$ 326,000	\$ 100,000	\$ 2,500,000	\$ 30,000,000
Equipment	\$	1,124,000	\$ 219,000	\$ 55,000	\$ 255,000	\$ -	\$ 595,000
<b>Total General Fund:</b>	<b>\$</b>	<b>78,948,491</b>	<b>\$ 7,737,006</b>	<b>\$ 5,236,000</b>	<b>\$ 2,030,000</b>	<b>\$ 6,525,000</b>	<b>\$ 57,420,485</b>

Utility Fund	Amount	2021	2022	2023	2024	2025	
Water	\$	22,779,269	\$ 2,763,069	\$ 6,174,000	\$ 4,613,200	\$ 5,256,000	\$ 3,973,000
Wastewater	\$	14,720,000	\$ 6,000,000	\$ 6,310,000	\$ 2,300,000	\$ 110,000	\$ -
Building & Improvements	\$	527,600	\$ -	\$ 50,000	\$ -	\$ 377,600	\$ 100,000
Equipment	\$	930,000	\$ 523,000	\$ 227,000	\$ 45,000	\$ 90,000	\$ 45,000
<b>Total Utility Fund:</b>	<b>\$</b>	<b>38,956,869</b>	<b>\$ 9,286,069</b>	<b>\$ 12,761,000</b>	<b>\$ 6,958,200</b>	<b>\$ 5,833,600</b>	<b>\$ 4,118,000</b>

Airport Fund	Amount	2021	2022	2023	2024	2025	
Bay City Regional Airport	\$	13,066,000	\$ -	\$ 8,475,000	\$ 470,000	\$ 693,000	\$ 3,428,000
Building & Improvements	\$	5,677,000	\$ -	\$ -	\$ -	\$ -	\$ 5,677,000
Equipment	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Airport Fund:</b>	<b>\$</b>	<b>18,743,000</b>	<b>\$ -</b>	<b>\$ 8,475,000</b>	<b>\$ 470,000</b>	<b>\$ 693,000</b>	<b>\$ 9,105,000</b>

<b>Totals:</b>	<b>\$</b>	<b>136,648,360</b>	<b>\$ 17,023,075</b>	<b>\$ 26,472,000</b>	<b>\$ 9,458,200</b>	<b>\$ 13,051,600</b>	<b>\$ 70,643,485</b>
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## 5-Year CIP – General Fund Summary

General Fund	Amount	2021	2022	2023	2024	2025
Streets, Drainage & Sidewalks	\$ 17,318,006	\$ 6,893,006	\$ 4,775,000	\$ 1,550,000	\$ 400,000	\$ 3,700,000
Parks	\$ 27,255,485	\$ 300,000	\$ 80,000	\$ 125,000	\$ 3,625,000	\$ 23,125,485
Building & Improvements	\$ 33,251,000	\$ 325,000	\$ 326,000	\$ 100,000	\$ 2,500,000	\$ 30,000,000
Equipment	\$ 1,124,000	\$ 219,000	\$ 55,000	\$ 255,000	\$ -	\$ 595,000
<b>Total General Fund:</b>	<b>\$ 78,948,491</b>	<b>\$ 7,737,006</b>	<b>\$ 5,236,000</b>	<b>\$ 2,030,000</b>	<b>\$ 6,525,000</b>	<b>\$ 57,420,485</b>



## 5-Year CIP – Public Works Projects (Streets, Drainage, Sidewalks)

Streets, Drainage & Sidewalks	Amount	2021	2022	2023	2024	2025
Street Reconstruction Projects	\$ 2,500,000		1,250,000	1,250,000		
Street Seal Coat Projects	\$ 200,000					200,000
Sidewalk New/Replace Project	\$ 50,000				50,000	
Sidewalk New/Replace Project (TxDOT, TCF, etc.)	\$ 325,000		325,000			
Nile Valley Drive SH35W to SH60S - Phase I Design*	\$ 477,000	477,000				
Nile Valley Drive SH35W to SH60S - Phase I Construction*	\$ 5,523,000	5,523,000				
Nile Valley Drive - UPRR Bridge Rehab	\$ 500,000		200,000	300,000		
Nile Valley Drive - Phase II Design	\$ 350,000				350,000	
Nile Valley Drive - Phase II Construction	\$ 3,500,000					3,500,000
Diversion Channel Improvements CDBG-DR Grant (Harvey)	\$ 287,006	287,006				
Cottonwood Creek Improvements RESTORE Act Grant	\$ 200,000	200,000				
Drainage Study	\$ 306,000	306,000				
Drainage Construction- GLO Grant	\$ 3,000,000		3,000,000			
Drainage Improvements	\$ 100,000	100,000				
<b>Totals for Street &amp; Sidewalk Projects:</b>	<b>\$ 17,318,006</b>	<b>\$ 6,893,006</b>	<b>\$ 4,775,000</b>	<b>\$ 1,550,000</b>	<b>\$ 400,000</b>	<b>\$ 3,700,000</b>

\*Bay City Community Development Corporation & Bay City Gas Company funding the Nile Valley Road Project in FY 2021





# 5-Year CIP – Public Works Projects (Streets, Drainage, Sidewalks)

## Fiscal Year 2021

- 1. Diversion Channel Improvements - \$287,006
- 2. Cottonwood Creek Improvements - \$200,000
- 3. Regional Drainage Study - \$306,000
- 4. Drainage Maintenance Improvements - \$100,000

Budget Source: Grant, BCCDC, MCD1





## 5-Year CIP – Public Works Projects (Streets, Drainage, Sidewalks)

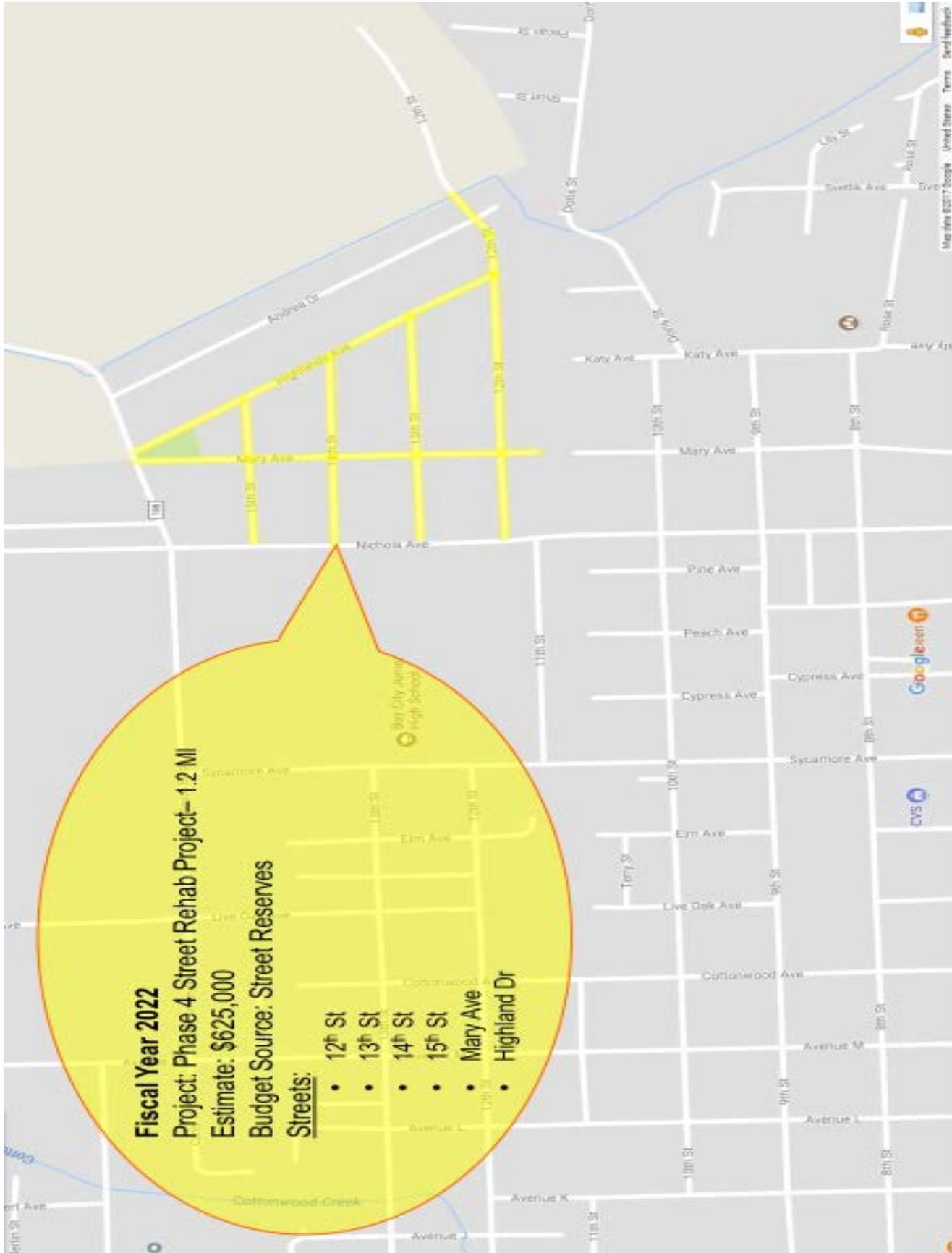
**Fiscal Year 2022**

**Project: Main Street Sidewalk Improvements Project**

**Estimate: \$325,000**

**Budget Source: Grant, BCCDC**





**Fiscal Year 2022**

**Project: Phase 4 Street Rehab Project- 1.2 MI**

**Estimate: \$625,000**

**Budget Source: Street Reserves**

**Streets:**

- 12th St
- 13th St
- 14th St
- 15th St
- Mary Ave
- Highland Dr

**Cont. Fiscal Year 2022**

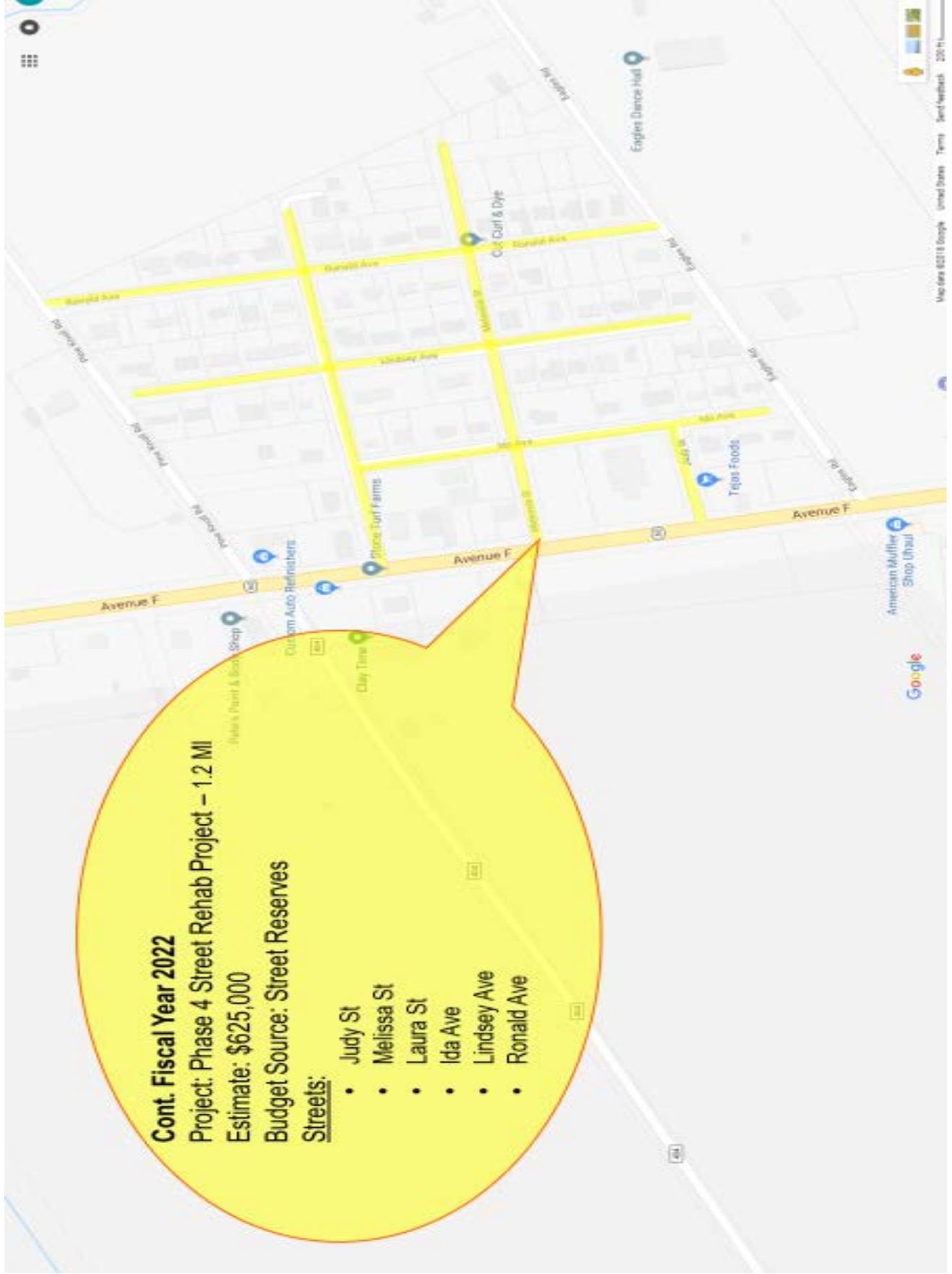
**Project: Phase 4 Street Rehab Project – 1.2 MI**

**Estimate: \$625,000**

**Budget Source: Street Reserves**

**Streets:**

- Judy St
- Melissa St
- Laura St
- Ida Ave
- Lindsey Ave
- Ronald Ave





**Fiscal Year 2023**

**Project: Phase 4 Street Rehab**

**Project – 0.3 MI**

**Estimate: \$1,250,000**

**Budget Source: Street Reserves**

**Streets:**

- Golden Ave



# 5-Year CIP – Public Works Projects & Source of Funding (Streets, Drainage, Sidewalks)

Streets, Drainage & Sidewalks	Amount	2021	2022	2023	2024	2025
Street Reconstruction Projects	\$ 2,500,000		1,250,000	1,250,000		
Street Seal Coat Projects	\$ 200,000					200,000
Sidewalk New/Replace Project	\$ 50,000				50,000	
Sidewalk New/Replace Project (TxDOT, TCF, etc.)	\$ 325,000		325,000			
Nile Valley Drive SH35W to SH60S - Phase I Design*	\$ 477,000	477,000				
Nile Valley Drive SH35W to SH60S - Phase I Construction*	\$ 5,523,000	5,523,000				
Nile Valley Drive - UPRR Bridge Rehab	\$ 500,000		200,000	300,000		
Nile Valley Drive - Phase II Design	\$ 350,000				350,000	
Nile Valley Drive - Phase II Construction	\$ 3,500,000					3,500,000
Diversion Channel Improvements CDBG-DR Grant (Harvey)	\$ 287,006	287,006				
Collinwood Creek Improvements RESTORE Act Grant	\$ 200,000	200,000				
Drainage Study	\$ 306,000	306,000				
Drainage Construction- GLO Grant	\$ 3,000,000		3,000,000			
Drainage Improvements	\$ 100,000	100,000				
<b>Totals for Street &amp; Sidewalk Projects:</b>	<b>\$ 17,318,006</b>	<b>\$ 6,893,006</b>	<b>\$ 4,775,000</b>	<b>\$ 1,550,000</b>	<b>\$ 400,000</b>	<b>\$ 3,700,000</b>
<a href="#">Click to view the full spreadsheet</a>						
<b>Sources of Funds:</b>	<b>Amount</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Operating Budget	\$ 1,315,000	115,000	200,000	400,000	400,000	200,000
Grants (EDA, TDA, H-GAC, LCRA, TxDOT, etc.)	\$ 3,737,006	487,006	3,250,000			
Transfers	\$ -					
Other Sources (ie. BCCDC, Interlocal, Donations, etc.)	\$ 366,000	291,000	75,000			
Bond/Loan Proceeds (ie. TWDB, etc.)	\$ 9,500,000	6,000,000				3,500,000
Hotel/Motel	\$ -					
Operational Savings (Reserves)	\$ -					
Tax Note or Capital Lease	\$ -					
Street/Sidewalk (Reserves) - Fund 28	\$ 2,400,000		1,250,000	1,150,000		
<b>Total Resources Planned:</b>	<b>\$ 17,318,006</b>	<b>\$ 6,893,006</b>	<b>\$ 4,775,000</b>	<b>\$ 1,550,000</b>	<b>\$ 400,000</b>	<b>\$ 3,700,000</b>



## 5-Year CIP – Parks Projects

Parks & Recreation	Amount	2021	2022	2023	2024	2025
Southern Pacific Trailway - TxDOT Grant	\$ 1,315,485					1,315,485
Park Improvements- Splash Pad	\$ 300,000	300,000				
Park Improvements- Neighborhood Playgrounds	\$ 80,000		80,000			
Park Improvements- Community Park (Pickleball)	\$ 100,000				100,000	
Park Improvements- 16th Street Pool	\$ 3,500,000				525,000	2,975,000
Ball Field Lighting - Hardeman Park	\$ 335,000					335,000
Ball Field Lighting - Soccer Field @ Whitson	\$ 125,000			125,000		
Aquatics Center	\$ 20,000,000				3,000,000	17,000,000
Performance Pavilion- LeTulle	\$ 1,500,000					1,500,000
<b>Totals for Parks Projects:</b>	<b>\$ 27,255,485</b>	<b>\$ 300,000</b>	<b>\$ 80,000</b>	<b>\$ 125,000</b>	<b>\$ 3,625,000</b>	<b>\$ 23,125,485</b>



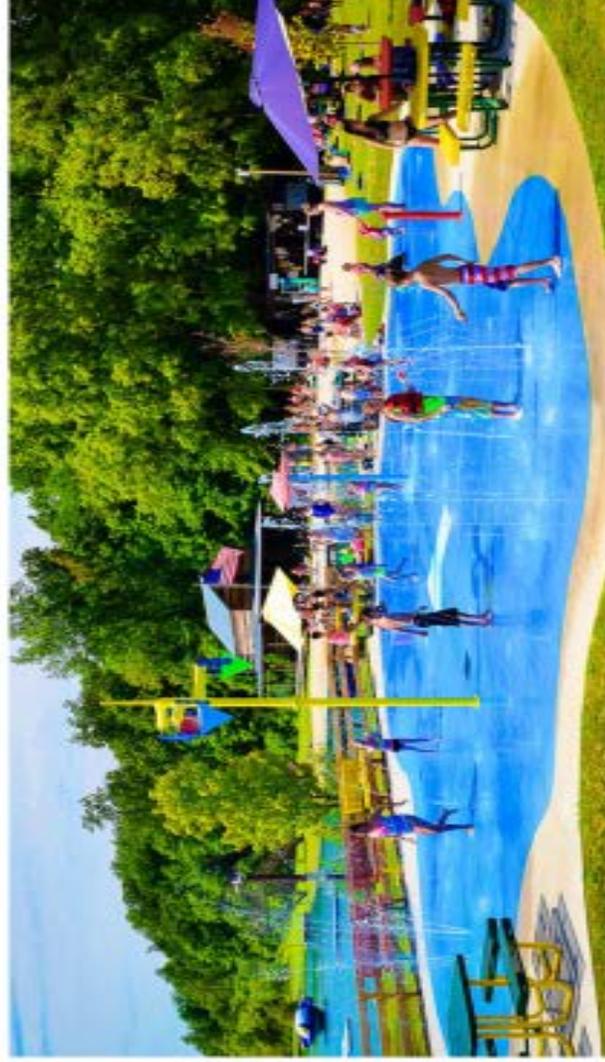
## 5-Year CIP – Parks Projects

**Fiscal Year 2021**

**Project: Park Splash Pad**

**Estimate: \$300,000**

**Budget Source: Operating Budget**





## 5-Year CIP – Parks Projects

### Fiscal Year 2022

Project: Neighborhood Playgrounds

Estimate: \$80,000

Budget Source: Operating Budget





## 5-Year CIP – Parks Projects

**Fiscal Year 2023, 2025**

**Project: Ball Field Lighting**

**Improvements**

**Estimate: \$460,000**

**Funding Sources: Operating Budget, Other Sources**





## 5-Year CIP – Parks Projects

**Fiscal Year 2024 & 2025**

**Project: 16<sup>th</sup> Street Pool**

**Estimate: \$3,500,000**

**Budget Source: Bond/Other Sources**





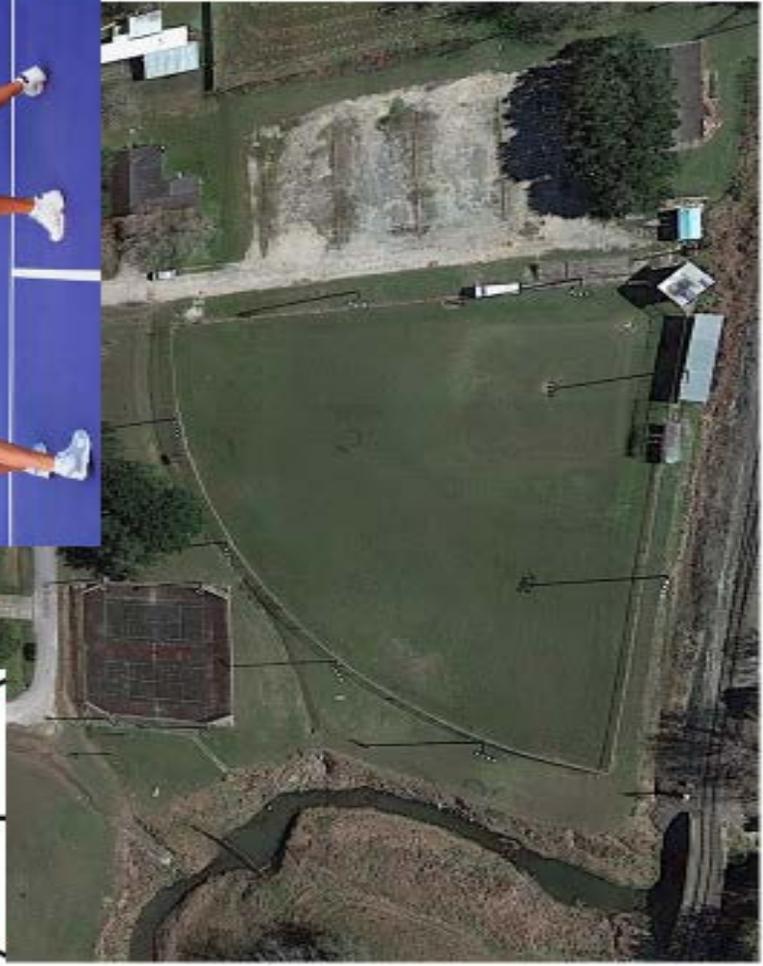
## 5-Year CIP – Parks Projects

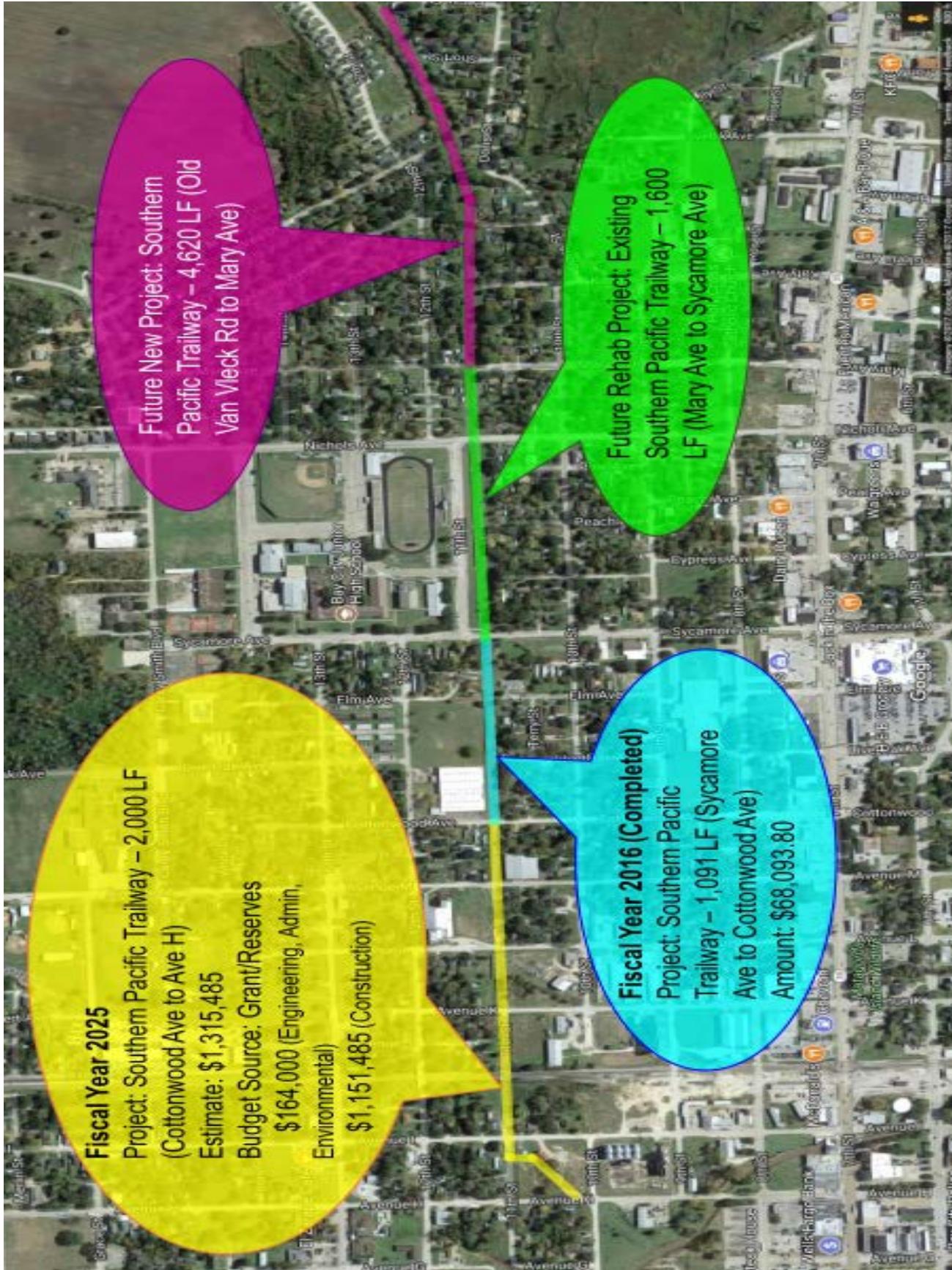
**Fiscal Year 2024**

**Project: Community Park**

**Estimate: \$100,000**

**Budget Source: Operating  
Budget/Other Sources**





**Fiscal Year 2025**

Project: Southern Pacific Trailway – 2,000 LF (Cottonwood Ave to Ave H)  
Estimate: \$1,315,485  
Budget Source: Grant/Reserves  
\$164,000 (Engineering, Admin, Environmental)  
\$1,151,485 (Construction)

**Fiscal Year 2016 (Completed)**

Project: Southern Pacific Trailway – 1,091 LF (Sycamore Ave to Cottonwood Ave)  
Amount: \$68,093.80

Future New Project: Southern Pacific Trailway – 4,620 LF (Old Van Vleck Rd to Mary Ave)

Future Rehab Project: Existing Southern Pacific Trailway – 1,600 LF (Mary Ave to Sycamore Ave)



## 5-Year CIP – Parks Projects

**Fiscal Year 2025**

**Project: Aquatic Center**

**Estimate: \$20,000,000**

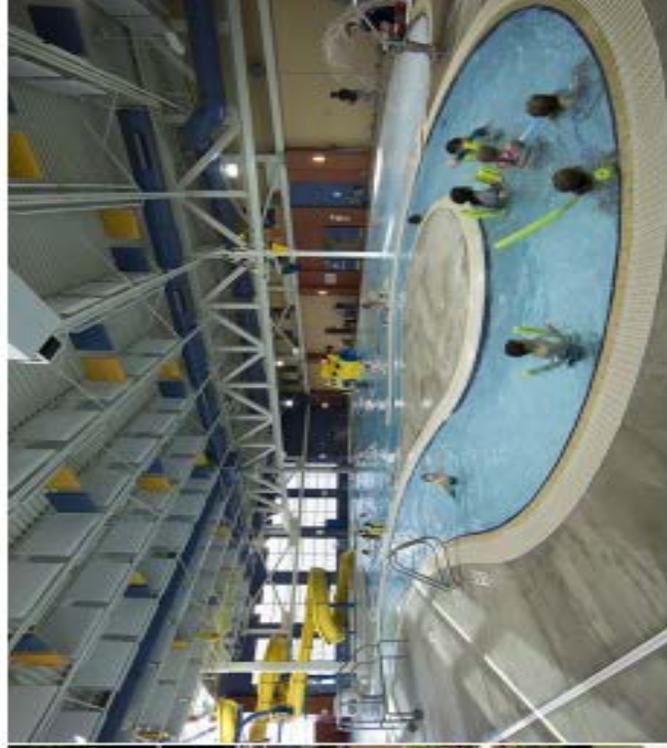
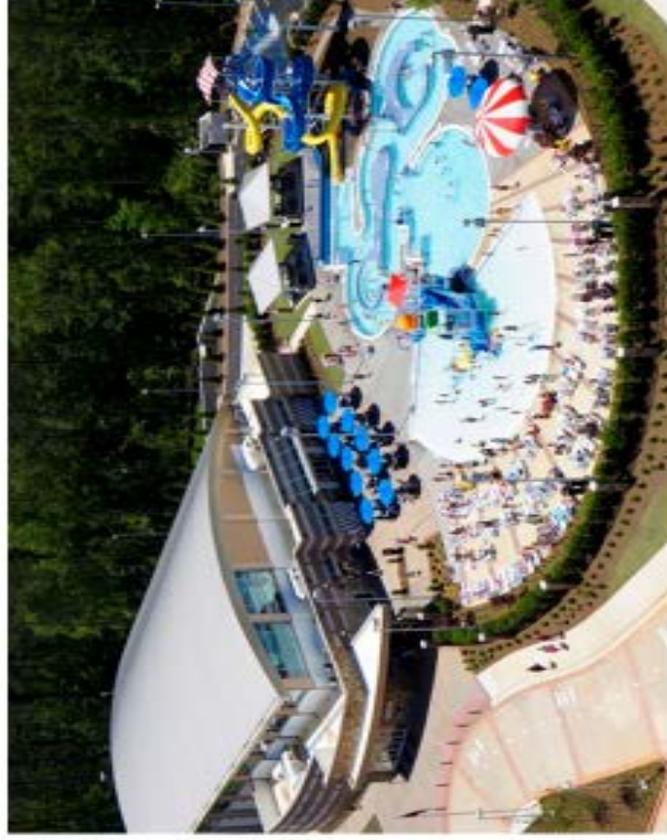
**Budget Source: Bond w/ Interlocal  
Agreements**





## 5-Year CIP – Parks Projects

**Fiscal Year 2025 Cont.**  
**Project: Aquatic Center**





## 5-Year CIP – Parks Projects

### Fiscal Year 2025

Project: Performance Pavilion

Estimate: \$1,500,000

Budget Source: Hotel/Motel, Other Sources





## 5-Year CIP – Parks Projects & Source of Funding

Parks & Recreation	Amount	2021	2022	2023	2024	2025
Southern Pacific Trailway - TxDOT Grant	\$ 1,315,485					1,315,485
Park Improvements- Splash Pad	\$ 300,000	300,000				
Park Improvements- Neighborhood Playgrounds	\$ 80,000		80,000			
Park Improvements- Community Park (Pickleball)	\$ 100,000				100,000	
Park Improvements- 16th Street Pool	\$ 3,500,000				525,000	2,975,000
Ball Field Lighting - Hardeman Park	\$ 335,000					335,000
Ball Field Lighting - Soccer Field @ Whitson	\$ 125,000			125,000		
Aquatics Center	\$ 20,000,000				3,000,000	17,000,000
Performance Pavilion- LeTulle	\$ 1,500,000					1,500,000
<b>Totals for Parks Projects:</b>	<b>\$ 27,255,485</b>	<b>\$ 300,000</b>	<b>\$ 80,000</b>	<b>\$ 125,000</b>	<b>\$ 3,625,000</b>	<b>\$ 23,125,485</b>

### Parks Improvement Projects - Sources of Funds

Sources of Funds:	Amount	2021	2022	2023	2024	2025
Operating Budget	\$ 718,868	300,000	80,000	125,000	50,000	163,868
Grants (EDA, TDA, H-GAC, LCRA, TxDOT, etc.)	\$ 1,151,617					1,151,617
Transfers	\$ -					
Other Sources (ie. BCCDC, Interlocals, Donations, etc.)	\$ 1,150,000				50,000	1,100,000
Bond/Loan Proceeds	\$ 23,835,000				3,325,000	20,310,000
Hotel/Motel	\$ 400,000					400,000
Operational Savings (Reserves)	\$ -					
Tax Note or Capital Lease	\$ -					
Street/Sidewalk (Reserves) - Fund 28	\$ -					
<b>Total Resources Planned:</b>	<b>\$ 27,255,485</b>	<b>\$ 300,000</b>	<b>\$ 80,000</b>	<b>\$ 125,000</b>	<b>\$ 3,625,000</b>	<b>\$ 23,125,485</b>



## 5-Year CIP – Building Improvements

Building & Improvements - General Fund	Amount	2021	2022	2023	2024	2025
Pedestrian Ramp at City Facilities	\$ 50,000			50,000		
Service Center- Window Replacement	\$ 80,000		80,000			
Replace Roof - Armory (Parks & Recreation)	\$ 86,000		86,000			
Renovation - Old Texas Theater	\$ 5,250,000	250,000				5,000,000
Tourism Digital Sign- Civic Center	\$ 75,000	75,000				
Library Lighting Improvements	\$ 50,000			50,000		
Restroom- Hardeman Park	\$ 80,000		80,000			
Public Safety Building (Police, Fire, etc.)	\$ 27,580,000		80,000		2,500,000	25,000,000
<b>Totals Building &amp; Improvement Projects:</b>	<b>\$ 33,251,000</b>	<b>\$ 325,000</b>	<b>\$ 326,000</b>	<b>\$ 100,000</b>	<b>\$ 2,500,000</b>	<b>\$ 30,000,000</b>



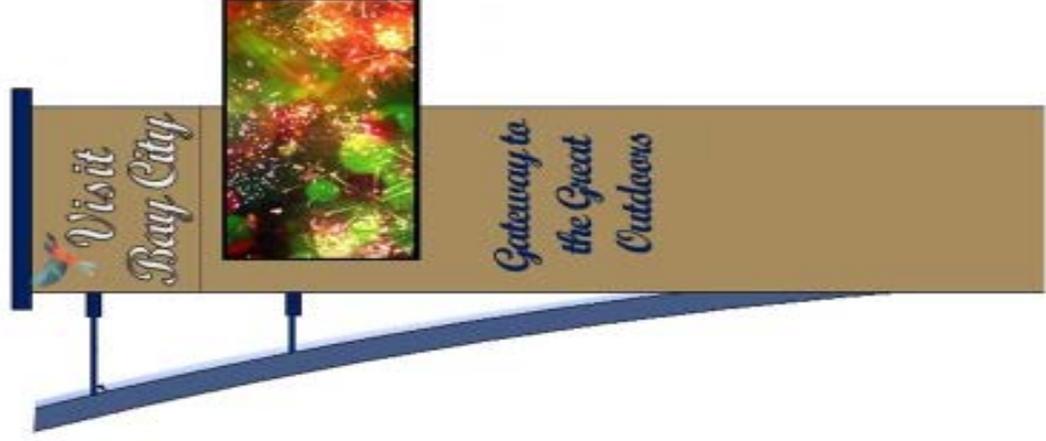
## 5-Year CIP – Building Improvements Projects

**Fiscal Year 2021**

**Project: Digital Billboard**

**Estimate: \$75,000**

**Budget Source: Hotel/Motel**





## 5-Year CIP – Parks Projects



**Fiscal Year 2022**

**Project: Service Center Windows**

**Estimate: \$80,000**

**Budget Source: Operating Budget**



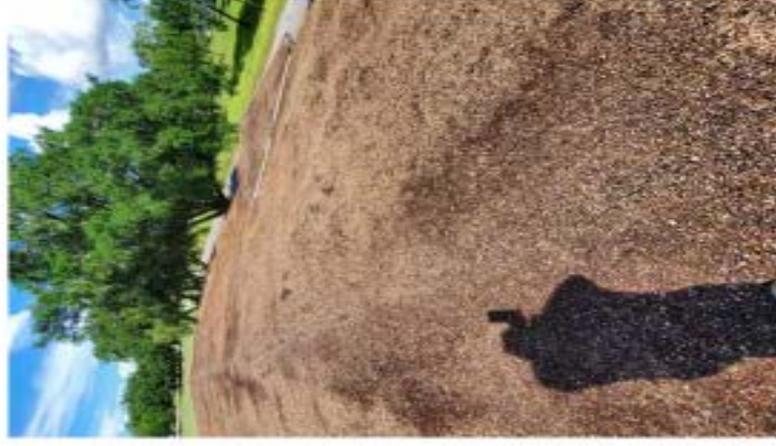
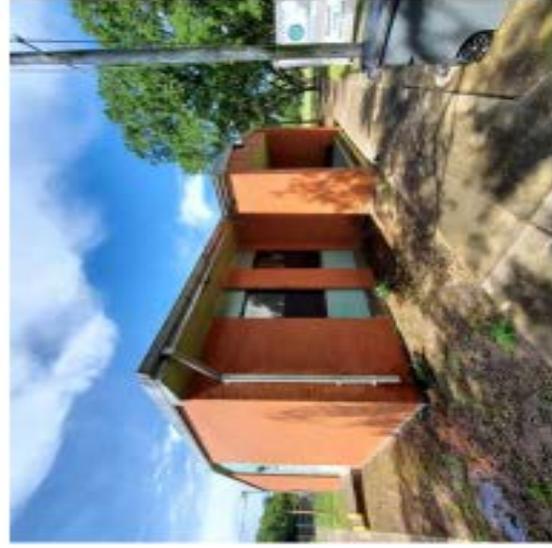
## 5-Year CIP – Parks Projects

**Fiscal Year 2022**

**Project: Armory Roof**

**Estimate: \$86,000**

**Budget Source: Operating Budget**





## 5-Year CIP – Parks Projects

### Fiscal Year 2022

Project: Restroom – Hardeman Park

Estimate: \$80,000

Budget Source: Operating Reserve or  
Other Sources





## 5-Year CIP – Building Improvements Projects

**Fiscal Year 2022, 2024 & 2025**

**Project: Public Safety Campus**

**Estimate: \$27,580,000 (Purchase of Land, Engineering, & Construction)**

**Budget Source: Bond**





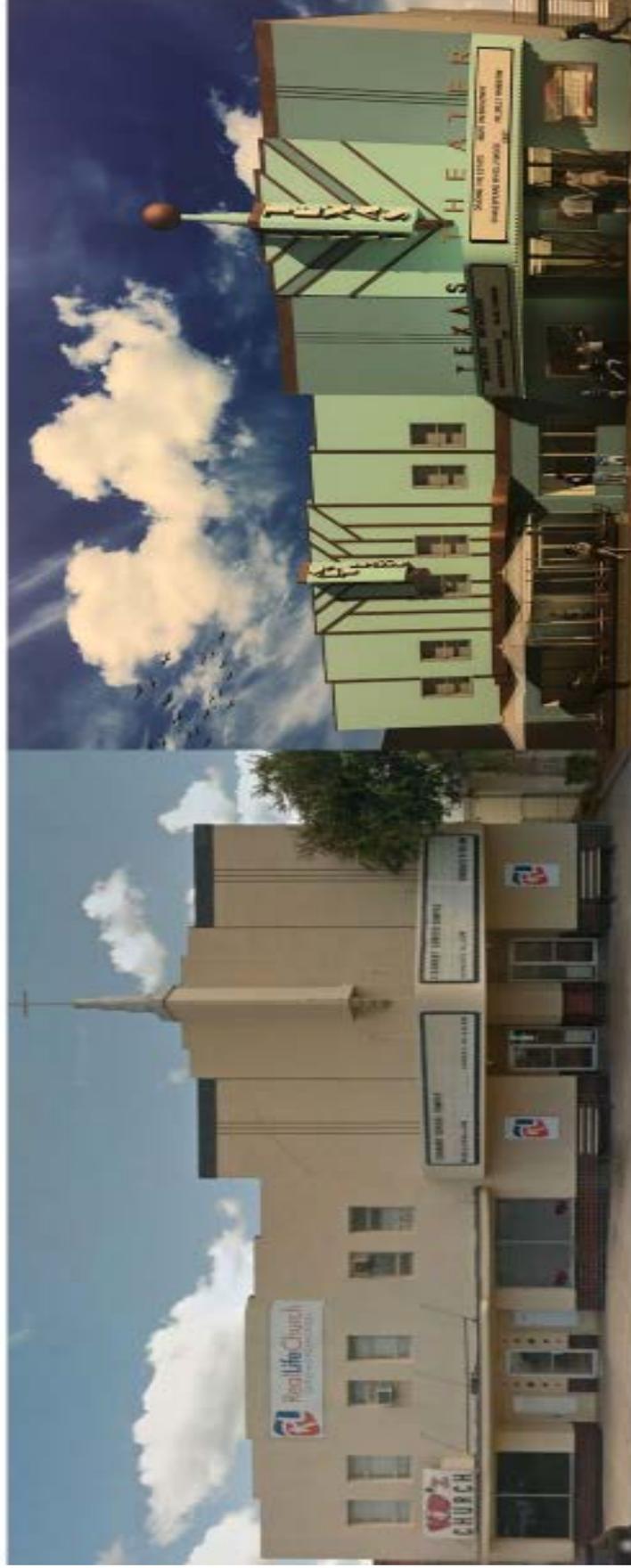
## 5-Year CIP – Building Improvements Projects

**Fiscal Year 2021, 2025**

**Project: Texas Theater Renovations**

**Estimate: \$5,250,000**

**Budget Source: Hotel/Motel, Bond, Other Sources**





## 5-Year CIP – Building Improvements & Source of Funding

Building & Improvements - General Fund		Amount	2021	2022	2023	2024	2025
Pedestrian Ramp at City Facilities	\$	50,000			50,000		
Service Center- Window Replacement	\$	80,000		80,000			
Replace Roof- Armory (Parks & Recreation)	\$	86,000		86,000			
Renovation - Old Texas Theater	\$	5,250,000	250,000				5,000,000
Tourism Digital Sign- Civic Center	\$	75,000	75,000				
Library Lighting Improvements	\$	50,000			50,000		
Restroom- Hardeman Park	\$	80,000		80,000			
Public Safety Building (Police, Fire, etc.)	\$	27,580,000		80,000		2,500,000	25,000,000
<b>Totals Building &amp; Improvement Projects:</b>	<b>\$</b>	<b>33,251,000</b>	<b>\$ 325,000</b>	<b>\$ 326,000</b>	<b>\$ 100,000</b>	<b>\$ 2,500,000</b>	<b>\$ 30,000,000</b>
<a href="#">View Building &amp; Improvement Projects - Total Resources by Fund</a>							
<b>Sources of Funds:</b>		<b>Amount</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Operating Budget	\$	266,000		166,000	100,000		
Grants (EDA, TDA, H-GAC, LCRA, TxDOT, etc.)	\$	-					
Transfers	\$	-					
Other Sources (ie. BCCDC, Interlocals, Donations, etc.)	\$	-					
Bond/Loan Proceeds	\$	32,500,000				2,500,000	30,000,000
Hotel/Motel	\$	325,000	325,000				
Operational Savings (Reserves)	\$	160,000		160,000			
Tax Note or Capital Lease	\$	-					
Street/Sidewalk (Reserves) - Fund 28	\$	-					
<b>Total Resources Planned:</b>	<b>\$</b>	<b>33,251,000</b>	<b>\$ 325,000</b>	<b>\$ 326,000</b>	<b>\$ 100,000</b>	<b>\$ 2,500,000</b>	<b>\$ 30,000,000</b>



# General Fund Equipment

Equipment - General Fund	Amount	2021	2022	2023	2024	2025
Mower- Parks	\$ 22,000	22,000				
Backhoe Replacement - Public Works	\$ 105,000					105,000
Roller Replacement - Public Works	\$ 325,000					325,000
Dump Truck Replacement - Public Works	\$ 90,000			90,000		
New Baler - Recycling Center	\$ 55,000		55,000			
New Baler w/Conveyor System - Recycling Center	\$ -					
Police Units (4)	\$ 495,000	165,000		165,000		165,000
P/U Truck Replacement - Parks	\$ 32,000	32,000				
Parks Equipment (Playground)	\$ -					
<b>Totals Building &amp; Improvement Projects:</b>	<b>\$ 1,124,000</b>	<b>\$ 219,000</b>	<b>\$ 55,000</b>	<b>\$ 255,000</b>	<b>\$ -</b>	<b>\$ 595,000</b>

Sources of Funds:	Amount	2021	2022	2023	2024	2025
Operating Budget	\$ 144,000	54,000		90,000		
Grants (EDA, TDA, H-GAC, LCRA, TxDOT, etc.)	\$ 55,000		55,000			
Transfers	\$ -					
Other Sources (ie. BCCDC, Intercalls, Donations, etc.)	\$ -					
Bond/Loan Proceeds	\$ 595,000					595,000
Hotel/Motel	\$ -					
Operational Savings (Reserves)	\$ -					
Tax Note or Capital Lease	\$ 330,000	165,000		165,000		
Street/Sidewalk (Reserves) - Fund 28	\$ -					
<b>Total Resources Planned:</b>	<b>\$ 1,124,000</b>	<b>\$ 219,000</b>	<b>\$ 55,000</b>	<b>\$ 255,000</b>	<b>\$ -</b>	<b>\$ 595,000</b>



## 5-Year CIP – General Fund Summary & Source of Funding

General Fund	Amount	2021	2022	2023	2024	2025
Streets, Drainage & Sidewalks	\$ 17,318,006	\$ 6,893,006	\$ 4,775,000	\$ 1,550,000	\$ 400,000	\$ 3,700,000
Parks	\$ 27,255,485	\$ 300,000	\$ 80,000	\$ 125,000	\$ 3,625,000	\$ 23,125,485
Building & Improvements	\$ 33,251,000	\$ 325,000	\$ 326,000	\$ 100,000	\$ 2,500,000	\$ 30,000,000
Equipment	\$ 1,124,000	\$ 219,000	\$ 55,000	\$ 255,000	-	\$ 595,000
<b>Total General Fund:</b>	<b>\$ 78,948,491</b>	<b>\$ 7,737,006</b>	<b>\$ 5,236,000</b>	<b>\$ 2,030,000</b>	<b>\$ 6,525,000</b>	<b>\$ 57,420,485</b>

General Fund Summary- Sources of Funds						
Sources of Funds:	Amount	2021	2022	2023	2024	2025
Operating Budget	\$ 2,443,868	469,000	446,000	715,000	450,000	363,868
Grants (EDA, TDA, H-GAC, LCRA, TxDOT, etc.)	\$ 4,943,623	487,006	3,305,000	-	-	1,151,617
Transfers	\$ -	-	-	-	-	-
Other Sources (ie. BCCDC, Interlocals, Donations, etc.)	\$ 1,516,000	291,000	75,000	-	50,000	1,100,000
Bond/Loan Proceeds	\$ 66,430,000	6,000,000	-	-	6,025,000	54,405,000
Hotel/Motel	\$ 725,000	325,000	-	-	-	400,000
Operational Savings (Reserves)	\$ 330,000	165,000	-	165,000	-	-
Tax Note or Capital Lease	\$ 2,400,000	-	1,250,000	1,150,000	-	-
Street/Sidewalk (Reserves) - Fund 28	\$ 160,000	-	160,000	-	-	-
<b>Total Resources Planned:</b>	<b>\$ 78,948,491</b>	<b>\$ 7,737,006</b>	<b>\$ 5,236,000</b>	<b>\$ 2,030,000</b>	<b>\$ 6,525,000</b>	<b>\$ 57,420,485</b>



## 5-Year CIP – Utility Fund Summary

Utility Fund	Amount	2021	2022	2023	2024	2025
Water	\$ 22,779,269	\$ 2,763,069	\$ 6,174,000	\$ 4,613,200	\$ 5,256,000	\$ 3,973,000
Wastewater	\$ 14,720,000	\$ 6,000,000	\$ 6,310,000	\$ 2,300,000	\$ 110,000	\$ -
Building & Improvements	\$ 527,600	\$ -	\$ 50,000	\$ -	\$ 377,600	\$ 100,000
Equipment	\$ 930,000	\$ 523,000	\$ 227,000	\$ 45,000	\$ 90,000	\$ 45,000
<b>Total Utility Fund:</b>	<b>\$ 38,956,869</b>	<b>\$ 9,286,069</b>	<b>\$ 12,761,000</b>	<b>\$ 6,958,200</b>	<b>\$ 5,833,600</b>	<b>\$ 4,118,000</b>



## 5-Year CIP – Utility Fund – Water Projects

Utilities Water	Amount	2021	2022	2023	2024	2025
Fire Hydrant & Valve Rehab Program	\$ 50,000			50,000		
Katy Water Plant No.3 - Electrical Improvements	\$ 300,869	300,869				
Replace Waterlines Northwest Quadrant	\$ -					
Water Plant Recoatings - 1) Wilson-EST; 2) Liberty-EST; 3) 6th	\$ 749,400	412,200		337,200		
Public Water System - Airport Well	\$ 375,000				375,000	
Mockingbird Water Well No.7 - Rework	\$ 353,000			353,000		
Mockingbird Water Plant No.2 - Electrical Improvements	\$ 774,000		774,000			
6th St & Ave I Water Well No.9 - Rework	\$ 368,000			368,000		
4th St & Ave B Water Plant No.1 - Electrical Improvements	\$ 781,000				781,000	
AMI Meter Replacement Program	\$ 2,500,000	1,250,000	1,250,000			
New Water Plant - North Side	\$ 3,550,000	450,000	3,100,000			
New Water Plant - East Side	\$ 3,500,000		400,000	3,100,000		
12-Inch Water Transmission Line (New Water Plant-North Side)	\$ 2,500,000			250,000	2,250,000	
12-Inch New Waterline Extension, 7,500 LF • SH35 East	\$ 1,000,000	350,000	650,000			
12-Inch Waterline Replacement, 7,000 LF • 5th St	\$ 2,100,000				300,000	1,800,000
12-Inch New Waterline Extension, 4,500 LF • SH60 North - Phas	\$ 1,159,000				300,000	859,000
12-Inch New Waterline, 7,100 LF • Skelly Road	\$ -					
12-Inch New Waterline, 10,550 LF • Nicholas Ave South	\$ -					
12-Inch New Waterline, 5,500 LF • 12th St East	\$ 1,210,000				550,000	660,000
6-Inch New Waterline, 750 LF • Hillcrest Dr	\$ 155,000			155,000		
12-Inch New Waterline Extension, 5,000 LF • SH60 South	\$ 1,354,000				700,000	654,000
8-Inch New Waterline, 3,100 LF • MLK (2nd St) West	\$ -					
<b>Totals for Water Projects:</b>	<b>\$ 22,779,269</b>	<b>\$ 2,763,069</b>	<b>\$ 6,174,000</b>	<b>\$ 4,613,200</b>	<b>\$ 5,256,000</b>	<b>\$ 3,973,000</b>



## 5-Year CIP – Utility Fund – Water Projects

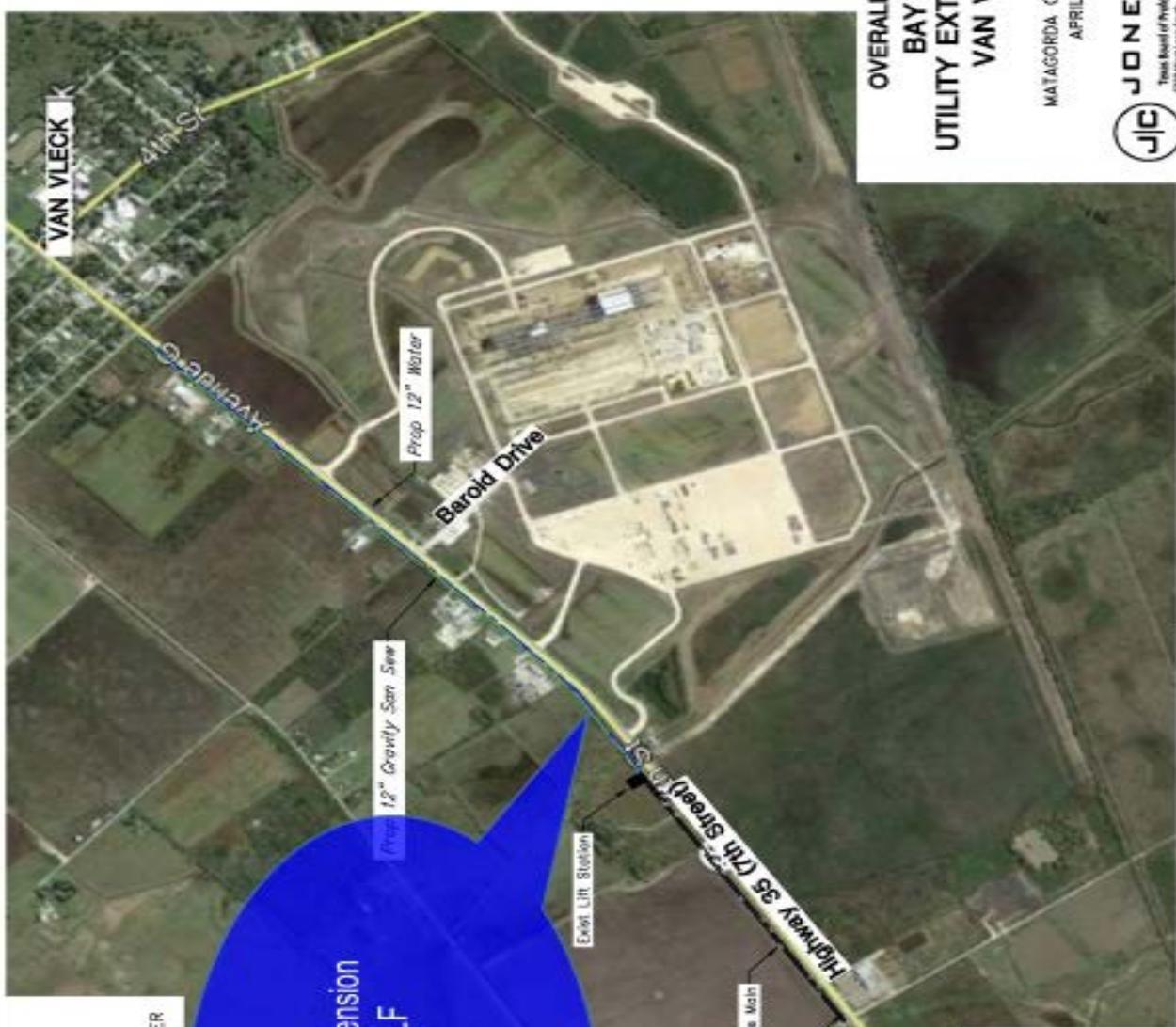
**Fiscal Year 2021**

**Project: Katy Water Plant Electrical Improvements**

**Estimate: \$300,869**

**Budget Source: Operating**





**LEGEND:**

- EXIST 12-INCH WATER
- PROP 12-INCH WATER
- EXIST 10-INCH FORCE MAIN
- PROP 12-INCH GRAVITY SEWER

**Fiscal Year 2021-2022**  
**Project: 12" Waterline Extension**  
**Along SH35 East- 7,500 LF**  
**Estimate: \$1,000,000**  
**Budget Source: TWDB**

**PROJECT BREAKDOWN**

- WATER EXTENSIONS:**
- 6,700 LF 12-inch water
  - 200 LF Trenchless Construction w/ Steel Casing
  - 750 LF Trenchless Construction
  - 22 Fire Hydrants
  - 7 Gate Valves
- SEWER EXTENSIONS:**
- 6,700 LF 12-inch Sanitary Sewer
  - 200 LF Trenchless Construction w/ Steel Casing
  - 750 LF Trenchless Construction
  - 13 Manholes

**OVERALL LAYOUT**  
**BAY CITY**  
**UTILITY EXTENSIONS TO**  
**VAN VLECK**

MATAGORDA COUNTY, TEXAS  
 APRIL 2018

**JIC** | **JONES | CARTER**  
 Texas Board of Professional Engineers Registration No. P-489  
 8389 West Loop South, Suite 150 • Houston, TX 77063 • 713.777.4377

10/2020/7/2021/Client Management/03 City Utilities Extension/03 Apr 16, 2018 - 9:26pm 10x8

**Fiscal Year 2021, 2022, 2023, 2024**

**Project: Water System Improvements Project**

- New Water Plants – 2021, 2022, 2023: \$7,000,000
- Water Plant Recoating – 2021 & 2023:
  - 1) Whitson-EST
  - 2) Liberty-EST
  - 3) 6th & Ave I-GST: \$749,400
- 12" Waterline Replacement Along 5th St - Ave G & Norvell Ave (7,000 LF) – 2024: \$2,100,000

Norvell Ave (7,000 LF) – 2024: \$2,100,000

Budget Source: TWDB





## 5-Year CIP – Utility Fund – Water Projects

**Fiscal Year 2021-2022**

**Project: AMI Meter Replacement Program**

**Estimate: \$2,500,000**

**Budget Source: TWDB**



### AMI Metering

- Reliable
- Safe
- Secure
- Accurate

**New Meters  
Better Suited for  
Bay City**



## 5-Year CIP – Utility Fund – Wastewater Projects

Utilities Wastewater	Amount	2021	2022	2023	2024	2025
Manhole Rehab Program	\$ 120,000		60,000		60,000	
Lift Station Rehab Program	\$ 100,000		50,000		50,000	
12-Inch New Sewerline Extension, 7,500 LF • SH35 East	\$ 1,000,000	1,000,000				
WWTP Rehabilitation – Phase I-Engineering Assessment	\$ -					
WWTP Rehabilitation – Phase II-Construction (Lit Station, Headwork)	\$ 7,500,000	5,000,000	2,500,000			
2 42-inch to 30-inch Gravity Sewer Rehabilitation Main Trunkline	\$ 3,700,000		3,700,000			
5 27-inch to 24-inch Gravity Sewer Rehabilitation \$2,300,000 202	\$ 2,300,000			2,300,000		
<b>Totals for Wastewater Projects:</b>	<b>\$ 14,720,000</b>	<b>\$ 6,000,000</b>	<b>\$ 6,310,000</b>	<b>\$ 2,300,000</b>	<b>\$ 110,000</b>	<b>\$ -</b>



An aerial photograph of a wastewater treatment plant. The facility includes several large circular clarifiers, rectangular aeration tanks, and various support buildings. The plant is situated in a rural area with green fields and a creek labeled 'Cottonwood Creek' nearby. A large green circular overlay is positioned in the lower-left quadrant of the image, containing white text.

### Fiscal Year 2021 & 2022 & 2023

Project: Wastewater Treatment Plant Rehabilitation

- WWTP Improvements – 2021, 2022: \$7,500,000 (Lift Station, Headworks Screen Gates, RAS Airlift Pumps, Sludge, Air Control)
- Gravity Sewer Rehab – 2022: \$3,700,000 (42" – 30")
- Gravity Sewer Rehab – 2023: \$2,300,000 (27" – 24")

Budget Source: TWDB



# 5-Year CIP – Utility Fund – Building & Improvements

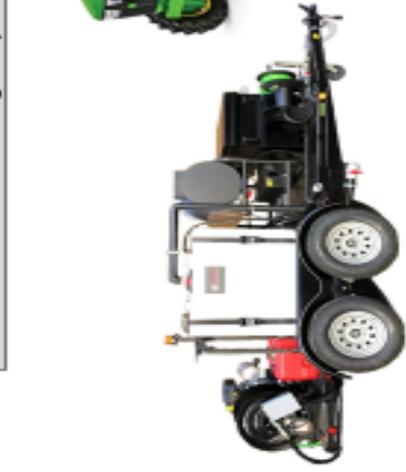
Building & Improvements	Amount	2021	2022	2023	2024	2025
MSB Renovations (Remodel Women's Restroom)	\$ 50,000		50,000			
Extend Equipment/Material Storage Buildings	\$ 207,600				207,600	
Replace Roof - MSB Shop	\$ 130,000				130,000	
Coat Ceiling - MSB Shop	\$ 40,000				40,000	
MSB Renovations (New Lobby Restrooms)	\$ 100,000					100,000
<b>Totals for Building &amp; Improvement Projects:</b>	<b>\$ 527,600</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 377,600</b>	<b>\$ 100,000</b>





# 5-Year CIP Utility Fund – Equipment > \$100,000

Utilities Equipment	Amount	2021	2022	2023	2024	2025
Tractor w/Shredder, WWTP	\$ 60,000	60,000				
Jetter Unit, Maintenance	\$ 115,000	115,000				
Backhoe, Maintenance	\$ 105,000	105,000				
PIU Truck (s), Maintenance	\$ 263,000	173,000	45,000			45,000
Flat Bed Truck, Maintenance	\$ 70,000	70,000				
BobCat, WWTP	\$ 35,000		35,000			
Sewer Camera, Maintenance	\$ 65,000		65,000			
1 Ton Utility Truck, Maintenance	\$ 62,000		62,000			
Light Plant/Tower, Maintenance	\$ 25,000		25,000			
Dump Truck, Maintenance	\$ 90,000				90,000	
Mini Excavator, Maintenance	\$ 40,000		40,000			
2Ton Crane Truck, WWTP	\$ -					
<b>Totals for Building &amp; Improvement Projects:</b>	<b>\$ 930,000</b>	<b>\$ 523,000</b>	<b>\$ 227,000</b>	<b>\$ 45,000</b>	<b>\$ 90,000</b>	<b>\$ 45,000</b>





## 5-Year CIP – Utility Fund Summary & Sources of Funding

Utility Fund	Amount	2021	2022	2023	2024	2025
Water	\$ 22,779,269	\$ 2,763,069	\$ 6,174,000	\$ 4,613,200	\$ 5,256,000	\$ 3,973,000
Wastewater	\$ 14,720,000	\$ 6,000,000	\$ 6,310,000	\$ 2,300,000	\$ 110,000	\$ -
Building & Improvements	\$ 527,600	\$ -	\$ 50,000	\$ -	\$ 377,600	\$ 100,000
Equipment	\$ 930,000	\$ 523,000	\$ 227,000	\$ 45,000	\$ 90,000	\$ 45,000
<b>Total Utility Fund:</b>	<b>\$ 38,956,869</b>	<b>\$ 9,286,069</b>	<b>\$ 12,761,000</b>	<b>\$ 6,958,200</b>	<b>\$ 5,833,600</b>	<b>\$ 4,118,000</b>

Sources of Funds:	Amount	2021	2022	2023	2024	2025
Operating Budget	\$ 2,658,669	1,286,069	160,000	50,000	487,600	675,000
Grants (EDA, TDA, H-GAC, LCRA, TxDOT, etc.)	\$ -	-	-	-	-	-
Transfers	\$ -	-	-	-	-	-
Other Sources (i.e. BC CDC, Interlocals, Donations, etc.)	\$ -	-	-	-	-	-
Bond/Loan Proceeds (i.e. TWDB, etc.)	\$ 36,298,200	8,000,000	12,601,000	6,908,200	5,346,000	3,443,000
Hotel/Motel	\$ -	-	-	-	-	-
Operational Savings (Reserves)	\$ -	-	-	-	-	-
Tax Note or Capital Lease	\$ -	-	-	-	-	-
Street/Sidewalk (Reserves) - Fund 26	\$ -	-	-	-	-	-
<b>Total Resources Planned:</b>	<b>\$ 38,956,869</b>	<b>\$ 9,286,069</b>	<b>\$ 12,761,000</b>	<b>\$ 6,958,200</b>	<b>\$ 5,833,600</b>	<b>\$ 4,118,000</b>



# 5-Year CIP – AIRPORT PROJECTS



Airport Fund	Amount	2021	2022	2023	2024	2025
Bay City Regional Airport	\$ 13,066,000	\$ -	\$ 8,475,000	\$ 470,000	\$ 693,000	\$ 3,428,000
Building & Improvements	\$ 5,677,000	\$ -	\$ -	\$ -	\$ -	\$ 5,677,000
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Airport Fund:</b>	<b>\$ 18,743,000</b>	<b>\$ -</b>	<b>\$ 8,475,000</b>	<b>\$ 470,000</b>	<b>\$ 693,000</b>	<b>\$ 9,105,000</b>



# 5-Year CIP – AIRPORT PROJECTS



Airport	Amount	2021	2022	2023	2024	2025
Acquisition - Real Estate	\$ -					
Construction - Taxiway A w/Drainage	\$ 8,475,000		8,475,000			
Engineering & Design - Main Apron Strengthening	\$ 70,000			70,000		
Engineering and Design - Runway Overlay	\$ 200,000			200,000		
Planning - Airport Master Plan & ALP Update	\$ 200,000			200,000		
Construction - Main Apron Strengthening	\$ 693,000				693,000	
Construction - Runway Overlay	\$ 3,428,000					3,428,000
Engineering & Design - Taxiway & Runway Seal Coat	\$ -					
Engineering and Design -	\$ -					
Construction - Taxiway Seal Coat	\$ -					
Construction - Runway Seal Coat	\$ -					
<b>Totals for Airport Projects:</b>	<b>\$ 13,066,000</b>	<b>\$ -</b>	<b>\$ 8,475,000</b>	<b>\$ 470,000</b>	<b>\$ 693,000</b>	<b>\$ 3,428,000</b>



# 5-Year CIP – AIRPORT PROJECTS





# 5-Year CIP – AIRPORT PROJECTS



Airport Building & Improvements	Amount	2021	2022	2023	2024	2025
Construction - Row A T-Hangars	\$ 1,012,000					1,012,000
Construction - Row B T-Hangars	\$ 1,012,000					1,012,000
Construction - Row C T-Hangars	\$ 1,012,000					1,012,000
Construction - Row D T-Hangars	\$ 1,012,000					1,012,000
Construction - Row E T-Hangars	\$ -					
Const Engineering - Row A, B, C, D & Maint Hangars	\$ 661,000					661,000
Construction - Maintenance Hangar	\$ 968,000					968,000
Rehab Main Hangar	\$ -					
Design - Terminal Building	\$ -					
Construction - Terminal Building	\$ -					
<b>Totals for Building &amp; Improvement Projects:</b>	<b>\$ 5,677,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,677,000</b>



# 5-Year CIP – AIRPORT PROJECTS



Airport Fund	Amount	2021	2022	2023	2024	2025
Bay City Regional Airport	\$ 13,066,000	\$ -	\$ 8,475,000	\$ 470,000	\$ 693,000	\$ 3,428,000
Building & Improvements	\$ 5,677,000	\$ -	\$ -	\$ -	\$ -	\$ 5,677,000
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Airport Fund:</b>	<b>\$ 18,743,000</b>	<b>\$ -</b>	<b>\$ 8,475,000</b>	<b>\$ 470,000</b>	<b>\$ 693,000</b>	<b>\$ 9,105,000</b>

## Airport Fund- Sources of Funds

Sources of Funds:	Amount	2021	2022	2023	2024	2025
Operating Budget	\$ 12,900		12,900			
Grants (EDA, TDA, H-GAC, LCRA, TxDOT, etc.)	\$ 11,759,400		7,627,500	423,000	623,700	3,085,200
Transfers	\$ 200,000		200,000			
Other Sources (i.e. BCCDC, Interlocals, Donations, etc.)	\$ 100,000		100,000			
Bond/Loan Proceeds (i.e. TWDB, etc.)	\$ 6,554,400		534,800			6,019,800
Hotel/Motel	\$ -					
Operational Savings (Reserves)	\$ 116,300			47,000	69,300	-
Tax Note or Capital Lease	\$ -					
Street/Sidewalk (Reserves) - Fund 28	\$ -					
<b>Total Resources Planned:</b>	<b>\$ 18,743,000</b>	<b>\$ -</b>	<b>\$ 8,475,000</b>	<b>\$ 470,000</b>	<b>\$ 693,000</b>	<b>\$ 9,105,000</b>

\*Bay City Community Development Corporation contributing \$100,000 in FY 2021 for Taxiway project.



# City of Bay City

## 5-Year Capital Improvements Program 2021 - 2025



## Long Term Debt

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

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

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

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

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

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

Debt service requirements for the City of Bay City are currently \$ .17288 of the current property tax rate of \$.65500. The City currently 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 water and sewer improvements.** More information on these projects can be found in the capital section of this book.

Assessed value, 2020 tax roll	\$897,701,779	Actual amount of tax-secured debt service - Year ended September 30, 2021	\$3,004,679
Limit on amount designated for debt service per \$100 assessed valuation	<u>x \$ 1.50</u>		
<b>Legal Debt Service Limit</b>	<b>13,465,527</b>	<b>Legal Debt Margin</b>	<b>\$10,460,848</b>

After fiscal year 2021 payments, outstanding general obligation bond and certificates of obligation bonds will be \$23,515,000 however only \$11,482,233 is currently supported by property taxes. The long- term debt policy along with the history of tax rates can be found in the appendix section of this book.

City of Bay City, Texas												
Combined Principal and Interest By Payment Sources												
FYE 9/30	Total Debt Service			Total Self-Supported Debt Service			Total Partner Paid Debt Service			Total Tax Supported Debt Service		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2021	2,255,000	749,679	3,004,679	770,409	217,893	988,301	325,000	153,231	478,231	1,159,592	378,555	1,538,147
2022	2,315,000	687,234	3,002,234	793,325	195,766	989,091	330,000	143,481	473,481	1,191,675	347,987	1,539,662
2023	2,385,000	622,364	3,007,364	816,242	172,799	989,041	340,000	133,581	473,581	1,228,759	315,983	1,544,742
2024	2,465,000	555,493	3,020,493	839,158	149,162	988,320	355,000	123,381	478,381	1,270,842	282,949	1,553,791
2025	2,115,000	482,434	2,597,434	862,075	124,760	986,834	365,000	112,731	477,731	887,926	244,943	1,132,868
2026	1,950,000	422,348	2,372,348	889,991	99,587	989,578	375,000	101,781	476,781	685,009	220,979	905,988
2027	2,005,000	361,398	2,366,398	914,574	72,187	986,761	385,000	90,531	475,531	705,426	198,679	904,105
2028	1,260,000	295,910	1,555,910	137,491	42,491	179,981	395,000	78,981	473,981	727,510	174,438	901,947
2029	1,315,000	254,585	1,569,585	143,324	38,047	181,371	410,000	67,131	477,131	761,677	149,406	911,083
2030	1,355,000	210,515	1,565,515	147,907	33,298	181,204	420,000	54,831	474,831	787,094	122,386	909,480
2031	1,005,000	171,275	1,176,275	152,490	28,398	180,887	430,000	46,431	476,431	422,511	96,446	518,956
2032	1,040,000	144,225	1,184,225	158,323	23,348	181,671	440,000	37,831	477,831	441,678	83,045	524,723
2033	1,060,000	116,175	1,176,175	162,489	18,099	180,588	445,000	29,031	474,031	452,511	69,045	521,556
2034	1,085,000	87,475	1,172,475	167,072	12,699	179,771	455,000	20,131	475,131	462,928	54,645	517,573
2035	895,000	57,413	952,413	116,655	7,149	123,804	465,000	10,463	475,463	313,345	39,801	353,146
2036	445,000	34,650	479,650	121,655	3,650	125,304	-	-	-	323,346	31,000	354,346
2037	80,000	21,700	101,700	-	-	-	-	-	-	80,000	21,700	101,700
2038	85,000	19,700	104,700	-	-	-	-	-	-	85,000	19,700	104,700
2039	85,000	17,575	102,575	-	-	-	-	-	-	85,000	17,575	102,575
2040	90,000	15,450	105,450	-	-	-	-	-	-	90,000	15,450	105,450
2041	90,000	13,200	103,200	-	-	-	-	-	-	90,000	13,200	103,200
2042	95,000	10,725	105,725	-	-	-	-	-	-	95,000	10,725	105,725
2043	95,000	8,113	103,113	-	-	-	-	-	-	95,000	8,113	103,113
2044	100,000	5,500	105,500	-	-	-	-	-	-	100,000	5,500	105,500
2045	100,000	2,750	102,750	-	-	-	-	-	-	100,000	2,750	102,750
Total	\$ 25,770,000	\$ 5,367,883	\$ 31,137,883	\$ 7,193,176	\$ 1,239,333	\$ 8,432,508	\$ 5,935,000	\$ 1,203,550	\$ 7,138,550	\$ 12,641,825	\$ 2,925,001	\$ 15,566,825

**25,770,000 City Wide Debt Outstanding Principal before FY 2021 Payment**  
**\$23,515,000 Outstanding Principal at Fiscal Year End**  
**\$11,482,233 Outstanding Principal of Tax Supported Debt at Fiscal Year End**  
**\$6,422,767 Outstanding Principal of Self -Supported Debt (Paid by Water and Sewer Revenues)**  
**\$5,610,000 Outstanding Principal of Nile Valley Road Project paid by BC Gas Company and BCCDC**

## Property Tax Supported Debt

### **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 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*

### **2018 Tax Note**

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

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

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

Interest and Sinking Fund (I & S)	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Adopted FY 2021
<b>Taxes</b>					
Property Taxes- Current	1,140,170	1,212,135	1,308,070	1,312,640	1,540,147
Property Taxes- Delinquent	17,898	19,239	1,000	16,000	1,622
Property Taxes- P & I Fees	14,340	15,188	1,000	15,000	478,231
<b>Total Taxes</b>	<b>1,172,408</b>	<b>1,246,563</b>	<b>1,310,070</b>	<b>1,343,640</b>	<b>2,020,000</b>
<b>Other Revenue</b>					
Interest Income	11,643	25,195	930	12,500	-
<b>Total Other Revenue</b>	<b>11,643</b>	<b>25,195</b>	<b>930</b>	<b>12,500</b>	
<b>Intergovernmental</b>					
Transfer In- General Fund	594,550	595,125	-	-	-
Transfer In- Utility Fund	-	-	-	-	-
<b>Total Intergovernmental</b>	<b>594,550</b>	<b>595,125</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total I &amp; S Revenue</b>	<b>1,778,601</b>	<b>1,866,882</b>	<b>1,311,000</b>	<b>-</b>	<b>2,020,000</b>
<b>Debt Service</b>					
Debt Service Principal	1,419,841	1,465,175	986,258	986,258	1,484,591
Debt Service Interest	361,967	364,072	321,812	321,812	531,786
Debt Service Admin. Fee	2,200	2,200	2,000	2,000	2,000
Bank Charges	2,572	2,141	930	2,778	1,623
<b>Total Debt Service</b>	<b>1,786,580</b>	<b>1,833,588</b>	<b>1,311,000</b>	<b>1,312,848</b>	<b>2,020,000</b>
<b>Total I &amp; S Expenditures</b>	<b>1,786,580</b>	<b>1,833,588</b>	<b>1,311,000</b>	<b>1,312,848</b>	<b>2,020,000</b>
<b>FY 2021 Requirements:</b>					
<b>Issue</b>	<b>Principal</b>		<b>Interest</b>		<b>Total</b>
Series 2010 CO	165,000		82,160		247,160
Series 2013 GO	375,000		31,200		406,200
*Series 2014 CO	101,250		65,691		166,941
*Series 2016 CO	163,342		85,304		248,646
2018 Tax Note	200,000		32,056		232,056
**Series 2020 CO	480,000		235,375		715,375
<b>Total</b>	<b>1,484,592</b>		<b>531,787</b>		<b>2,016,378</b>

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

\*\*The portion related to the Nile Valley Road Project is paid in equal payments by the Bay City Gas Co. and Bay City Community Development Corporation .

## 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 2018	Actual FY 2019	Budget FY 2020	Projected FY 2019	Adopted FY 2020
<b>Other Revenue</b>					
Interest Income	3,320	4,355	872	1,742	1,699
Equity Balance Forward	-	-	-	-	-
<b>Total Other Revenue</b>	<b>3,320</b>	<b>4,355</b>	<b>872</b>	<b>1,742</b>	<b>1,699</b>
<b>Intergovernmental Revenue</b>					
Transfer In- General Fund	-	-	-	-	-
Transfer In- Utility Fund	994,000	985,878	988,128	988,128	988,301
<b>Total Intergovernmental</b>	<b>994,000</b>	<b>985,878</b>	<b>989,000</b>	<b>988,128</b>	<b>988,301</b>
<b>Total Water Debt Service</b>	<b>997,320</b>	<b>990,233</b>	<b>989,000</b>	<b>989,870</b>	<b>990,000</b>
<b>Debt Service</b>					
Debt Service Principal	-	-1	748,742	748,742	770,408
Debt Service Interest	265,792	248,133	239,386	239,386	217,893
Debt Service- Admin Fee	500	500	500	500	500
Bank Charges	711	585	372	1,575	1,199
Cost of Issuance	-	-	-	-	-
Transfer to Project Funds	-	-	-	-	-
<b>Total Debt Service</b>	<b>267,003</b>	<b>249,217</b>	<b>989,000</b>	<b>990,203</b>	<b>990,000</b>
<b>Total Utility Debt Service</b>	<b>267,003</b>	<b>249,217</b>	<b>989,000</b>	<b>990,203</b>	<b>990,000</b>

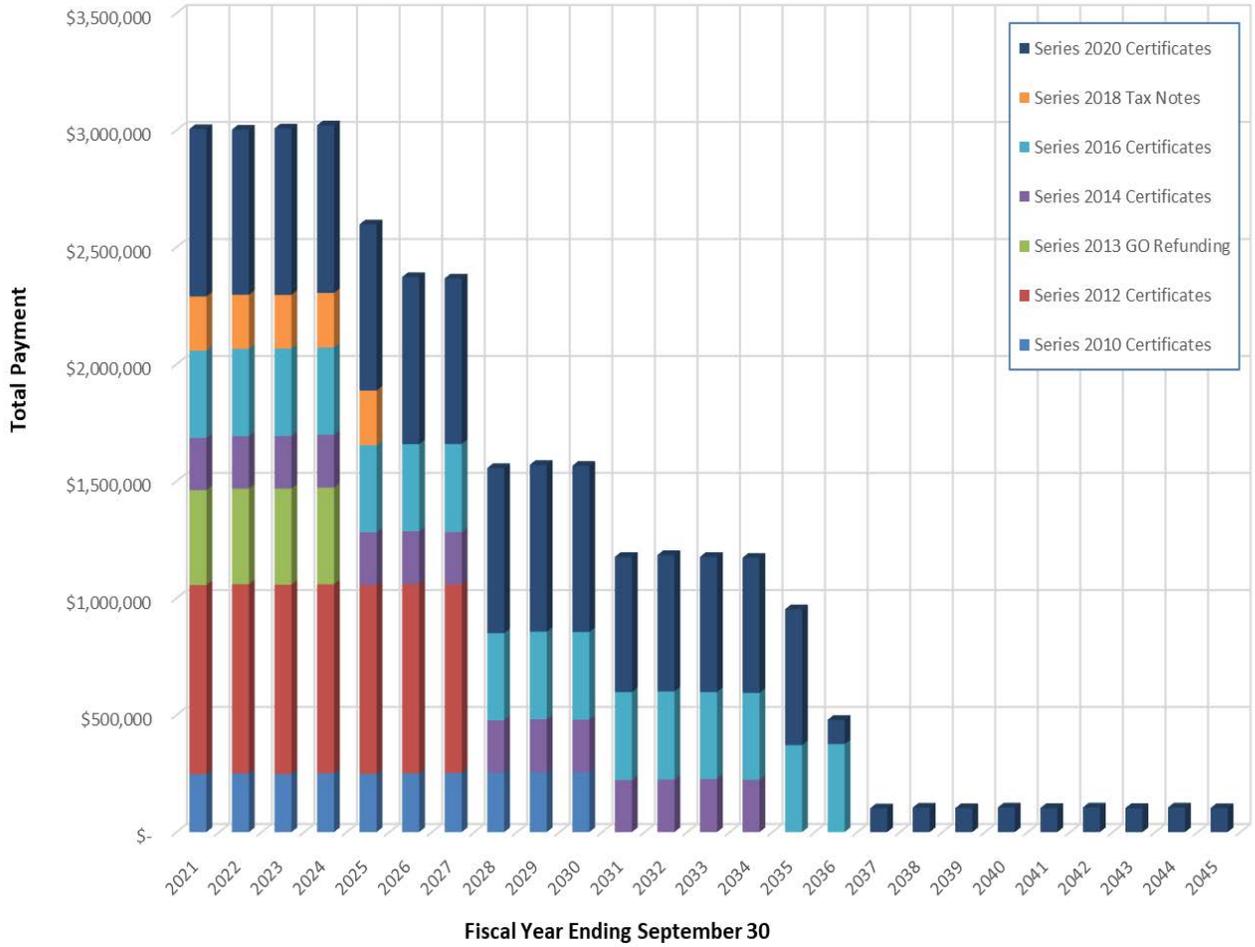
FY 2021 Requirements:			
Issue	Principal	Interest	Total
Series 2012 CO	655,000	153,350	808,350
*Series 2014 CO	33,750	21,897	55,647
*Series 2016 CO	81,658	42,646	124,304
<b>Total</b>	<b>770,408</b>	<b>217,893</b>	<b>988,301</b>

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

## Outstanding Debt Issue by Series

Supporting Fund	General Fund	Public Utility Fund	General Fund	General Fd- 75% Utility- 25%	General Fd- 66.67% Utility- 33.33%	General Fd- 100% Utility- 0%	General Fd- 33.8% Utility- 0% Partners - 66.2%	
FYE 9/30	Series 2010 Certificates	Series 2012 Certificates	Series 2013 GO Refunding	Series 2014 Certificates	Series 2016 Certificates	Series 2018 Tax Notes	Series 2020 Certificates	Total
2021	247,160	808,350	406,200	222,588	372,950	232,057	715,375	3,004,679
2022	250,560	808,700	408,700	224,213	373,050	231,037	705,975	3,002,234
2023	248,560	808,450	411,000	225,013	373,050	229,866	711,425	3,007,364
2024	251,360	807,600	413,100	225,663	372,950	233,545	716,275	3,020,493
2025	248,760	806,150	-	225,788	372,750	233,462	710,525	2,597,434
2026	250,960	809,100	-	225,363	372,450	-	714,475	2,372,348
2027	252,760	805,350	-	224,763	375,700	-	707,825	2,366,398
2028	254,160	-	-	223,575	372,300	-	705,875	1,555,910
2029	255,160	-	-	227,200	373,750	-	713,475	1,569,585
2030	255,290	-	-	225,000	374,900	-	710,325	1,565,515
2031	-	-	-	222,600	375,750	-	577,925	1,176,275
2032	-	-	-	225,000	376,300	-	582,925	1,184,225
2033	-	-	-	227,000	371,550	-	577,625	1,176,175
2034	-	-	-	223,600	371,650	-	577,225	1,172,475
2035	-	-	-	-	371,450	-	580,963	952,413
2036	-	-	-	-	375,950	-	103,700	479,650
2037	-	-	-	-	-	-	101,700	101,700
2038	-	-	-	-	-	-	104,700	104,700
2039	-	-	-	-	-	-	102,575	102,575
2040	-	-	-	-	-	-	105,450	105,450
2041	-	-	-	-	-	-	103,200	103,200
2042	-	-	-	-	-	-	105,725	105,725
2043	-	-	-	-	-	-	103,113	103,113
2044	-	-	-	-	-	-	105,500	105,500
2045	-	-	-	-	-	-	102,750	102,750
Total	\$2,514,730	\$5,653,700	\$ 1,639,000	\$ 3,147,363	\$ 5,976,500	\$ 1,159,966	\$ 11,046,625	\$ 31,137,883

### Combined Issues - Aggregate Annual Payments By Fiscal Year





# Budgetary Process and Guidelines

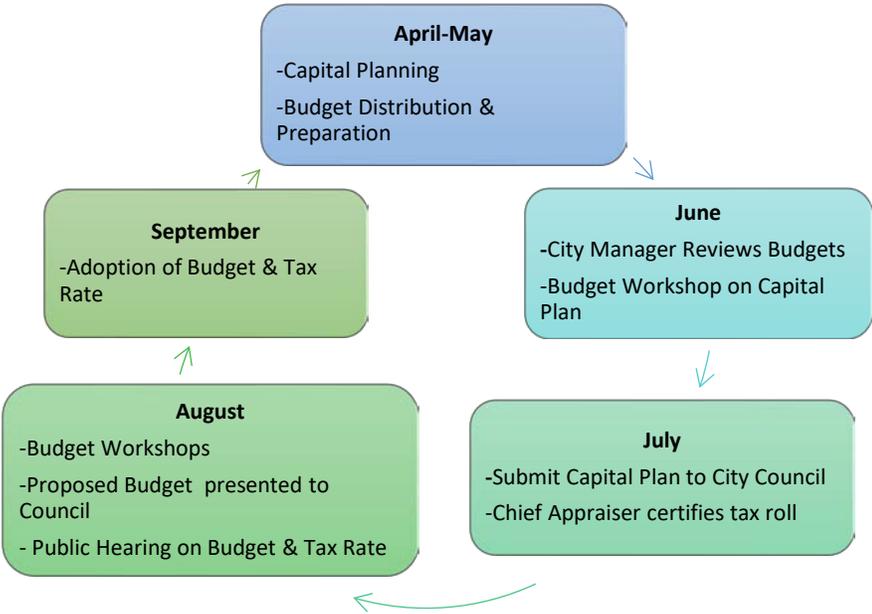
The purpose of this segment is to explain the budgetary policies and process of the City of Bay City. This narrative describes the legal requirements, budgeting standards and basic rationale of the budget process.

## 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



# City of Bay City, Texas

## Fiscal Year 2021

### Summary Budget Calendar

Date	Activity	Responsible Party
Jan-May	Goal Visioning Workshops Develop/Adopt Strategic Priorities	City Council, City Manager, Department Heads
March	Capital Planning	City Manager, Finance Director, Department Heads
April-May	Mailing of notices of appraised value	Matagorda County Appraisal District
May 4	Distribute budget package to Division Heads	Finance Director
May 22	Turn in budget package to Finance Director	Department Heads
June 9	<b>Budget Workshop</b> <b>Regular Council Meeting</b>	City Council, City Manager, Department Heads
June 11-12	Budget review with Department Heads	City Manager, Finance Director, Department Heads
June 16	<b>Budget Workshop-Goal Visioning</b>	City Council, City Manager, Department Heads
June 18	<b>Budget Workshop- Capital Planning</b>	City Council, City Manager, Department Heads
June 23	<b>Regular Council Meeting</b>	City Council, City Manager, Department Heads
July 14	<b>Budget Workshop– BCCDC, Outside Organizations</b> <b>Regular Council Meeting</b>	City Council, City Manager, Department Heads
July 25	Certification of appraisal roll	Chief Appraiser
July 28	<b>Budget Workshop – 5- year capital plan</b> <b>Regular Council Meeting</b>	City Council, City Manager, Department Heads
July 31	Distribute budget package to Division Heads	Finance Director
July 31	Proposed Budget filed with City Secretary	Finance Director
August 4	<b>Budget Workshop- 2:00 PM (Tentative)</b>	City Council, City Manager, Department Heads
August 5	Publishes notice of effective and rollback tax rates	Matagorda County Tax Office
August 6	<b>Budget Workshop- 2:00 PM</b>	City Council, City Manager, Department Heads
August 11	<b>Budget Workshop- 5:00 (Tentative)</b> -Discuss tax rate- Propose desired rate -Set Public Hearings on tax rate (if required) -Set Public Hearings on budget & Capital Plan	City Council, City Manager, Department Heads
August 25	<b>Regular Council Meeting</b> -Public Hearings on budget & tax rate (if required) -Public Hearing on Capital Plan (Charter 10.16)	City Council
September 1	<b>Special Called Meeting- 6:00</b> -Public Hearing on budget -Public Hearing on tax rate (if required)	City Council
September 8	<b>Regular Council Meeting</b> -Approve Capital Plan -Approval of tax rate and budget ordinance -First and final reading of fee ordinance	City Council
September 27	Distribute budgets	Finance Director
October 1	Budget becomes effective	N/A

*City of Bay City, Texas*

**Fiscal Year 2021**

**Detailed Budget Calendar**

Date	Description	<i>Notes</i>
Jan-May	Goal Visioning Workshops	<i>Workshops with City Council and Department Heads</i>
April	Capital Project Planning Departments Prepare Business Plans	<i>Preparing for Capital Workshop with City Council Goals for 2020 / Accomplishments 2019</i>
April-May	Mailing of Notices of appraised value	<i>Matagorda County Appraisal District</i>
May 4 (Mon)	Distribute budget packets to staff	<i>Goal Visioning Kick off with Department Heads</i>
May 22 (Fri)	Turn in budget packet to Finance Director	<i>Capital Plans and Budget</i>
June 9 (Tues)	<b>Budget Workshop- Budget Calendar Regular Council Meeting</b>	
June 10 (Wed)	Submit first draft to City Manager	
June 11-12 (Thurs- Fri)	Budget Review with Department Heads	
June 12 (Fri)	72 Hour Notice (June 16 & 18 meetings)	
June 16 (Tues)	<b>Budget Workshop- Goal Visioning</b>	<i>Review Strategic Plan/Vision 2040 &amp; Accomplishments Strategic Plan Update- Set New Priorities and Goals</i>
June 17 (Wed)	Budget Review with Department Heads Capital Plan Review with City Manager	<i>Review Capital Plan to be presented to City Council</i>
June 18 (Thurs)	<b>Budget Workshop- Capital Planning</b>	<i>Present Capital Plan and receive input from Council of Ranking (10-year Plan)</i>
June 23 (Tues)	<b>Regular Council Meeting</b>	
July 14 (Tues)	<b>Budget Workshop- BCCDC Regular Council Meeting</b>	<i>BCCDC, Hotel/Motel and Outside Organizations</i>
July 25	Deadline for Certification of Roll (MCAD)	<i>Chief appraiser certifies the approved appraisal roll</i>
July 26-Aug 5	Calculation of Effective Tax Rate	
July 28 (Tues)	<b>Budget Workshop-5-year plan &amp; Other Regular Council Meeting</b>	<i>Narrow 10-year plan down to 5-Year Capital plan Review Final Bay City Works (Strategic Plan)</i>
July 31 (Fri)	72 Hour Notice (August 4 & 6 Meeting)	
July 31 (Friday)	Proposed budget filed with City Secretary	

August 4 (Tues)	<b>Budget Workshop (Tentative)</b>	<p><i>Publication not required. Effective &amp; Roll back Rates (Deadline is Aug. 7)</i></p> <p><i>Kick Off Budget Workshop</i></p> <p><i>“Consider and/or approve placing a proposal to adopt a tax rate for the 2021 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 2021 Tax Rate for August 25 and September 1.”</i> <b>Only required if proposed rate exceeds “No-New Revenue Rate” (Effective tax rate)</b></p> <p><i>“Consider and/or approve setting public hearings on the proposed 2021 Budget for August 25 and September 1.”</i></p> <p><i>“Notice of 2020 Tax Year Proposed Tax Rate” if applicable “Notice of Public Hearing on Proposed Budget” Ads to run Sun. Aug. 16 &amp; Wed. Aug. 19</i></p> <p><i>Put both dates here to avoid Sept 1 PH Notice</i></p> <p><i>Mayor to announce the date of the next public hearing. (September 1 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</i></p>
August 5 (Wed)	Publication of effective & roll back rates (Matagorda Tax Assessor/Collector)	
August 6 (Thurs)	<b>Budget Workshop 2:00 PM</b> -General Fund -Utility -Budget Calendar deadlines -Proposed Fee Ordinance -Budgetary & Financial Policy	
August 11 (Tues)	<b>Budget Workshop (Tentative)</b> <b>Regular Council Meeting</b> Discussion of tax rate; If proposed tax rate exceeds effective tax rate- take record of vote and schedule PH’s.  Set public hearing on <u>capital plan</u> per Charter	
August 12 (Wed)	Confirm placement with newspaper Put Notices on City’s Website	
August 21 (Fri)	72 Hour Notice for Public Hearing(s)	
August 25 (Tues)	<b>Regular Council Meeting</b>  <i>Public Hearing Capital Plan (Citizen Input)</i>  Public Hearings on tax rate (if needed) & Proposed Budget & Capital Plan  Tax rate hearings are only needed if proposed tax rate exceeds the effective tax rate.  Budget Hearings are always required	

<p>September 1 (Tues)</p>	<p><b>Special Called Meeting</b> Public Hearing on Proposed tax rate and Proposed Budget</p>	<p><i>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. 8, 2020 @ 6:00”</i></p> <p><i>There must be some sort of action on the budget after the budget hearing, therefore (LGC 102.007) This action could be the adoption of the budget or else <b>vote to postpone the final budget vote.</b></i></p>
<p>September 8 (Tues)</p>	<p><b>Regular Council Meeting</b> -Adopt Budget and Vote on Tax Rate -Approve Fee Ordinance</p>	<p><i>Announce the date &amp; time for final approval for the budget and tax rate ordinance (September 8 @ 6:00 at CH Council Chambers)</i></p> <p><i>“Consider reading an ordinance approving the annual budget”</i></p>
<p>Sept 25</p>	<p>Distribute Budgets</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 2021 budget.”</i></p>
<p>Oct. 1</p>	<p>Budget becomes effective</p>	<p><i>“Consider an ordinance fixing the tax rate....”</i> <i>Approve Fee Ordinance if applicable</i></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 City Manager and Finance Director prepare estimates of revenues and cash balances for the coming budget year. Departments are asked to submit budget requests to the Finance Director during May or early June. In June and July, the City Manager and Director of Finance meet with departments to discuss their budget requests and develop line item funding proposals for each department and fund. Then the City Manager submits his proposed budget to the City Council. The Council will then examine the Budget and have one or more hearings and/or work sessions on the budget. The Council normally votes on the budget ordinance in the first or second week of September.

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

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

## **Legal Requirements**

### **A. City Charter.**

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

### **B. State Law.**

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

### **C. Federal Law.**

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

## **Budgeting Standards**

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

## **Budget Policies as set forth in the City Charter**

### **Fiscal Year**

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

### **Preparation, Submission and Content of Budget**

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

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

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

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

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

### **Estimated Expenditures Shall Not Exceed Estimated Resources**

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

### **Budgetary Basis**

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

### **Budget Amendments**

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

### **Basic Budgetary Units**

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

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

## Fund Structure

### Governmental Funds

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

### Governmental Fund Structure – Modified Basis



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

## Proprietary Funds

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

### Proprietary Fund Structure – Accrual Basis



\*All funds above are appropriated and audited annually.

## Budget Ordinance

AN ORDINANCE ADOPTING AN OPERATING BUDGET FOR THE CITY OF BAY CITY, TEXAS FOR FISCAL YEAR 2021 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 2021 and

**WHEREAS**, the proposed Operating Budget was placed on file with the City Secretary on the 3rd day of August 2020; and

**WHEREAS**, a public hearing on the Operating Budget for the City of Bay City for the fiscal year 2021 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 2021 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, 2020.

**PASSED AND APPROVED** on this 8th day of September 2020.

## **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, 2021, LEVYING A MAINTENANCE AND OPERATIONS RATE OF \$.XXXXX 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 \$.XXXXX; 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 2021; and

**WHEREAS**, the aforesaid Ordinance anticipates and requires the levy of an *ad valorem* tax on taxable property in the City of Bay City; and

**WHEREAS**, the Chief Appraiser of Matagorda County Tax Appraisal District has prepared and certified the appraisal roll for the City of Bay City, Texas, that roll being that portion of the approved appraisal roll of the Bay City Tax Appraisal District which lists property taxable by the City of Bay City, Texas; and

**WHEREAS**, it is necessary to levy such an *ad valorem* tax at a given rate to generate revenues sufficient to meet the projected expenses of the City for fiscal year 2021; and

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

THIS YEAR'S TAX LEVY TO FUND MAINTENANCE AND OPERATIONS EXPENDITURES DOES NOT EXCEED LAST YEAR'S MAINTENANCE AND OPERATIONS TAX LEVY.

**WHEREAS**, the City has fully and timely complied with all notice and other requirements relative to the adoption of a tax rate for fiscal year 2021.

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

**Section one.** There is hereby levied for the fiscal year 2021 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, 2020, except so much thereof as may be

exempt by the Constitution or laws of the State of Texas, a total tax of \$0.65500 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.XXXXX 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, 2020, 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.XXXXX 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, 2021.

**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 8th day of September 2020.



## **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, the Bay City Public Library and on the City's website. These hearings provide the Citizens of Bay City a chance to ask questions as well as an opportunity for Council to hear any recommendations before final approval of the budget.

### **Cost Center Accounting and Budgeting**

It shall be the policy of the City to allocate cost, and budget accordingly, to the various funds to the extent practical. This includes such items as utility costs, fuel costs, vehicle lease charges, overhead manpower and insurance fees.

### **Bond Ratings**

It shall be the City's long-term goal to improve its bond ratings for general obligation bonds and revenue bonds. The City's policy shall be to manage its budget and financial affairs in such a way so as to promote enhancement of its bond ratings. This financial management includes the following:

- *Develop and maintain a multi- year operating budget*
- *Develop and maintain a multi-year capital improvements plan*
- *Implement financial procedures to quickly identify financial problems & limit budget shortfalls*
- *Review projected revenue methodologies annually*
- *Review method of determining appropriate cash reserve levels annually*

### **Administrative Overhead Fee to Enterprise Funds**

It shall be the budgetary policy of each enterprise fund to pay to the General Fund an amount as set by the Budget each year. This charge shall be set as a percent of fund revenues and shall be construed as a payment for general administrative overhead, including management, accounting, legal, and personnel services. From an accounting perspective, such fee shall be treated as a fund operating transfer.

### **Budget Projections for Revenues and Expenditures**

Most individual budget projections are a collaborative effort between the Division Heads, the Director of Finance, and the City Manager. The Director of Finance will note the methodology for estimating each major revenue or expense item budgeted; taking into consideration the insight of the respective Division Head. Revenue and expense estimates are always to be conservative so as to reduce any potential for budget shortfalls.

### **Maintenance of Plant and Equipment**

The operating budget will provide for the adequate maintenance and replacement of the capital plant, building, infrastructure, and equipment. Deferral of such costs on a long-term continued basis will not be an acceptable policy to use in balancing the budget.

# Financial Management Policies

## Fund Balance Policy

### Purpose

The purpose of this policy is to establish a key element of the financial stability of the City of Bay City by setting guidelines for fund balance in accordance with Governmental Accounting Standards Board (GASB) Statement No. 54. Unassigned fund balance is an important measure of economic stability and it is essential that the City maintain adequate levels of unassigned fund balance to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and other similar circumstances. This policy will ensure the City maintains adequate fund balances in the operating fund with the capacity to:

1. Provide sufficient cash flow for daily financial needs,
2. Secure and maintain investment grade bond ratings,
3. Offset significant economic downturns or revenue shortfalls, and
4. Provide funds for unforeseen expenditures related to emergencies.

### Definitions

*Fund Equity* – A fund's equity is generally the difference between its assets and its liabilities.

*Fund Balance* – The fund equity of a governmental fund for which an accounting distinction is made between the portions that are spendable and nonspendable.

***Fund Balance reporting in governmental funds:*** Fund balance will be reported in governmental funds under the following categories using the *definitions* provided by GASB Statement No. 54:

- 1) Nonspendable fund balance** – includes the portion of net resources that cannot be spent because of their form (i.e. inventory, long-term loans, or prepaids) or because they must remain in-tact such as the principal of an endowment.
- 2) Restricted fund balance** – includes the portion of net resources on which limitations are imposed by creditors, grantors, contributors, or by laws or regulations of other governments (i.e. externally imposed limitations). Amounts can be spent only for the specific purposes stipulated by external resource providers or as allowed by law through constitutional provisions or enabling legislation. Examples include impact fees, grants, and debt covenants.

- 3) **Committed fund balance** – includes the portion of net resources upon which the Council has imposed limitations on use. Amounts that can be used only for the specific purposes determined by a *formal action* of the council. Commitments may be changed or lifted only by the Council taking the same *formal action* that originally imposed the constraint. The formal action must be approved before the end of the fiscal year in which the commitment will be reflected on the financial statements. An example would be committing hotel/motel tax funds for future consideration of a reconstruction project. (i.e. Visitor' Center)
- 4) **Assigned fund balance** – includes the portion of net resources for which an *intended* use has been established by the City Council or the City Official authorized to do so by the City Council. Assignments of fund balance are much less formal than commitments and do not require formal action for their imposition or removal. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed which indicates that resources are, at a minimum, intended to be used for the purpose of that fund. An example would be encumbrances (i.e. Purchase Orders) for purchase of goods and/or supplies and/or construction services.

*Authority to Assign* - The City Council delegates the responsibility to assign funds to the **City Manager** or their designee to be used for specific purposes. City Council shall have the authority to assign any amount of funds to be used for specific purposes. Such assignments cannot exceed the available (spendable, unrestricted, uncommitted) fund balance in any particular fund. The assignments may occur subsequent to fiscal year-end.

- 5) **Unassigned fund balance** – includes the amounts in the general fund in excess of what can properly be classified in one of the other four categories of fund balance. It is the residual classification of the general fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

### ***Minimum Unassigned Fund Balance***

*General Fund* - Being a City on the Gulf Coast, it shall be the goal of the City to maintain a fund balance in the General Fund equal to 120 days of the operating expenditures and a policy to maintain a **unassigned** fund balance of no less than 90 days of operating expenditures and outgoing transfers as to provide operating liquidity and contingency funding for non-specific unscheduled expenditures such as natural disasters or major unexpected expenditures. In the event that the unassigned fund balance is calculated to be less than the policy stipulates, the City shall plan to adjust budget resources in subsequent fiscal years to restore the balance.

*Hotel/Motel Tax Fund* – Since the City's Convention Center qualifies for use of Hotel/Tax, it shall be the goal of the City to maintain a fund balance in the Hotel/Motel Fund to support the annual cost for repairs and maintenance of the Civic Center. The proper level of this unassigned fund balance will be based on the most recent three-year average cost of building maintenance plus the most recent insurance payment for the Civic Center or \$50,000 whichever is greater.

### ***Committed Fund Balances***

*Fixed or Capital Asset Replacement-* The City Council commits an additional portion of the General Fund Reserve for fixed asset replacement related to machinery and equipment. On an annual basis, the City strives to commit dollars equal to one year's depreciation expense of machinery and equipment for assets on record as of the previous fiscal year end. The balance at year end in this account will be the committed fund balance.

### ***Replenishment of Minimum Fund Balance Reserves***

If unassigned fund balance unintentionally falls below 90 days or if it is anticipated that at the completion of any fiscal year the projected unassigned fund balance will be less than the minimum requirement, the City Manager shall prepare and submit a plan to restore the minimum required level as soon as economic conditions allow. The plan shall detail the steps necessary for the replenishment of fund balance as well as an estimated timeline for achieving such.

These steps may include, but are not limited to, identifying new, nonrecurring, or alternative sources of revenue; increasing existing revenues, charges and/or fees; use of year end surpluses; and/or enacting cost saving measures such as holding capital purchases, reducing departmental operating budgets, freezing vacant positions, and/or reducing the workforce. The replenishment of fund balance to the minimum level shall be accomplished within a three to four-year period. If restoration of the reserve cannot be accomplished within such a period without severe hardship to the City of Bay City, then the Council shall establish an extended timeline for attaining the minimum balance.

### ***Order of Expenditure of Funds***

When multiple categories of fund balance are available for expenditure (for example, a construction project is being funded partly by a grant, funds set aside by the Council, and unassigned fund balance), the Council will first spend the most restricted funds before moving down to the next most restrictive category with available funds.

### ***Appropriation of Unassigned Fund Balance***

Appropriation from the minimum unassigned fund balance shall require the approval of the City Council and shall be utilized only for one-time expenditures, such as capital purchases, and not for ongoing operating expenditures unless a viable revenue plan designed to sustain the expenditure is simultaneously adopted.

The Council may appropriate unassigned fund balances for emergency purposes, as deemed necessary, even if such use decreases the fund balance below the established minimum.

### ***Monitoring and Reporting***

The Director of Finance shall be responsible for monitoring and reporting the City's reserve balances. The City Manager is directed to make recommendations to the Council on the use of reserve funds both as an element of the annual operating budget submission and from time to time throughout the fiscal year as needs may arise.

Compliance with the provisions of the policy shall be reviewed as a part of the annual operating budget adoption process and subsequent review will be included in the annual audit and financial statement preparation procedures.

### ***Fund Balance Policy for Component Units***

Each Component Unit (i.e. Bay City Community Development, Bay City Gas Company) shall create a fund balance/reserve policy that shall be approved by the City Council.

## **Revenue Management Policy**

The City strives for the following optimum characteristics in its revenue system:

- ***Simplicity and Certainty.*** The City shall strive to keep the revenue classification system simple to promote understanding of the revenue sources. The City shall describe its revenue sources and enact consistent collection policies to provide assurances that the revenue is collected according to budgets and plans.
- ***Equity.*** The City shall make every effort to maintain equity in its revenue system structure. The City shall minimize all forms of subsidization between entities, funds, services, utilities, and customers.
- ***Realistic and Conservative Estimates.*** Revenues are to be estimated realistically. Revenues of volatile nature shall be budgeted conservatively.
- ***Centralized Reporting.*** Receipts will be submitted daily to the Finance Department for deposit and investment. Daily transaction reports and supporting documentation will be prepared.
- ***Review of Fees and Charges.*** The City shall review all fees and charges annually in order to match fees and charges with the cost of providing that service.

***Aggressive Collection Policy.*** The City shall follow an aggressive policy of collecting revenues. Utility services will be discontinued (i.e. turned off) for non-payment in accordance with established policies and ordinances. The Matagorda County Tax Office is responsible for delinquent tax collection, through the central collection agency, shall be encouraged to collect delinquent property taxes using an established tax suit policy and sale of real and personal property to satisfy non-payment of property taxes. A warrant officer in the Police Division will aggressively pursue outstanding warrants, and the Court will use a collection agency to pursue delinquent fines.

### **Use of Fund Balance and Non-Recurring Revenues**

The City will use non-recurring revenues and excess fund balance for capital expenditures or for non-recurring expenditures. These non-recurring revenues will not be used to fund recurring type maintenance and operating costs. *For example, the City receives annual contributions from the City's two component units- the Bay City Gas Company and the Bay City Community Development Corporation. These appropriations are treated as non-recurring in the sense that they are committed for capital expenditures (i.e. park amenities and/or street projects).*

### **Property Tax Revenue**

All real and business personal property located within the City shall be valued at 100% of the fair market value based on the appraisal supplied by the Matagorda County Appraisal District. Reappraisal and reassessment is as provided by the Appraisal District. A ninety-eight percent (98%) collection rate shall serve each year as a goal for tax collections and the budgeted revenue projection shall be based in average collection rate calculated by the Matagorda County Appraisal District. Property tax rates shall be maintained at a rate adequate to fund an acceptable service level. Based upon taxable values, rates will be adjusted to fund this service level. Collection services shall be contracted out with a collection agency, currently the Matagorda County Tax Office.

### **Interest Income**

Interest earned from investment of available monies, whether pooled or not, shall be distributed to the funds in accordance with the equity balance of the fund from which monies were invested.

### **User Based Fees and Service Charges**

For services associated with a user fee or charge, the direct and indirect costs of that service shall be offset wholly or partially by a fee where possible. There shall be an annual review of fees and charges to ensure that the fees provide adequate coverage of costs of services.

### **Water and Wastewater Rates and other fees for Services**

Water and wastewater 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 goal of the City that the Water and Wastewater Fund, and other enterprise funds, not be subsidized by property tax revenue.

### **Intergovernmental Revenues/Grants/Special Revenues**

Grant revenues and other special revenues shall be spent for the purpose(s) intended. The City shall review grant match requirements and include in the budget all grant revenues and expenditures.

### **Collection of Charges**

The City will follow a policy of collecting, on a timely basis, all fees, charges, taxes and other revenues properly due to the City. The City will follow an aggressive policy of collecting all delinquencies due to the City.

## **Revenue Monitoring**

Revenues actually received are to be regularly compared to budgeted revenues (at least monthly) with a formal report to City Council at least quarterly. If revenue estimates are down, the Director of Finance shall recommend to Council a corrective action to minimize the impact on the budget at the next available Council Meeting.

## **Expenditure Control Policy**

### **Appropriations**

The responsibility for budgetary control lies with the Department Head. Department Heads may not approve expenditures that exceed monies available at the departmental budget level excluding personnel and capital expenditures. Capital expenditures are approved by the City Council on a per project basis normally during the annual budget process. ~~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 **City Manager** may transfer any unencumbered appropriated balance within any office, department, or agency at any time. At the request of the **City Manager**, 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 **City Manager**.

### **City Manager's Authority to Amend the Budget**

The City Manager is authorized to transfer budgeted amounts within and among departments; however, any revisions that alter the total expenditures/expenses must be approved by the City Council.

### **Purchasing**

All purchases shall be made in accordance with the Purchasing Policies approved by the City Council.

### **Prompt Payment**

All invoices approved for payment by the proper City authorities shall be paid by the Finance Department within thirty (30) calendar days of receipt, in accordance with the provisions of state law. Proper procedures shall be established that enables the City to take advantage of all purchase discounts, except in the instance where payments can be reasonably and legally delayed in order to maximize the City's investable cash.

## Long-Term Debt Policy

### Revenue Bond Debt Service Account

It shall be the policy of the City to always be in strict compliance with the requirements of the ordinance that created the Revenue Bond Debt Service Fund. Monthly transfers are to be made to this account each year in accordance with the bond debt service payment schedule. The balance in the account must be adequate to cover semi-annual payments as they become due.

### General Obligation Bond Debt Service Account

It shall be the policy of the City to always be in strict compliance with the requirements of the ordinance that created the General Obligation Bond Interest and Sinking Fund Account. Taxes, as applicable shall be distributed to this account monthly as received. Utility Revenues transferred to the Interest and Sinking Fund Account shall occur, as needed prior to the semi-annual payment dates. The balance in the account must be adequate to cover semi-annual payments as they become due.

### Capital Improvement Plan (CIP)

The City will develop a multi-year plan to present to Council each year for approval. The City will provide a list of proposed capital improvements, funding recommendations, and prospective timing of projects. CIP projects shall be for equipment over \$100,00, 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.

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### ***Implementation and Review***

Upon adoption of this policy the City Council authorizes the **City Manager** to establish any standards and procedures which may be necessary for its implementation. The Director of Finance shall review this policy at least annually and make recommendations for changes to the Mayor and City Council.



## **Investment Policy Summary**

### **I. POLICY STATEMENT**

It is the policy of the City that the administration of its funds and the investment of those funds shall be handled as its highest public trust. Investments shall be made in a manner which will provide the maximum security of principal invested through limitations and diversification while meeting the daily cash flow needs of the City and conforming to all applicable state statutes governing the investment of public funds.

### **II. SCOPE**

This investment policy applies to all the financial assets and funds of the City. The City commingles its funds into one pooled investment fund for investment purposes to provide efficiency and maximum investment opportunity. These funds are defined in the City's Comprehensive Annual Financial Report (CAFR).

Any new funds created by the City shall be included unless specifically exempted by the City Council and this policy.

### **III. OBJECTIVES**

It is the policy of the City that all funds shall be managed and invested with four primary objectives, listed in order of their priority: safety, liquidity, diversification and yield.



**Ordinance of the City of Bay City, Texas**  
**No. 1436**

**FIXED ASSETS CAPITALIZATION POLICY**

- 1) Purpose: The purpose of this policy is to provide definitions and procedures for recording and accounting for the various types of fixed assets of the City of Bay City, Texas (the City), in accordance with generally accepted accounting principles, as applied to governmental entities.
- 2) Definition: A fixed asset is defined as tangible or intangible assets of significant value having a useful life of more than three years and costs more than \$10,000, except as otherwise provided herein.
- 3) The items meeting the following criteria are considered fixed assets:
  - a) Land – includes all land parcels purchased donated, or otherwise acquired for building sites, parks, etc. All land should be capitalized without regard to its size or value.
  - b) Buildings – includes all City-owned buildings (or structures which serve as buildings, such as permanently established trailers) exceeding \$10,000 in original cost. Permanently attached fixtures installed during construction are considered a part of the building. Subsequent addition of equipment will be recorded as machinery and equipment. Major improvements are capitalized as a part of the original structure. All additions to existing structures exceeding \$10,000 in original cost shall also be capitalized as a part of the original structure.
  - c) Improvements Other than Buildings – includes improvements exceeding \$10,000 such as park facilities, parking lots and infrastructure assets. (Infrastructure assets include streets, roads, sidewalks, bridges, underground structures, and piping, etc.) Improvements Other Than Buildings are generally not individually identifiable as specific assets. As a result, the cost of these assets are generally grouped in general categories.
  - d) Machinery & Equipment – includes all motor vehicles, trailers, and construction and maintenance equipment where the unit cost exceeds \$10,000.

- e) Office Machinery & Equipment – includes all office equipment and machinery, including computers, computer software, typewriters, telephones, etc., where the unit cost exceeds \$10,000.
  - f) Furniture & Fixtures – includes all office furniture and fixtures such as desks, tables, file cabinets, chairs, where the cost exceeds \$10,000.
  - g) Construction Work-in-Progress – includes all partially completed projects, except roads and bridges. Upon completion, these assets are transferred to one of the above classifications.
- 4) The following costs associated in determining the total acquisition of a fixed asset are to be capitalized, i.e., added to the cost of the asset:
- a) Purchase cost before trade-in allowances and less discounts; or a qualified appraisal of the value at the time of acquisition if the asset is donated.
  - b) Professional fees of attorneys, architects, engineers, appraisers, surveyors, etc.
  - c) Site preparation costs such as clearing, leveling, filling, and demolition of unwanted structures.
  - d) Fixtures attached to a building or other structure.
  - e) Transportation, installation and training costs.
  - f) Any other expenditure required to put the asset into its intended state of use.
  - g) The acquisition cost of any asset shall be reduced by receipts for the sale or reimbursements of salvage materials or work initially charged to the cost of acquisition or construction.
  - h) For assets for which no records of acquisition exist, the Finance Director and Department Head shall ascertain the original cost of the asset using accepted accounting methods.
- 5) The following guidelines with respect to the treatment of costs that are incurred subsequent to the acquisition or construction of an asset are as follows:
- a) Maintenance – expenditures that neither materially add to the value of an asset nor appreciably prolong its life. Maintenance costs keep an asset in an ordinary, efficient operating condition. As a result, maintenance costs should not be capitalized.
  - b) Replacements – replacing an existing asset with an improved or superior unit or component part, usually resulting in a more productive, efficient, or longer useful life. Replacement of an existing unit or component part thereof, by another of like quality is

not generally considered a replacement of the asset for accounting purposes. Only when the value of the original asset is increased, or the useful life is significantly prolonged, should the new value or replacement cost be capitalized.

- c) Additions – new and separate assets, or extensions of existing assets. The cost of significant additions to assets should be capitalized and added to the value of the existing asset(s).
  - d) Alterations – changes in the physical structure of an asset which neither materially adds to the value of the asset nor prolongs its expected life. As such, alterations should not be capitalized.
- 6) Accounting for Assets; Annual physical inventory required.
- a) All fixed assets in excess of the established minimums shall be capitalized.
  - b) Property inventory records will be maintained by the Finance Department.
  - c) Each Department Head shall be accountable for all assets assigned to their department, and knowledgeable at all times of the physical location of all assets issued to the department.
  - d) Upon receipt of an asset, the department receiving the asset shall notify the Finance Department. The Finance Department will be responsible for tagging the asset and assigning an asset number.
  - e) Transfer of assets between departments shall be initiated by completion of a “Fixed Asset Transfer” form. The form shall be forwarded to the Finance Department for recording purposes.
  - f) Disposal of assets shall be processed by completing a “Fixed Asset Disposal” form. The form shall also be forwarded to the Finance Department for recording purposes. Disposal of an asset shall be necessary when the asset is either sold or is no longer in service.
  - g) Physical inventories of assets shall be conducted annually by each department and submitted to the Finance Department.

## 7) Depreciation.

- a) General Fixed Assets. General fixed assets are those assets purchased or in use by all funds other than proprietary and trust funds. Depreciation shall be recorded for general fixed assets. For purposes of depreciation, no salvage values shall be estimated, and the method of depreciation shall be designated as the straight-line method. Depreciation shall begin on the date the asset is placed in service.
- b) Proprietary and Trust Funds. Depreciation shall be recorded in all proprietary and trust funds (if applicable). For purposes of depreciation, no salvage values shall be estimated, and the method of depreciation shall be designated as the straight-line method. Depreciation shall begin on the date the asset is placed in service. The following is a representative list of estimated lives for depreciation purposes:
  - i) Infrastructure (mains, services, improvements) – 40 years
  - ii) Buildings – 40 years
  - iii) Furniture and fixtures – 5 to 15 years
  - iv) Motor vehicles – 4 to 10 years
  - v) Heavy machinery and equipment – 10 to 20 years
  - vi) Light and medium mobile equipment – 7 to 15 years
  - vii) Office and other equipment – 5 to 10 years
  - viii) Computer hardware and software – 5 to 10 years

All of the above useful lives are dependent upon the actual use of the asset. Some assets may be used more frequently than others, and would require a shorter useful life for depreciation purposes.

### Lease, Sale or Disposal of City Property:

- 1) Purpose: This policy shall be established with regard to lease, sale or disposal of personal property owned by the City.
- 2) Non-applicability: This policy shall not apply to the following:
  - a) The lease, sale or disposal of property obtained from grants or other sources, whereby the procedures for lease, sale or disposal of such property are determined by other policies, or are prescribed by separate contract or agreement;
  - b) Temporary lease or rental of City facilities or real property, such as the Civic Center;
  - c) Property to be leased, sold or disposed under laws of the State of Texas or the United States of America. In such instances, the policies, rules or laws of the appropriate agency or organization governing the lease, sale or disposal of property shall apply; or

- d) Property valued at \$1,000 or more not sold at a public auction, or any lease or sale of City-owned real property for any amount. Sale or lease of such property shall be authorized only by the City Council.

3) Definitions:

- a) Property – shall refer to assets, supplies, or any other tangible item or property, other than real property, owned by the City, or in its legal possession.

4) Lease of Property:

- a) Property may be leased by the City, provided the City executes a lease agreement which has been approved by the City Council and the City Attorney.
- b) Proceeds or revenue from the lease of City property may be used to offset any expenses for maintenance and other related costs of the property being leased and shall be credited to the appropriate fund or account, as determined by the Finance Director, or his designee.

5) Sale or Disposal of Personal Property:

- a) Annual Sale (Public Auction). Annually, each department of the City shall submit to the City Manager and Finance Director a detailed listing of the property for sale or disposal. The City Manager and Finance Director shall review the lists and make a recommendation to City Council of the items to be sold or disposed. A public auction shall be the primary means of disposal or sale of property.
  - i) The City Manager or Finance Director shall submit the list of items or property for sale or disposal to the City Council for approval. Upon approval by the City Council, the items or property may, be advertised for sale at a public auction or may be declared as surplus property and donated in accordance with all federal, state and local laws.
  - ii) Subsequent to the authorization by the City Council, the City Secretary shall provide public notice of the sale. The notice shall be published in a local newspaper of general circulation at least one (1) time, and at least seven (7) days prior to the date set for such public sale. Sale or disposal of property obtained from grants or other sources shall follow established notice requirements in accordance with the State of Texas or Federal statutes.
  - iii) The annual auction shall be conducted by a legal agent of the City (an auction firm), or by acceptance of sealed bids by the City Manager. In order for an agent to be used by the City, the City Council must select a firm based upon competitive proposals. For sealed public auctions, the type and method of receipt of sealed bids shall be determined by the City Manager.

b) **As-Needed Sale.** At other times during the year, a department may request sale or disposal of an item or items without the use of a public auction. An as-needed sale may be necessary in the event that (1) damage or significant deterioration of the item(s) or property would result from a delay in disposal; (2) where no proper storage area for the item(s) or property is available; or (3) where the value of the property would be significantly reduced as a result of a delay in disposal. The City Manager shall review all requests for as-needed sales, and make a final determination authorizing the sale or disposition.

i) The City Manager, or authorized agent of the City, shall be authorized to sell such property to the highest and most responsible bidder. Only sealed bids will be accepted, except where other types of bids may be recognized during a public auction.

ii) Prior to an as-needed sale, the City Secretary shall publish a notice of the City's interest to sell property in accordance with Section (4)(a)(ii) above.

iii) The City shall reserve the right to reject any and all sealed bids. In the event no bid is received or bid(s) are not responsible bids, the City Manager is authorized to dispose of the property in the most economical means possible, up to and including the sale or disposal for scrap material. In the event of a tie bid, where two or more sealed bids are identical, the first bid submitted shall be awarded.

iv) City employees or officials may bid on items to be sold, or disposed, provided that the method for submitting a bid is the same as the bidding method used for receipt of all other bids. No preferential treatment of bidding procedures shall be permitted for an employee or official of the City.

c) The sale and lease of land and certain personal property shall be done in accordance with Local Government Code Chapter 272.

b. **Expenses and Proceeds of Sale or Disposal:**

a) Expenses related to the sale or disposal of property, such as advertising and bidding supplies, shall be charged against proceeds of the sale. If proceeds of the sale are not sufficient to cover the expenses of the sale, the Finance Director shall allocate any remaining expenses of the sale according to departmental budgetary allocations.

b) Proceeds of sale or disposal of property not otherwise designated or reserved by contract or other agreement shall be deposited into the appropriate account or fund from which the item was originally purchased or used for other purposes as may be designated by the City Council.



**Resolution of the City of Bay City, Texas**

**No. R-XXXX-XX**

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

**WHEREAS** the City Charter requires the City Manager to submit a plan for capital improvement covering the succeeding five years and proposed method of financing to the City Council prior to the beginning of each budget year; and,

**WHEREAS** the City Manager submitted a Five-Year Capital Program to the City Council on July 28, 2020 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, 2020 – September 30, 2025), a copy of which is attached hereto and incorporated in the Fiscal Year Budget 2021, is hereby adopted in compliance with the City of Bay City Home Rule Charter.

**PASSED and APPROVED this XXth day of September 2020.**

## Compensation and Staffing Plan

The City is working to maintain a competitive compensation and staffing plan which will include schedules that need to be updated by the Council annually to keep the policy current. This document will outline some of the proposals to the plan.

### 2021 Business Plans (Objectives)

- Conduct quarterly trainings with all supervisors
- Provide a quarterly benefit refresher for employees
- Hold a virtual open enrollment for employees
- Maintain the newly implemented pay scale
- Amend the “New Employee” Orientation process

### 2020 Accomplishments of Prior Year Business Plans

- ✓ Implemented phase one of pay scale (bringing employees to minimum)
- ✓ Revised the City’s Personnel Policy
- ✓ Created and distributed a monthly HR Newsletter
- ✓ Increased employee direct deposit participation Attended Time Clock Manager training

### Salary Increase (City Council Annual Approval)

City Council approved a compensation pool of 2.0% of all current positions.

### Approved Positions for FY 2021 (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. Library increased one regular part-time position while decreasing one part-time temp position. The Police decreased one position and Code Enforcement increased one position by adding a Fire Marshall. **The City increased overall staffing levels by one-half or part-time regular position.**

### Approved by Council for 2021 Budget:

- Amount of Salary Increase Allocated- \$181,000
- Number of Positions (157.5)

## Summary Personnel Listing

<i>Occupational Department</i>	<i>No. Of Positions FY 2018</i>	<i>No. Of Positions FY 2019</i>	<i>No. Of Positions FY 2020</i>	<i>No. Of Positions FY 2021</i>
<i>*Administration</i>	8	8	9	9
<i>City Secretary</i>	2	2	1	1
<i>Human Resources</i>	2	2	2	2
<i>*Municipal Court</i>	6	6	6	6
<i>Finance</i>	4	4	4	4
<i>Code Enforcement</i>	0	0	0	3
<i>Police</i>	57	57	57	55
<i>Fire</i>	1	1	1	1
<i>Animal Impound</i>	3	3	3	3
<i>Streets</i>	17	16	16	15
<i>Recycling Center</i>	3.5	3.5	3.5	3.5
<i>*Parks</i>	12	12	12	12
<i>*Riverside Park</i>	3	3	3	3
<i>*Recreation</i>	0	3	3	3
<i>*Pools</i>	21	21	21	21
<i>Library</i>	6.5	7.5	7.5	7.5
<i>Tourism</i>	0	1	1	1
<i>Utility Billing</i>	9	10	10	3
<i>Utility Maintenance</i>	14	13	13	15
<i>Waste Water (WWTP)</i>	6	7	7	7
<i>Utility Operations</i>	0	0	0	5
<i>*Airport</i>	3	3	4	4
<i>Information Technology</i>	3	2	2	2
<i>Equipment Maintenance</i>	3	3	3	3
<i>Facility Maintenance</i>	4	4	4	5
<b><i>Total Budgeted Positions</i></b>	<b>188</b>	<b>192</b>	<b>193</b>	<b>194</b>
<b><i>*Temporary /Appointed Positions</i></b>	<b>31</b>	<b>35</b>	<b>36</b>	<b>35.5</b>
<b><i>Total Full Time/Part Time</i></b>	<b>157</b>	<b>157</b>	<b>157</b>	<b>158.5</b>
<b><i>Temporary/Appointed by Department</i></b>				
<i>Council Members- Administration</i>	5	5	6	6
<i>Appointed-Judges- Municipal Court</i>	2	2	2	2
<i>Temporary Workers-Parks</i>	2	2	2	2
<i>Temporary Worker-Riverside</i>	1	1	1	1
<i>Temporary Workers-Recreation</i>	0	3	3	3
<i>Temporary Workers-Pools</i>	20	20	20	20
<i>Temporary Workers- Library</i>	0	1	1	.5
<i>Temporary Worker- Airport</i>	1	1	1	1
<b><i>Total Budgeted Positions</i></b>	<b>188</b>	<b>192</b>	<b>193</b>	<b>194</b>

## **Component Unit: Bay City Community Development Corporation (BCCDC)**

The Bay City Community Development Corporation (BCCDC) is a legally separate unit from the City and is governed by a board appointed by the Bay City City Council. The BCCDC was formed to oversee revenues and expenditures of a special one-fourth cents sales tax for economic development pursuant to the Development Corporation Act of 1979. This revenue collected from sales tax revenues is one of the most useful tools in helping to promote economic development throughout the community. For financial reporting purposes, the BCCDC is reported as a component unit.



### **Our Mission**

The mission of Bay City Community Development Corporation is to retain and attract jobs, encourage investment and enhance the quality of life for the citizens of Bay City.

### **Description of Our Services**

The Bay City Development Corporation promotes Bay City and improves the quality of place through the seven goals outlined below. The CDC works with City and County officials, City staff, constituents, business and industry, and schools to improve the daily lives of our citizens. We strive to bring business to our area, promote our local diversity, and meet the needs of our industry and citizens.

### **Vision 2040**

#### **2021 Strategic Focus\***

#### **Infrastructure/Transportation**

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

- ❖ Infrastructure improvements

#### **Community & Economic Development**

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

- ❖ Business Retention and Expansion
- ❖ Downtown Revitalization/Historic Preservation
  - North Downtown Plan
- ❖ Land Use

#### **BCCDC Goals:**

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

#### **FY 2021 Business Plans (Objectives)**

- Streamline the permitting processes to a One-Stop-Shop for Developers
- Continue to work with local officials in supporting community development projects
- Refine the incentive package from BCCDC/City/Other entities for housing developers
- Develop blighted shopping centers and dilapidated buildings focusing on the main Highway 60 and 35 corridors
- Expand Wharton County Junior College Campus classes in Bay City
- Continue both the Business Retention and Expansion Façade Grant and the Business Resiliency Program
- Partner with Bay City Tourism to direct a business-related mural
- Partner with other entities in the City of Bay City to educate potential work force
- Assess the Regional Drainage Study and being work on regional detention
- Continue to partner with the City of Bay City for Nile Valley Road construction, the MCEDC for industrial recruitment, and any other entity that behooves moving our goals forward
- Focus efforts on recruitment of housing developers and builders to bring a planned community within the City limits

## FY 2020 Accomplishments of Prior Year Business Plans

- ✓ United local officials in supporting community development initiatives; including but not limited to drainage, housing, transportation, and Nile Valley phase 1
- ✓ Developed an incentive package from BCCDC/City/Other entities for housing developers
- ✓ Partnered with the City of Bay City, Drainage District 1, and Matagorda County to begin a Regional Drainage study that maps Bay City, Van Vleck, and includes regional detention options
- ✓ Agreed to fund a significant portion of Nile Valley 1 Phase 1 to increase economic development in the area
- ✓ Worked closely with real estate developers in our area to recruit outside developers for a semi-master planned community in Bay City
- ✓ Awarded \$90,000 in Business Resiliency Program funds to two new businesses and one existing business
- ✓ Awarded \$235,000 to Business Retention and Expansion Grant funds to 11 existing businesses and 6 new businesses
- ✓ Hired a grant writer to help Matagorda Co non-profit entities apply for funding opportunities. Eight non-profits have applied or are in the process of applying for funding
- ✓ Commissioned a housing study to identify housing needs
- ✓ Commissioned a feasibility study for the Aquatic Center
- ✓ Recruited Starbucks coffee shop to our community
- ✓ Represented BCCDC on a state and federal level by attending state and national conventions, and the Economic Development Institute
- ✓ Organized and updated Bay City's profile for retail recruitment
- ✓ Hosted numerous luncheon series entitled "Something to Chew On" that covered topics from drainage, grant writing, state and federal funding opportunities
- ✓ Assisted the City in identifying and acquiring land for their next wastewater system
- ✓ Developed the Economic Recovery Task Force for Matagorda County to assess and respond to the COVID-19 outbreak
- ✓ Partnered with the Matagorda County Economic Development Corporation routinely to assist with the recruitment of economic impact projects
- ✓ Oversaw the management of the Main Street Project and staff
- ✓ Maintained a County-wide calendar of events
- ✓ Reroofed and weatherproofed the Center for Energy Development
- ✓ Partnered with Bay City Little League and Matagorda County Extension Office to utilize the green space at the CED
- ✓ Currently in development for a regional economic development website
- ✓ Worked closely with the Small Business Development Center to recruit and assist new and existing businesses locating in Bay City
- ✓ Routinely interviewed with local papers to keep our community up to date on our efforts

## Bay City Community Development Corporation (BCCDC) Budget Summary

	<i>Actual FY 2018</i>	<i>Actual FY 2019</i>	<i>Budget FY 2020</i>	<i>Proposed FY 2021</i>
<i>STP Lease Income</i>	75,600	75,600	75,600	80,695
<i>SMBG Lease Income</i>	569,963	600,000	600,000	350,000
<i>MCEDC Lease Income</i>	-	-	4,800	4,800
<i>Sales Tax Collections</i>	1,425,954	1,476,881	1,450,000	1,575,000
<i>BDC Income</i>	3,940	1,200	4,000	-
<i>Main Street Income</i>	43,091	43,091	43,091	48,000
<i>Interest Income</i>	9,119	21,008	7,500	7,500
<i>CamoFest</i>	30,000	12,686	-	12,000
<i>TIRZ #1 Income</i>	31,249	-	-	-
<i>TIRZ #2 Income</i>	-	156,893	150,000	150,000
<b><i>Total Revenue</i></b>	<b>\$2,188,916</b>	<b>\$2,387,359</b>	<b>\$2,334,991</b>	<b>\$2,227,995</b>
<b><i>Administrative</i></b>				
<i>Salaries and Wages</i>	217,535	162,097	173,500	182,876
<i>Other Compensation</i>	1,539	1,710	2,052	2,052
<i>Payroll Taxes</i>	16,503	12,531	13,273	13,479
<i>Unemployment Taxes</i>	824	129	250	250
<i>Retirement Expense</i>	19,729	15,093	19,311	20,342
<i>Workers Compensation</i>	875	602	800	800
<i>Employee Health Insurance</i>	20,578	11,960	5,000	26,000
<i>Travel and Training</i>	1,657	-242	2,500	4,000
<i>Postage and Freight</i>	213	114	300	300
<i>General Supplies</i>	2,903	3,910	2,400	3,500
<i>Dues and Subscriptions</i>	3,388	4,809	5,000	5,000
<i>Vehicle Expense</i>	1,439	1,614	4,000	1,614
<i>General Insurance</i>	10,109	9,684	12,000	50,000
<i>Telephone</i>	5,915	5,932	5,000	1,750
<i>Utilities</i>	5,549	2,685	4,500	4,500
<i>Legal and Professional Fees</i>	23,150	25,500	19,900	25,000
<i>Cleaning and Maintenance</i>	3,610	1,000	6,000	6,210
<i>Leaseholder Improvements</i>	217,535	162,097	10,000	40,000
<i>Equipment Rentals</i>	-	3,384	4,600	4,600

<i>Continued</i>	<i>Actual FY 2018</i>	<i>Actual FY 2019</i>	<i>Budget FY 2020</i>	<i>Proposed FY 2021</i>
<i>Building Rental</i>	-	45,000	60,000	61,200
<i>Printed Materials</i>	1,289	709	1,500	709
<i>Advertising</i>	426	-	7,819	-
<i>Business Meals</i>	5,439	3,147	2,500	2,000
<i>Misc. Furniture and Equipment</i>	-	8,486	3,500	500
<i>Miscellaneous</i>	1,500	181	1,500	500
<i>Repairs and Maint. Equipment</i>	2,810	440	-	500
<i>Principal Payment</i>	335,087	404,996	417,095	438,010
<i>Interest Expense</i>	472,430	445,494	437,285	412,480
<b>Total Administrative</b>	<b>\$1,154,497</b>	<b>\$1,170,965</b>	<b>\$1,221,585</b>	<b>\$1,308,172</b>
<b><u>Prospect Development</u></b>				
<i>Travel and Training</i>	7,250	14,989	8,000	4,000
<i>Contracted Services</i>	2,263	-	7,000	1,000
<i>Promotional Items</i>	1,025	4,299	6,500	-
<i>Advertising</i>	6,543	9,648	10,000	7,000
<i>Website Development &amp; Maint</i>	-	-	-	8,000
<i>Business Meals</i>	519	2,015	3,500	1,000
<i>Miscellaneous</i>	-	-	3,500	500
<b>Total Prospect Development</b>	<b>\$17,600</b>	<b>\$30,951</b>	<b>\$38,500</b>	<b>\$21,500</b>
<b><u>Project Expenses</u></b>				
<i>Mat. Co. Economic Devel. Corp.</i>	70,000	75,000	75,000	75,000
<i>U of H- Coastal Plains</i>	20,000	-	-	-
<i>Main Street</i>	22,075	19,904	30,000	30,000
<i>Business Assistance Center</i>	-809	-	-	-
<i>Builders Incentive Program</i>	-	-	75,000	-
<i>Texas Capital Fund Main St.-Sidwalk</i>	50,000	53,750	-	-
<i>City Vision 2040 Plan</i>	6,250	23,394	20,000	5,000
<i>Parks &amp; Recreation Project</i>	70,000	150,000	-	-
<i>BR&amp;E Program</i>	-	-	335,000	25,000
<i>Grant Writer</i>	-	26	49,970	-
<i>Reserve for Special Projects</i>	-	-	400,000	150,000
<i>CED Insurance and Maintenance</i>	89,269	156,180	100,000	160,000
<i>Parking Lot</i>	-	85	10,000	-
<i>Aquatic Center Feasibility</i>	-	-	19,000	-
<i>McCoys Land</i>	-	-	11,379	-
<i>Family Entertainment Center</i>	-	-	-	-
<i>Detention Pond</i>	-	-	6,800	-
<i>Debt Service-Nile Valley Road</i>	-	-	-	239,116
<b>Total Project Expenses</b>	<b>\$326,785</b>	<b>\$478,339</b>	<b>\$1,132,149</b>	<b>\$684,116</b>
<b>Total BCCDC Expenditures</b>	<b>\$1,498,882</b>	<b>\$1,680,255</b>	<b>\$2,392,234</b>	<b>\$2,013,788</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	2020 (estimate)
Bay City	18,593	17,614	17,635
Matagorda County	37,957	36,702	36,954

Source: US Census, ESRI Business Analyst

The population of Bay City and Matagorda County declined slightly between 2000 and 2010 but has shown a rebound since the 2010 Census. The rebound in population is likely due to the resurgence in economic activity and new job opportunities being created in the County.

The population projects below utilize data from two sources, the Texas Water Development Board, and the Texas State Data Center. The Data Center only provides data at the County level; however, population trends within Bay City reflect those of the County overall, so it can be expected that growth within Bay City will mirror that of the County overall. The two different methodologies show fairly similar results, with growth expected to be fairly slow and steady over the next few years.

It is important to recognize that population projections are based on historic trends, and Bay City’s population actually declined between 2000 and 2010. This decline has influenced the projections to show slower growth going forward. Given the economic activity happening in Bay City, it is likely that those projections are not reflective of current conditions and that the population can be expected to grow faster than shown. Development pressure will first be visible through the Public Works department, as developers begin submitting plans for new subdivisions, apartments, etc. As these plans come in, City Staff must communicate with the Planning Commission and City Council to update them and ensure proper capital planning is done to address this growth.

Table 2 Population Projection

	<b>2018 (estimate)</b>	<b>2020 Texas State Data Center</b>	<b>2020 Texas Water Development Board</b>	<b>2030 Texas State Data Center</b>	<b>2030 Texas Water Development Board</b>
Bay City	17,624	NA	18,797	NA	19,786
Matagorda County	36,679	37,064	39,166	36,457	41,226

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

### Ethnicity

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

Table 3 Race and Ethnicity

	<b>Count</b>	<b>Percent</b>
<b>White Alone</b>	16,768	71.8%
<b>Black Alone</b>	3,295	14.1%
<b>American Indian</b>	145	0.6%
<b>Asian</b>	113	0.5%
<b>Pacific Islander</b>	42	0.2%
<b>Other</b>	2,421	10.4%
<b>2 or more Races</b>	585	2.5%
<b>Hispanic (any race)</b>	9,928	42.5%

Source: US Census Bureau [www.census.gov](http://www.census.gov)

## Age

Bay City is a relatively young community, with a median age of 36 years. Nearly 50% of the population is between 25 and 64, which are the prime working years. This is an asset for the community to build on, because it indicates an available workforce for new jobs. It also has implications for the school district, parks and recreation, and other community assets because this is also the prime years for people with families who demand services and amenities in the community.

**Table 4** Age

	<b>Count</b>	<b>Percent</b>
<b>0 – 4</b>	1,783	7.6%
<b>5 – 9</b>	1,864	8.0%
<b>10 – 14</b>	1,632	7.0%
<b>15 – 19</b>	1,410	6.0%
<b>20 – 24</b>	1,387	5.9%
<b>25 – 34</b>	3,074	13.2%
<b>35 – 44</b>	2,752	11.8%
<b>45 – 54</b>	2,731	11.7%
<b>55 – 64</b>	3,209	13.7%
<b>65 – 74</b>	2,092	8.9%
<b>75 – 84</b>	929	4.0%
<b>85+</b>	506	2.2%
<b>Median Age</b>	36.0	

Source: U.S. Census Bureau [www.census.gov](http://www.census.gov)

## Income and Employment

The median income in Bay City (\$46,104) 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

	<b>Count</b>	<b>Percent</b>
<b>&lt; \$15,000</b>	1,589	18.3%
<b>\$15,000 - \$24,999</b>	873	10.1%
<b>\$25,000 - \$34,999</b>	914	10.6%
<b>\$35,000 - \$49,999</b>	1,280	14.8%
<b>\$50,000 - \$74,999</b>	1,433	16.6%
<b>\$75,000 - \$99,999</b>	1,034	12.0%
<b>\$100,000 - \$149,999</b>	1,016	11.7%
<b>\$150,000 or more</b>	513	5.9%
<b>Median Household Income</b>	\$46,104	

Source: U.S. Census Bureau [www.census.gov](http://www.census.gov)

One of the reasons for the low income in Bay City can be found in the table below. Nearly 70% of the jobs in the City Limits are in the Retail and Service industry, which typically has low wages. While there has been tremendous success in economic development within Matagorda County, residents of Bay City have not seen as much benefit from this as would be hoped. It will be critical going forward for the City to continue working to develop the local workforce to compete for the new jobs being created in the region.

**Table 6** 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

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

Source: 2010 US Census

The majority of homes in Bay City are single family (63.1%). Bay City is fortunate to have a significant percentage of multi-family homes; however, the low vacancy rates means there are few available for potential residents. The City should continue to focus on developing a diversity of housing options, both multi and single family to ensure adequate opportunities for potential residents. This data comes from the American Community Survey, which is a statistical survey rather than actual count like the US Census. This is why the numbers in this table are different from the other housing data.

**Table 8** 2013-2017 Housing Units per Structure

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

Source: US Census Bureau [www.census.gov](http://www.census.gov)

With a median value of \$105,500, a median priced home would be within reach of a family making the median income; however, without a significant down payment, the monthly payment might be a struggle. Also, given the limited number of homes available, it may be difficult for a potential resident to find a suitable home in their price range.

**Table 9** Housing Values for Owner Occupied Units

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

Source: U.S. Census Bureau [www.census.gov](http://www.census.gov)

### Education

Over 23% of Bay City residents do not have a high school diploma. This presents a tremendous challenge in creating quality jobs because there is not a skilled workforce to recruit from. This low education attainment is reflected in the low household income discussed earlier.

Addressing the educational attainment and skills of the local workforce is a key challenge for Bay City. There is work underway, through the partnership with Wharton County Junior College; however, much more needs to be done to get local residents at least a high school equivalency so they can be prepared for the new jobs being created in Matagorda County.

**Table 10** Educational Attainment 25 years+

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

Source: US Census Bureau [www.census.gov](http://www.census.gov)

## Taxes

The majority of funding for local governments comes from property taxes and sales tax. Property taxes are collected by a number of entities, with the City, County, and School District being the primary drivers. In addition, there are a number of special districts that collect taxes in all or part of the County. These districts provide specific services and collect taxes to be used within that district's boundaries on approved projects. Table 11 provides an overview of the taxing districts and the basic rate. Specific information on exemptions, etc. can be found at the County Appraisal website.

**Table 12** Property Tax Rates and Entities 2018 (most recent available on CAD site)

	<b>Rate / \$100</b>
<b>City of Bay City</b>	0.65500
<b>City of Palacios</b>	0.85351
<b>Matagorda County</b>	0.41758
<b>Bay City ISD</b>	1.55222
<b>Boling ISD</b>	1.04000
<b>Matagorda ISD</b>	1.13541
<b>Palacios ISD</b>	1.13500
<b>Tidehaven ISD</b>	1.22275
<b>Van Vleck ISD</b>	1.25325
<b>Matagorda County Hospital District</b>	0.32159
<b>Port of Bay City Authority</b>	0.05389
<b>Matagorda County Nav District #1</b>	0.04533
<b>Matagorda County Consv. &amp; Recl. District</b>	0.00765

Source: Matagorda County CAD

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

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

**Table 12** Gross Retail Sales

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

**Hotel and Motel Taxes**

Hotels, motels, and bed and breakfast establishments are levied a Hotel/Motel tax. This tax is intended to be used on projects that will put “heads in beds”, which means projects need to promote tourism in the community. This can include marketing, festivals and events, and similar projects. In the fourth quarter of 2018, Bay City had 20 properties reporting for the Hotel/Motel tax, totaling 837 rooms and \$1,774,297.84 in taxable receipts. Bay City hotels and motels are full, and many of their occupants are long term. Companies renting blocks of rooms for employees to be in the area for extended periods of time.

**Conclusion**

Bay City is a community in transition. After a period of stagnation, there is significant change happening, with tremendous opportunity for growth. New jobs and new opportunities are being created in the area, and this plan will allow the City to harness that opportunity for the betterment of its residents. The population is changing, and it will be important to address those changes and ensure future community development meets the needs of current and future residents.



## Acronyms

**A/P** – Accounts Payable

**ACH**- Automated Clearing House

**AMI**- Advanced Metering Infrastructure

**BCCDC**- Bay City Community Development Corporation

**BCISD**- Bay City Independent School District

**BCLA**- Bay City Library Association

**BCPD**- Bay City Police Department

**BCPL**- Bay City Public Library

**CAFR** – Comprehensive Annual Financial Report (Audit)

**CDBG** – Community Development Block Grant

**CIP** – Capital Improvement Plan

**C.O.** – Certificates of Obligation

**COG** – Council of Governments

**CTRA**- Central Texas Recycling Association

**CVB**- Convention and Visitors Bureau

**CY** – Cubic Yard

**ED** – Economic Development

**EAC**- Economic Action Committee

**EPA** – Environmental Protection Agency

**FAA**- Federal Aviation Administration

**FASB** – Financial Accounting Standards Board

**FICA** – Federal Insurance Contribution Act

**FTE** – Full-Time Equivalent

**FY** – Fiscal Year

**GAAFR** – Governmental Accounting, Auditing and Financial Reporting

**GAAP** – Generally Accepted Accounting Principals

**GASB** – Governmental Accounting Standards Board

**GF** – General Fund

**GFOA** – Government Finance Officers Association

**GIS** – Geographical Information Systems

**G.O.** – General Obligation

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

**HOT** – Hotel Occupancy Tax

**HR** – Human Resources

**HRS** – Hours

**I & S** – Interest and Sinking

**ISO**- Insurance Service Office

**IT** – Information Technology

**LCRA**- Lower Colorado River Authority

**LED**- Light Emitting Diode

**LF** – Linear Foot

**MCAD**- Matagorda County Appraisal District

**M & O**- Maintenance and Operations

**MIU**- Metering Interface Units

**MSB**- Municipal Services Building

**PSI**- Pounds per Square Inch

**RAMP**- Repair and Maintenance Program

**RFP** – Request for Proposal

**RFQ** – Request for Qualifications

**ROW** – Right of Way

**RV** – Recreational Vehicle

**SCADA** – System Control and Data Acquisition

**TCCA**- Texas Court Clerk Association

**TCEQ** – Texas Commission on Environmental Quality

**TCF**- Texas Capital Fund

**TIF**- Tax Increment Financing

**TIRZ**- Tax Increment Reinvestment Zone

**TML** – Texas Municipal League

**TMRS** – Texas Municipal Retirement System

**TWC** – Texas Workforce Commission

**TXDOT** – Texas Department of Transportation

**USO**- United Service Organization

**VVUSD**- Van Vleck Independent School District

**WCA**- Waste Corporation of America

**WWTP** – Wastewater Treatment Plant

## **Glossary of Terms**

### **Accrual Basis**

The basis of accounting where transactions are recognized when they occur, regardless of the timing of related cash flows.

### **Ad Valorem Taxes**

Commonly referred to as property taxes. Charges levied on all property, real personal, mixed tangible, intangible, annexations, additions and improvements to property located within the taxing unit's jurisdiction. These levies are based on the property's assessed value and the tax rate.

### **Appropriation**

An authorization made by the legislative body to make expenditures and incur obligations for the City.

### **Assessed Value**

A value that is established on real estate or other property as a basis for levying property taxes.

### **Asset**

Resources owned or held which have monetary value that can be used to cover or be applied to cover liabilities.

### **Audit**

A comprehensive review of an organization's financial accounts and records and the utilization of resources. An annual audit is conducted by a certified public accountant who concludes the audit with a Comprehensive Annual Financial Report also referred to as a CAFR.

### **Balanced Budget**

Annual financial plan in which expenses do not exceed revenues and carry-over fund balance.

### **Basis of Accounting**

The method of accounting used to recognize revenues, expenses, expenditures and transfers, and the related assets and liabilities.

### **Bond**

A written promise to pay a specified sum of money (principal) at a specified date or dates in the future (maturity date), and carrying interest at a specified rate, usually paid periodically. The most common types of bonds are general obligation and revenue bonds. Bonds are frequently used for construction of large capital projects such as buildings, streets, and water and sewer improvements.

## **Budget**

A financial plan for a specified period of time of projected resources and proposed expenditures.

## **Budget Calendar**

A schedule of key dates that the City follows in the preparation and adoption of the City's budget.

## **Budget Year**

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

## **CAFR**

Comprehensive Annual Financial Report.

## **Capital Outlay**

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

## **Capital Program**

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

## **Cash Basis**

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

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

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

## **Contingency**

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

## **Current Taxes**

Taxes that are levied and due within the current year.

## **Debt Service Fund**

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

## **Delinquent Taxes**

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

## **Department**

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

## **Depreciation**

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

## **Division**

A division is a separately budgeted segment of the department.

## **Effectiveness**

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

## **Effective Tax Rate**

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

## **Encumbrance**

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

## **Enterprise Fund**

A fund that operates like a business with the intent that the costs of providing the services will be recovered through user charges such as water and sewer charges.

## **Expenditure**

This term refers to total funds paid or to be paid for an asset or goods or services regardless whether the expense has been paid or unpaid.

## **Expense**

Charges incurred, whether paid or unpaid, for operation, maintenance, interest or other charges within the current period.

## **Fiscal Year**

The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Bay City has specified the fiscal year as beginning October 1 and ending September 30.

## **Fixed Assets**

Assets of a long-term character which are intended to be held or used, such as buildings, machinery, furniture, equipment and land.

## **Full-Time**

The 40 hours per week that constitutes a regular full-time position.

## **Fund**

Separate accounting entities with their own resources, budgets and accounts for recording all financing transactions for specific activities or government functions.

## **Fund Balance**

The difference between fund assets and fund liabilities, excess being a surplus and a shortfall being a deficit.

## **GAAP**

General Accepted Accounting Principles.

## **General Fund**

The fund used to account for all financial resources and activities except for those required to be in another fund.

## **General Obligation Bonds**

Voter approved bonds that finance a variety of public projects such as streets, buildings, and capital improvements. The Debt Service Fund is usually used to service and pay the debt issued. These bonds are backed by the full faith and credit of the City.

## **Goals**

Generalized statements of where an organization desires to be at some future time with regard to certain operating elements. (e.g. financial conditions, service levels provided, etc.)

## **Grants**

Contributions or gifts of cash or other assets from another government or entity to be used for a specific purpose, activity or facility.

## **Interfund Transfers**

Amounts transferred from one fund to another.

## **Infrastructure**

Substructure or underlying foundation of the City. (E.g. streets, utility lines, water and wastewater treatment facilities, etc.)

## **Liaison**

The contact or connection maintained by communications between any organization to ensure concerted action, cooperation, etc.

## **Legal Debt Margin**

Actual amount of tax-secured debt service at the end of the fiscal year.

## **Legal Debt Service Limit**

The assessed value of the tax roll multiplied by the limit on amount designated for debt service per \$100 assessed valuation

## **Modified Accrual Basis**

This method of accounting recognizes revenues when they are measurable and available and expenditures when goods or services are received the exception being principal and interest on long-term debt which are generally recognized when due.

## **Operating Budget**

A plan of current year financing activities including expenditures and the proposed means of funding them.

## **Ordinance**

A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, usually require ordinances.

## **Policy**

A plan, course of action, or guiding principle, designed to set parameters for decisions and actions.

## **Property Tax**

Taxes that are levied on both real and personal property according to the property's assessed valuation and tax rate.

## **Reserve**

An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is therefore, not available for general appropriation.

## **Retained Earnings**

An equity account reflecting the accumulated earnings of a proprietary, or enterprise fund, or internal service fund.

## **Revenue**

Funds received as income. It includes such items as tax payments, fees from specific services, fines, interest income, franchise fees, etc.

## **Revenue Bonds**

Bonds for which principal and interest are paid from an Enterprise or Proprietary Fund.

## **Sales Tax**

A general “sales tax” is levied on all persons and businesses selling merchandise within the City limits on retail items.

## **SCADA**

Supervisory and Control Data Acquisition.

## **Special Revenue Funds**

Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. (e.g. Hotel/Motel)

## **Strategic Plan**

A collectively supported vision of the City’s future including observations regarding the potential effects of various operating decisions.

## **Tax Base**

Certified by the Tax Appraisal District the total taxable value of all real and personal property within the City as of January 1st of each year.

## **Tax Levy**

The product of the tax rate per one hundred dollars multiplied by the tax base.

## **Tax Rate**

The amount of tax levied against each \$100 of taxable value.

## **Tax Roll**

The official list showing the amount of taxes levied against each taxpayer or property.

**Taxes**

Compulsory charges levied by a government for the purpose of financing services performed by the government for the common benefit of the public it serves.

**Unencumbered Balance**

The amount of an appropriation that is neither expended nor encumbered. It is the amount of money still available for future purchases.

**Working Capital**

The excess of current assets over current liabilities.

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