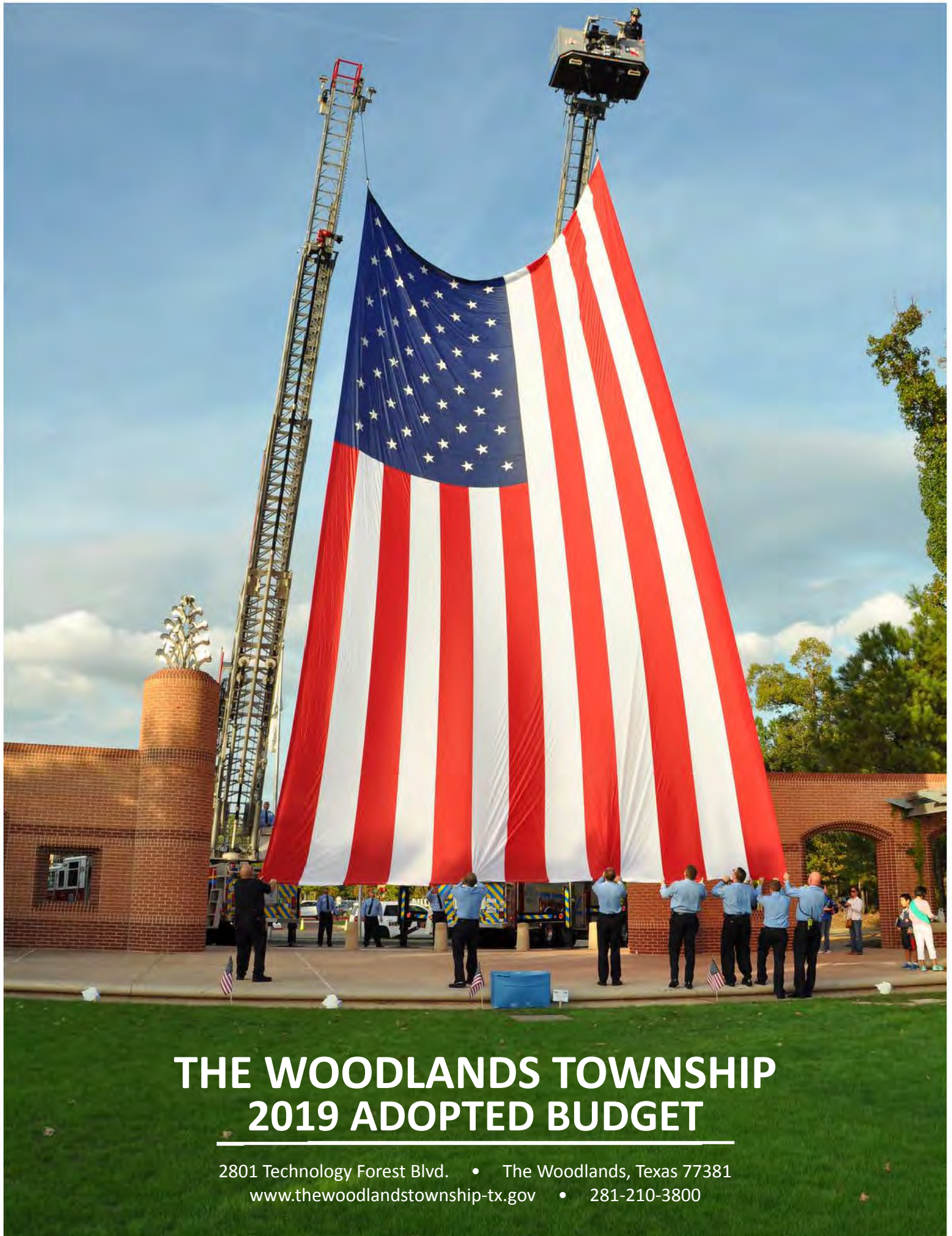




THE WOODLANDS TOWNSHIP 2019 ADOPTED BUDGET

2801 Technology Forest Blvd. • The Woodlands, Texas 77381
www.thewoodlandstownship-tx.gov • 281-210-3800



Due to the passage of S.B. No. 656, Section 102.007 of the Texas Local Government Code was amended to require that the following information be included as the cover page for a budget document:

This budget will raise more revenue from property taxes than last year by \$307,502, which is a 0.7% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$307,502.

The record vote of the Board of Directors on the adoption of the 2019 Budget:

<u>Board Member</u>	<u>Vote</u>
Gordy Bunch	Yes
John McMullan	Yes
Carol Stromatt	Yes
Ann Snyder	Yes
Brian Boniface	Yes
John Anthony Brown	Yes
Bruce Reiser	Yes

<u>Tax Rates</u>	<u>2018 Budget</u>	<u>2019 Budget</u>
Total Property Tax Rate	.2300	.2273
Effective Tax Rate	.2310	.2273
Adopted M&O Rate	.2126	.2103
Effective M&O Rate	.2135	.2101
Rollback Rate	.2479	.2439
Debt Rate	.0174	.0170

Total Debt Obligations secured by property taxes as of January 1, 2019 = \$34,440,000

Board of Directors



THE WOODLANDS TOWNSHIP BOARD OF DIRECTORS



Gordy Bunch

Chairman
Position 1



John McMullan

Vice Chairman
Position 5



Dr. Ann K. Snyder

Secretary
Position 6



John Anthony Brown

Treasurer
Position 3



Brian Boniface

Director
Position 2



Bruce Rieser

Director
Position 4

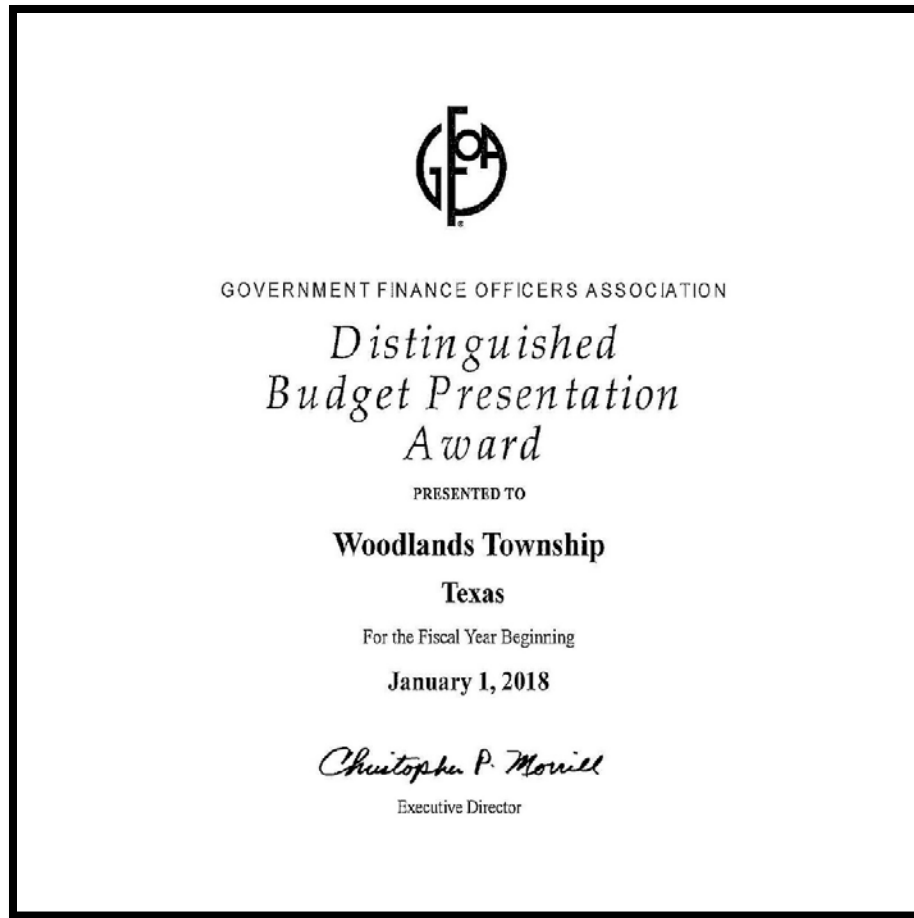


Carol Stromatt

Director
Position 7

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The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to The Woodlands Township for its annual budget for the fiscal year beginning January 1, 2018.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. Staff believes The Woodlands Township's 2019 Budget continues to conform to program requirements and will be submitting the budget document to GFOA to determine award eligibility for the fiscal year beginning January 1, 2019.

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2019 Budget Message



August 22, 2018

To the Chairman, Board of Directors, and Citizens of The Woodlands Township:

It is my pleasure to submit The Woodlands Township's adopted budget for the fiscal year January 1 – December 31, 2019. The following narrative is designed to give the reader a summary of relevant information regarding the Township's budgeting process and fiscal environment.

The 2019 Budget document has been prepared in accordance with nationally recognized guidelines for budget presentation as established by the Government Finance Officers Association (GFOA). The Township received the GFOA's Distinguished Budget Presentation Award for its 2018 Budget, which is the highest award in governmental budgeting. Staff believes the 2019 Budget document maintains the same high standards reflected in the 2018 Budget.

The annual budget guides the Township's plan for providing services, facilities, and amenities to its citizens and visitors. This budget document is intended to give the reader a comprehensive view of funding for the Township's day-to-day operations, capital improvements, principal and interest payments on outstanding debt, and reserve allocations. Expenditures are organized into operating departments and programs of service to give the public a clear understanding of how resources are allocated.

The Township views its planning and operational activities in a strategic manner. Accordingly, the 2019 Budget was prepared with the goal of achieving certain key objectives as defined in the *Vision 2034 Strategic Plan* adopted by the Board of Directors in July 2014. Those objectives include:

- Develop a budget and financial plan that meets the short-term and long-term needs of the Township
- Continue to provide high quality, cost effective services and amenities
- Provide funding for enhancements to services as needed and appropriate
- Maintain and replace capital assets and facilities as necessary
- Create financial flexibility for changing conditions and opportunities

FINANCIAL ASSESSMENT

The Township remains in excellent financial condition. The organization's fiscal health is the result of effective financial management, long-term strategic planning, and comprehensive efforts to address community growth, create a positive atmosphere for economic development, and provide flexibility on budgetary issues. The Township continues to balance revenues and expenditures, maintain or enhance services, have an excellent bond rating and low debt per capita ratio, and maintain appropriate levels of

2019 Budget Message



operating, capital replacement, economic development, and debt service reserves. Additionally, unlike many municipalities, the Township is not burdened with unfunded pension costs or large vacation/sick leave balances due to the types of benefit plans that have been implemented.

2017 and 2018 ACCOMPLISHMENTS

Before we consider the 2019 Budget, it is important to review the past two budget years and the successful financial initiatives that have been achieved by the Board of Directors to provide a strong fiscal foundation for the Township's governmental operations.

- Enhanced service levels; expanded park, pathway, and recreational amenities and programs; provided additional funding for public safety; and established or improved reserve balances while maintaining the property tax rate at \$0.2300.
- Supported programs and activities that promote economic development and result in growth of the Township's sales and use tax base and hotel tax base.
- Maintained an "AA" bond rating from Standard & Poor's on the Township's general obligation bonds and an "A1" rating from Moody's on the revenue bonds. In 2018, Moody's also assigned an Aa1 "issuer rating", reflecting its credit assessment of the Township's implicit general obligation credit strength.
- Lowered debt per capita from \$1,044 in 2013 to \$615 in 2018, representing a 41% decrease.
- Established a Bond Redemption Reserve to accumulate funds for the potential retirement of debt as outstanding bonds become callable.
- Initiated an incorporation study and related tax rate study to examine financial, legal and operational impacts associated with the potential incorporation of The Woodlands.
- Established an Incorporation Reserve to fund planning and other expenses related to the potential incorporation of The Woodlands.
- Allocated funds to the Capital Replacement Reserve for the annual replacement of the Township's extensive network of assets as they reach the end of their useful lives. Planning financially for the replacement of the community's assets as they age allows the Township to maintain quality facilities, amenities and equipment used in the daily delivery of services, as well as favorably support property values.
- Established a reserve to help fund initiatives identified in the Pedestrian and Bicycle Master Plan.
- Purchased and renovated property to provide a second recreation center for the community, known as the Recreation Center at Rob Fleming Park. The operating costs are fully funded by related program revenues.

2019 Budget Message



- Completed the purchase of 25 passenger buses for the Park and Ride program, which resulted in a 28.5% decrease in the hourly operating rate for buses owned by the Township in comparison to buses owned by the third-party contractor.

2019 BUDGET DEVELOPMENT PROCESS

The Township has an important responsibility to its citizens and taxpayers to carefully account for public funds, to manage the Township's finances wisely, and to plan for the adequate funding of services desired by the public. To facilitate this responsibility, the Township engages in a comprehensive budget development process. The budget represents the culmination of months of preparation, discussion, and analysis regarding the most effective and efficient ways to provide services at the greatest value. Citizens have made important contributions to the discussion, and the Board of Directors has provided valuable leadership by setting priorities and expectations. The result is a 2019 budget plan that adheres to financial policies, preserves the Township's strong financial position, and provides high quality services to the community which align with the Township's strategic objectives. Key elements include:

- Maintains a high level of fire prevention and protection, emergency response services, and emergency medical services
- Provides for a high level of proactive law enforcement visibility and effectiveness
- Maintains superior parks and recreation amenities, facilities, programs and services
- Proactively addresses environmental and conservation issues including the preservation of the natural forested areas of the community
- Maintains appropriate levels of support services, infrastructure, technology and other resources to carry out the functions of the Township
- Accommodates residential and commercial growth in the community
- Promotes economic development
- Supports the promotion of The Woodlands as a premier destination for visitors to help expand the local tax base
- Supports local transportation and mobility programs
- Provides a competitive compensation package for recruiting and retaining a professional workforce
- Maintains appropriate levels of operating, capital replacement, economic development, debt service, and other reserves

The adopted budget is structurally balanced, using ongoing revenue sources to fund ongoing expenditures in accordance with sound fiscal policy. The Township utilizes a conservative strategy to

2019 Budget Message



project revenues and expenditures, and patterns are closely monitored so that adjustments to spending levels can be timely implemented if necessary.

2019 ADOPTED BUDGET HIGHLIGHTS

- The Property tax rate has been lowered from a rate of 23.0 cents to the effective tax rate of 22.73 cents per \$100 of taxable value. The effective tax rate is the rate at which existing properties provide the Township with the same amount of revenue as the previous year.
- Consolidated operating revenues total \$128.2 million, which is a \$3.6 million, or 2.9% increase from the 2018 budget. The increase is due primarily to increases in sales and use tax and hotel occupancy tax, partially offset by decreases in property lease revenue and grant proceeds for transportation-related capital.
- Property tax revenues are budgeted at \$45.4 million for 2019, which is a \$307,502, or 0.7% increase from the 2018 budget. The growth in property tax revenues is being generated by new properties added to the tax rolls since the prior year.
- Sales and use tax revenues are projected to be \$55.1 million for 2019, which is a \$3.1 million increase from the amount originally budgeted for 2018. The increase is due to an estimated \$2.3 million favorable variance in revenues for 2018 as sales and use taxes rebound from stagnant levels in 2016 and 2017 and a 2.5% growth factor for 2019.
- Hotel occupancy tax revenues are projected to increase 15.3% from a budget of \$8.4 million in 2018 to a budget of \$9.7 million in 2019 due to a strong local economy and targeted marketing programs initiated by The Woodlands Convention & Visitors Bureau to bring visitors and convention business to the Township.
- Sales tax, hotel tax, and program revenues account for 65% of the Township's total revenue sources, while property tax revenues account for 35%.
- Consolidated operating expenses total \$124.2 million, which is a 3.7% decrease from the 2018 budget due to the completion of major capital projects in 2018. The overall decrease is partially offset by a \$3.1 million, or 3.0% increase in operating expenses primarily related to services provided by the fire department, parks and recreation, and contracted law enforcement agencies.
- Capital expenditures total \$8.7 million, of which \$4.4 million is funded from the capital replacement reserve or grant proceeds.
- Significant capital projects include improvements to park, pathway, athletic, and aquatic amenities, a fire engine and fire rescue truck, and site preparation for the Township property located at 9669 Grogan's Mill Road.
- Outstanding debt at 1/1/2019 is \$67.4 million, a 7.2% decrease from the current balance of \$72.7 million. Debt per capita decreases from \$615 in 2018 to \$561 in 2019.

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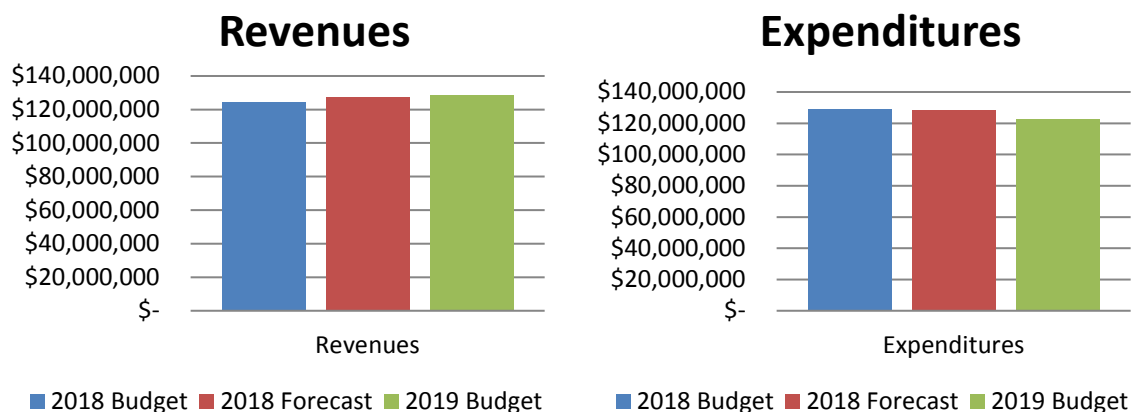
- The Operating Reserve balance is estimated to be \$20.76 million at 12/31/2019, which adheres to the Board's policy guideline of 20% of general fund operating expenditures and a Board requested initiative to add \$2 million in additional funding to the reserve.
- The Capital Replacement Reserve is projected at \$28.1 million at 12/31/2019, closely tracking the 2013 Reserve Study recommended funding level, as well as an added \$2 million in additional funding requested by the Board.
- Other reserve balances are maintained in accordance with policy guidelines established by the Board of Directors.

2019 CONSOLIDATED BUDGET

The consolidated budget includes the combined revenues and expenditures of the Township's General Fund, The Woodlands Convention & Visitors Bureau, the Capital Projects Fund, the Transportation Fund, the Debt Service Fund, the Debt Service Reserve Fund, and the Special Revenue Fund.

	2018 Budget	2018 Forecast	2019 Budget	Budget to \$	Budget %
Revenue	\$124,580,857	\$127,196,866	\$128,227,354	\$3,646,498	2.9%
Expenditures	\$128,939,186	\$128,187,954	\$124,205,591	(\$4,733,595)	(3.7%)
Rev Over/(Under) Exp	(\$4,358,330)	(\$991,088)	\$4,021,763	\$8,380,093	192.3%

Net revenues of \$4.0 million are generated in 2019. These funds are allocated to the Township's various reserves including the operating reserve, the capital replacement reserve, the economic development reserve, the cultural education reserve, and the undesignated hotel tax account reserve. The reserve allocations are made in accordance with guidelines established by the Board of Directors.



2019 Budget Message

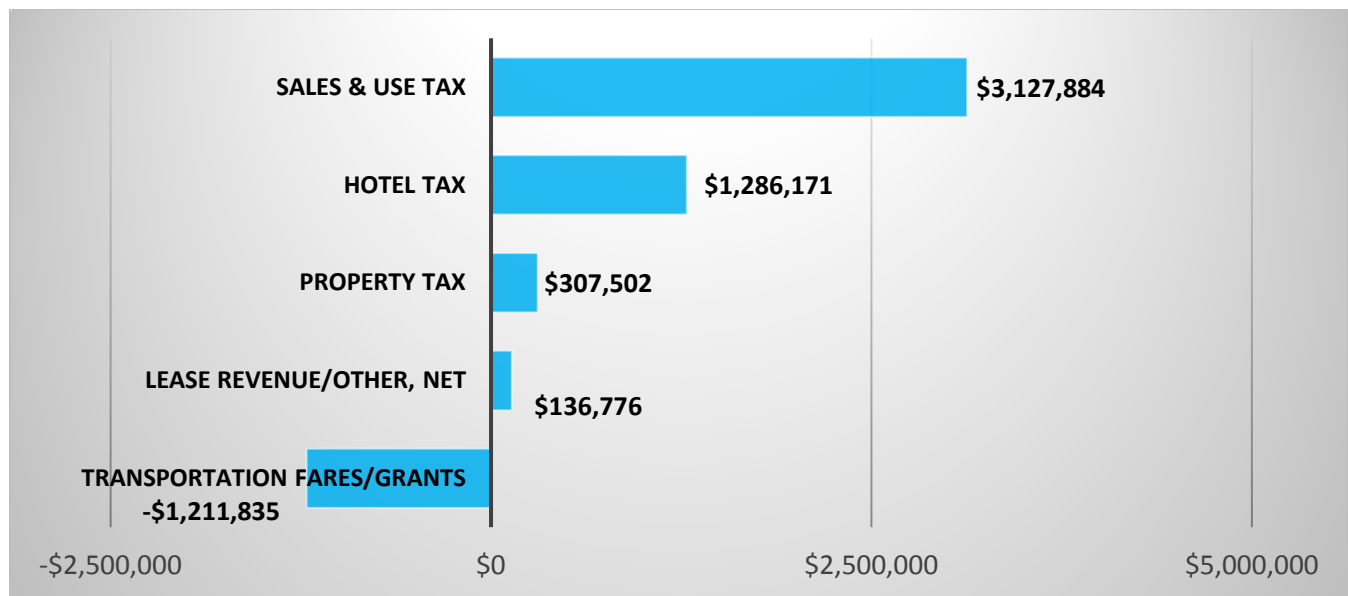


REVENUES

Total revenues in the 2019 adopted budget equal \$128.2 million, a \$3.6 million, or 2.9% increase from 2018 budgeted revenues of \$124.6 million.

	2018 Budget	2019 Budget	\$ Change	% Change
Property Tax	\$45,114,442	\$45,421,943	\$307,502	0.7%
Sales Tax	51,931,289	55,059,173	3,127,884	6.0%
Hotel Tax	8,406,256	9,692,427	1,286,171	15.3%
Other Revenues	19,128,870	18,053,811	(1,075,059)	-5.6%
Total Revenues	\$124,580,857	\$128,227,354	\$3,646,498	2.9%

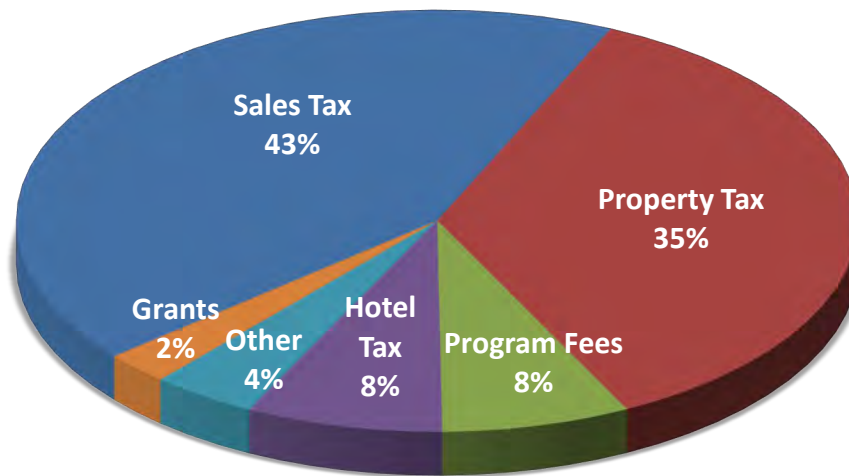
As shown in the chart below, the increase in revenues is primarily the result of a higher sales and use tax revenues (\$3.1 million) and hotel occupancy tax revenues (\$1.3 million). Property tax revenues are also increasing based on growth in taxable property values from new properties being added to the tax rolls. The overall increase is partially offset by reductions in property lease revenue, farebox revenue from the Park and Ride program, and federal grant funds due to the completion of transportation capital projects in 2018.



Sales and use taxes and hotel occupancy taxes make up 51% of the total revenue sources; property taxes comprise 35% of the total; and program fees and other revenues contribute the remaining 14%.



2019 BUDGET % of TOTAL REVENUE



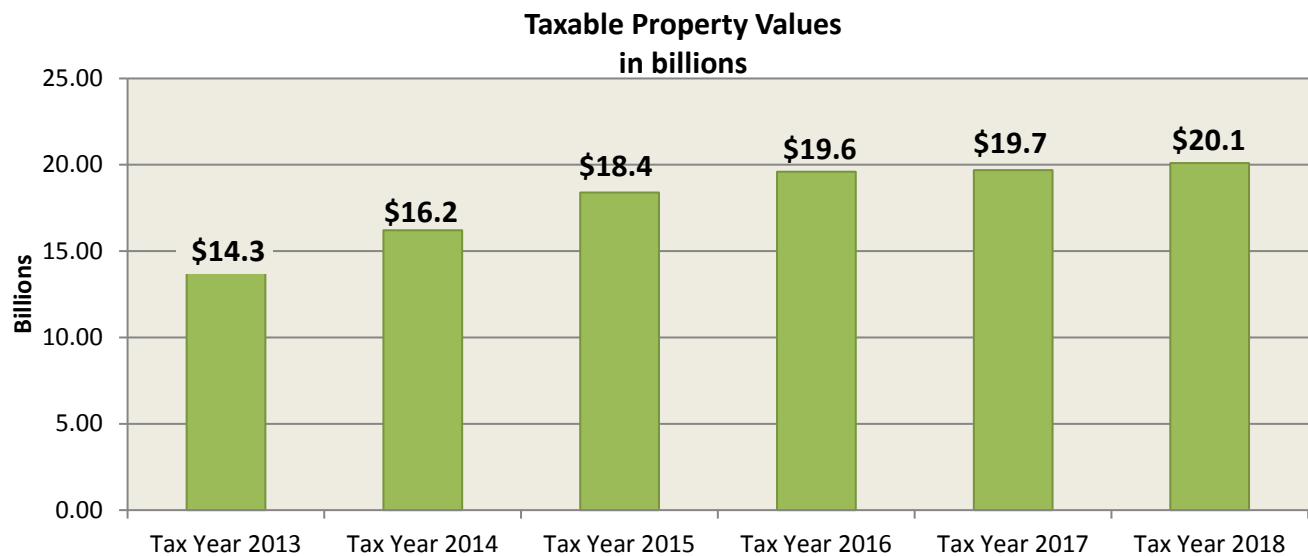
Property Tax Revenues

The adopted budget is based on a taxable property value base of \$20.1 billion, an increase of \$452 million, or 2.3% from last year's tax base of \$19.7 billion. The increase in property value is attributable to \$235 million in new residential and commercial properties added to the tax roll since the prior year and \$217 million in increased value of existing properties as summarized in the following charts.

	2017 Tax Year	2018 Tax Year	\$ Change	% Change
Taxable Property Value	\$19.688 billion	\$20.140 billion	<u>\$452.0 million</u>	<u>2.3%</u>
New Properties			\$235.4 million	1.2%
Revaluation of existing properties			\$216.6 million	1.1%

	Montgomery County	Harris County	Total
Taxable Property Value	\$17.5 billion	\$2.6 billion	\$20.1 billion
New Properties	\$95.5 million	\$139.9 million	\$235.4 million
Revaluation of Existing Properties	\$254.2 million	(\$37.6) million	\$216.6 million
Net Increase in Taxable Property Value	<u>\$349.7 million</u>	<u>\$102.3 million</u>	<u>\$452.0 million</u>
New Property Growth %	0.5%	5.5%	1.2%
Revaluation %	1.5%	(1.5%)	1.1%

2019 Budget Message



Increase %	2013	2014	2015	2016	2017	2018
New Properties	1.3%	4.9%	4.6%	1.6%	0.9%	1.2%
Revaluation	7.0%	8.4%	8.9%	4.9%	(0.2%)	1.1%

Property tax revenues in the 2019 adopted budget are based on lowering the tax rate from the current tax rate of \$0.2300 to the effective tax rate of \$0.2273 published by the Montgomery County Tax Assessor's Office for The Woodlands Township. Property tax revenues are projected to be \$45.4 million, an increase of \$307,502 from the 2018 budget. The increase in revenues is attributable to new properties added to the tax roll since the previous year.

The property tax rate consists of two distinct components. The debt service component generates revenues to fund principal and interest payments on the Township's outstanding Unlimited Tax (General Obligation) bonds. The maintenance and operations component can fund any other type of expenditure.

Following is a summary of the components of the property tax rate for the 2019 budget and the revenue generated by each component:

	<u>Tax Revenue</u>	<u>Rate</u>
Maintenance & Operations	\$42.0 million	\$0.2103
Debt Service	<u>3.4 million</u>	<u>\$0.0170</u>
Total	\$45.4 million	\$0.2273

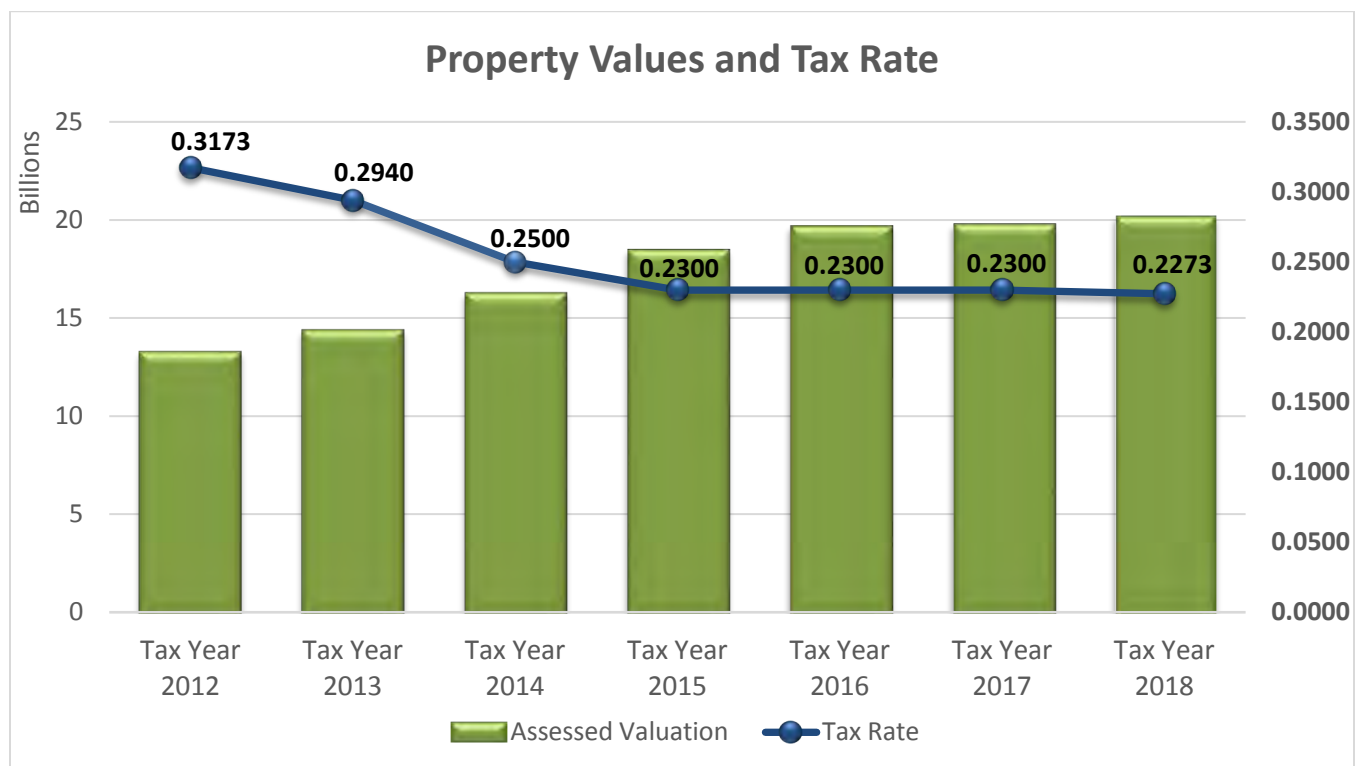
Revenue generated by \$0.01 of the tax rate equals \$2,008,994 in 2019.

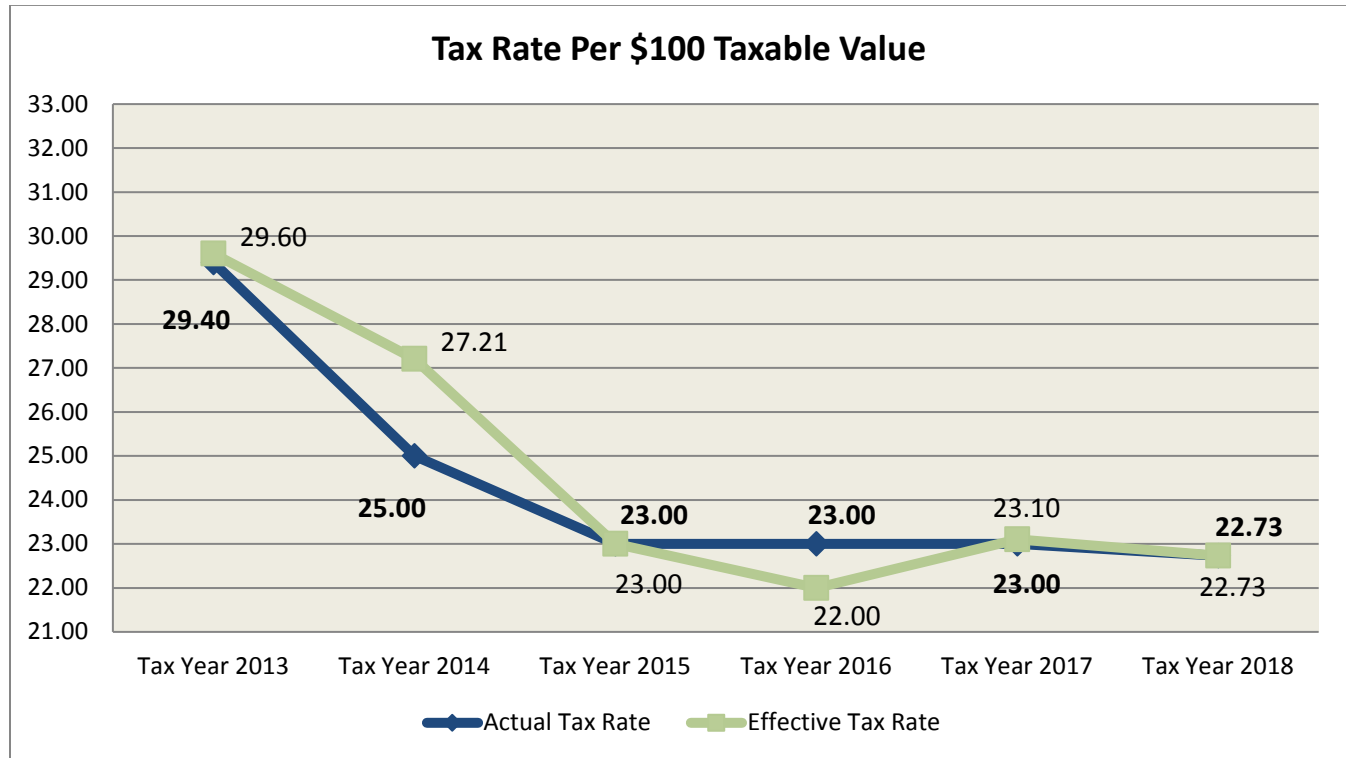
2019 Budget Message



The following charts reflect how the Township Board of Directors has adjusted the property tax rate in relation to taxable property values to effectively manage taxes paid by property owners.

- **Tax Years 2012 – 2015 (Budget Years 2013 – 2016):** As property values rose rapidly during this time period, the Board made corresponding decreases in the property tax rates, which resulted in no increase in total property tax revenues generated by existing properties as the rate was set at or below the effective tax rate. The growth in tax revenues was exclusively from new properties added to the annual tax rolls.
- **Tax Year 2016 (Budget Year 2017):** The Board maintained the tax rate at \$0.2300 due to an uncertain economic climate and declining sales tax and hotel tax revenues.
- **Tax Year 2017 (Budget Year 2018):** The Board maintained the tax rate at \$0.2300 as the effective tax rate of \$0.2310 rose above the current \$0.2300 rate due to the negative revaluation of properties.
- **Tax Year 2018 (Budget Year 2019):** The Board lowered the tax rate to the effective tax rate of \$0.2273.





The following chart provides a summary of property tax values and tax rates for budget years 2013 – 2019 along with the property tax impact on an average value home. As indicated on the chart, with the tax rate for the 2019 budget year set at \$0.2273, the owner of an average value home will pay a property tax of \$983.

Summary of Property Tax Values and Tax Rates

Fiscal Year	Taxable Value	% Increase	Average Home Value	Maint & Operations Rate	Debt Service Rate	Total Tax Rate	Average Property Tax
FY 2013	\$13.2 Billion	4.7%	\$337,126	0.2910	0.0263	0.3173	\$1,070
FY 2014	\$14.3 Billion	8.3%	\$362,410	0.2703	0.0237	0.2940	\$1,065
FY 2015	\$16.2 Billion	13.4%	\$391,403	0.2290	0.0210	0.2500	\$979
FY 2016	\$18.4 Billion	13.5%	\$425,846	0.2111	0.0189	0.2300	\$979
FY 2017	\$19.6 Billion	6.5%	\$439,696	0.2125	0.0175	0.2300	\$1,011
FY 2018	\$19.7 Billion	0.7%	\$424,952	0.2126	0.0174	0.2300	\$977
FY 2019	\$20.1 billion	2.3%	\$432,474	0.2103	0.0170	0.2273	\$983

Sales and Use Tax Revenues

Sales and use tax revenues are generated by a 1% base sales and use tax and an incremental 1% sales and use tax collected in the Economic Development Zone overlaying the Township's boundaries. In accordance with the Township's Series 2010 bond covenants, ½ of 1% of the base sales and use tax

2019 Budget Message

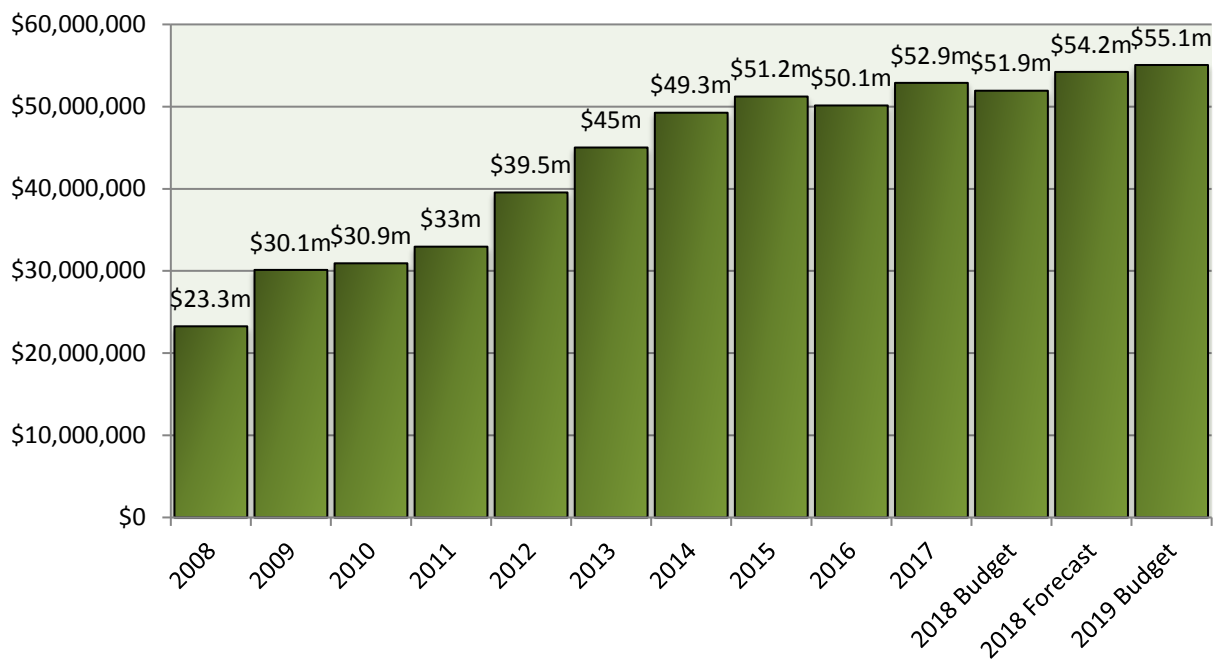


collections have been pledged for debt service on the outstanding indebtedness. However, because hotel occupancy tax revenues are sufficient to fully fund current debt service requirements, revenues generated by the base sales and use tax are available to fund other expenditures. Revenues from the 1% incremental sales and use tax are designated for public safety operations as well as previously approved improvement projects in the economic zone.

For 2019, sales and use tax revenues are projected to be \$55.0 million, representing a \$3.1 million increase over the 2018 budget of \$51.9 million. The increase is due to an estimated \$2.3 million favorable variance in revenues for 2018 as sales and use taxes rebound from stagnant levels in 2016 and 2017 and a 2.5% growth factor for 2019. Although continued sales tax growth is anticipated in the retail and food services sectors, which make up 60% of the Township's sales tax base, flat to declining trends in the manufacturing and information business sectors are also being considered. Sales and use taxes are subject to economic cycles, discretionary buying characteristics of consumers, and the business plans of commercial entities and accordingly must be monitored carefully and projected conservatively.

Sales and use taxes are an important source of revenue for the Township as they comprise 43% of general revenue sources and reduce the need for property taxes to fund services. The following chart shows historical and projected revenues, which have grown \$31.8 million, or 136.5% since 2008. The rate of annual growth has declined in recent years as new development in the community has slowed and economic conditions have fluctuated.

**Sales Tax Revenue
2008 - 2019**



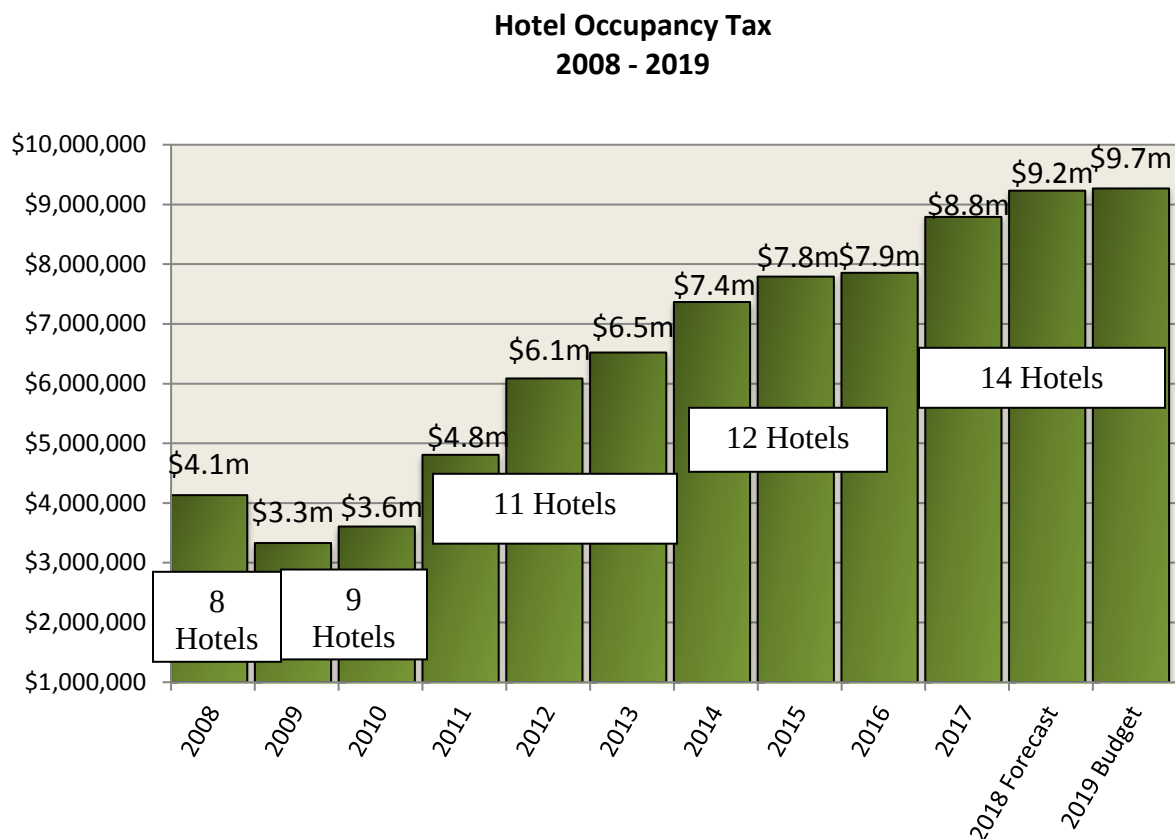


Hotel Occupancy Tax Revenues

Hotel occupancy tax revenues are generated from a 15% hotel occupancy tax, 9% of which is payable to the Township and the remaining 6% is payable to the state. The Township's portion of the tax is anticipated to generate \$9.7 million in 2019, a 5.0% increase over the 2018 forecast of \$9.2 million based on a strong local economy and targeted marketing programs initiated by The Woodlands Convention & Visitors Bureau. The Township has 14 hotels offering approximately 2,250 rooms for guests.

The Township's hotel tax consists of a 7% base tax and a 2% supplemental tax. The supplemental tax is anticipated to generate \$2.2 million in revenues in 2019, and these funds are utilized by The Woodlands Convention & Visitors Bureau (CVB) to pay for operating expenses and offset general fund transfers from the Township that would otherwise be necessary to fund the CVB's cash requirements. Base hotel tax revenues of \$7.5 million are dedicated first to funding \$4.4 million of debt service obligations on the Township's outstanding revenue bonds. Of the remaining \$3.1 million in revenues, \$0.9 million is transferred to the CVB to supplement the organization's funding requirements and \$0.2 million is transferred to fund Phase III of trolley operations. The remaining \$2.0 million is being transferred to property, operating, and capital reserves as authorized by the Board of Directors.

The following chart shows historical and projected hotel tax revenues. Revenues have grown from \$4.1 million in 2008 to an estimated \$9.7 million in 2019, a 136% increase over an eleven-year period.



2019 Budget Message



Other Revenues

Revenues also consist of program fees generated by recreation programs, pool operations, Park and Ride bus fares, Township event sponsorships, and event sales income. Program revenues for 2019 are projected to be \$9.7 million, an increase of approximately \$706,000 from the 2018 forecast due primarily to the new Recreation Center at Rob Fleming Park being in operation for over a year and the opening of a new adventure course amenity.

Grants and contributions total \$3.2 million for 2019 and consist primarily of federal and state grants that fund transportation services including the Park and Ride program and a trolley system.

Other revenues also include revenues generated by an events admission tax (\$1.5 million, of which 90% is paid to the Cynthia Woods Mitchell Pavilion to fund expenses related to cultural arts), income earned through Fire Department service contracts (\$1.5 million), CVB contracted staff/office lease (\$862,000), interest income (\$864,000), and various administrative fees (\$239,500).

For additional information regarding the Township's revenues, please reference the *Revenue Sources* section of this budget document.

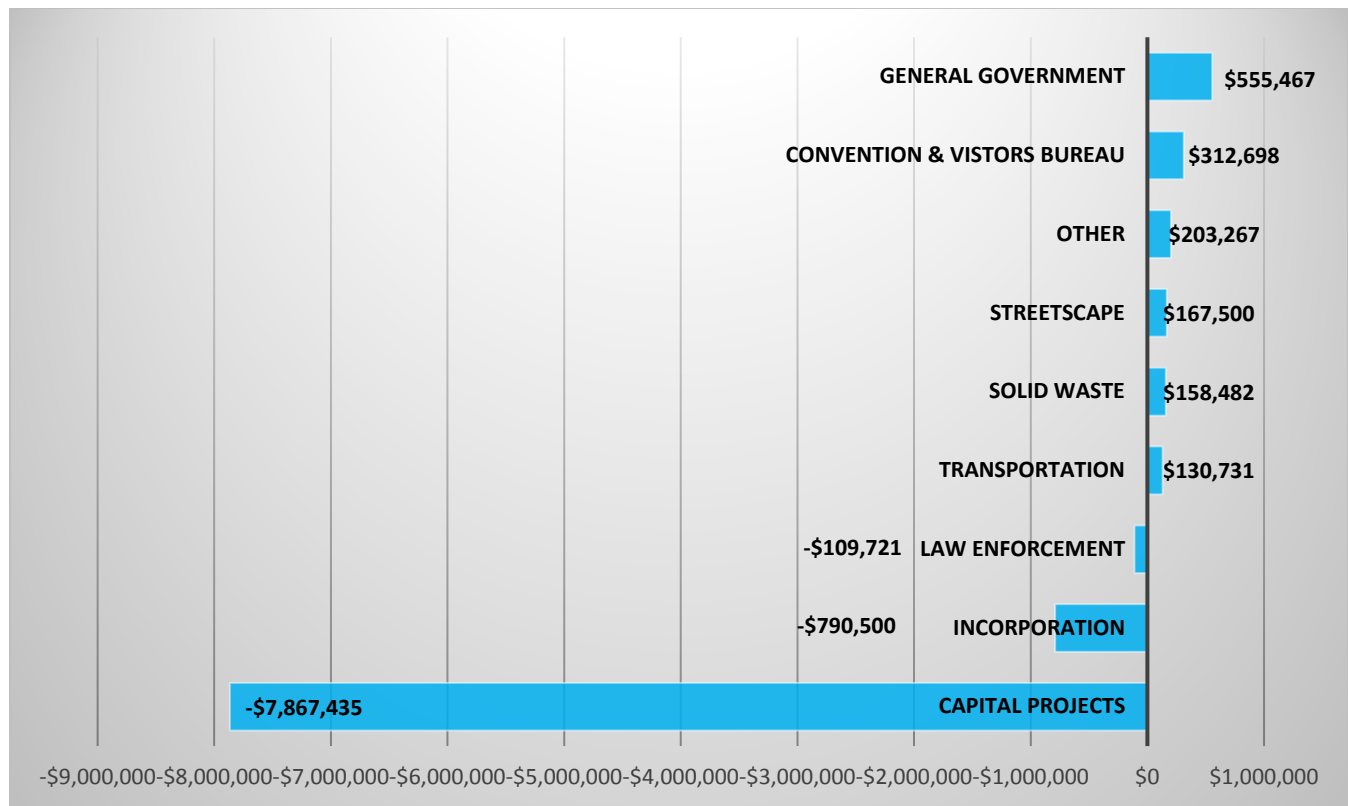
EXPENDITURES

Consolidated expenditures for 2019 total \$124.2 million, which is a \$4.7 million, or 3.7% decrease from 2018 budgeted expenditures of \$128.9 million.

	2018 Budget	2019 Budget	\$ Inc/(Dec)	% Inc/(Dec)
Operating Expenditures	\$101,641,073	\$104,717,208	\$3,076,135	3.0%
EDZ Expenditures	2,853,742	2,920,115	66,373	2.3%
Debt Service	7,900,123	7,891,455	(8,668)	-0.1%
New Development Capital	0	841,413	841,413	100.0%
Transportation Fund Capital	1,041,300	100,000	(941,300)	-90.4%
Capital Projects	15,502,948	7,735,400	(7,767,548)	-50.1%
Total Expenditures	\$128,939,186	\$124,205,591	(\$4,733,595)	-3.7%

Following is a summary of increases and decreases in expenses by department.

2019 Budget Message



The overall decrease in expenditures is due to the completion of major capital projects in 2018 including improvements to Bear Branch Park, improvements to the Recreation Center at Rob Fleming Park, microwave towers for the Fire Department, the purchase of three fire apparatus, and the completion of capital projects carried over from the 2017 budget.

Partially offsetting the decrease in total expenditures is an increase in operating expenses as the community continues to expand and the Township strives to provide the high-quality services and amenities desired by the residents. Operating expenses are projected to increase by \$3.1 million, or 3.0% from a total of \$101.6 million in 2018 to \$104.7 million in 2019.

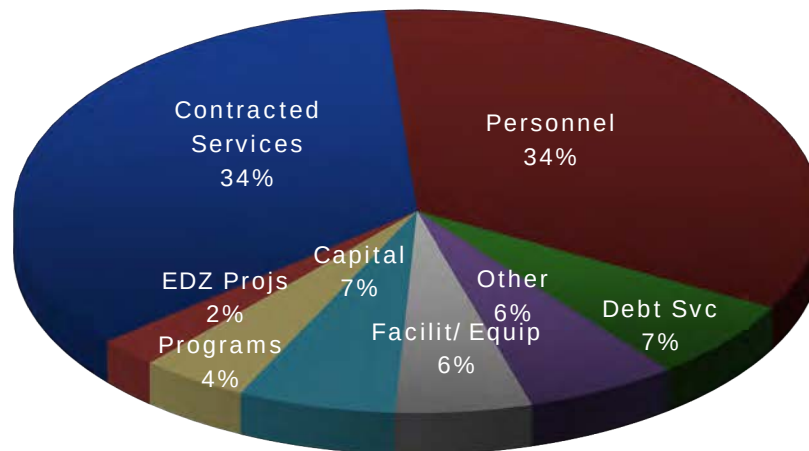
Increases in the Fire Department are due primarily to personnel and equipment costs. Parks and recreation expenses are increasing for personnel costs, including new staff positions, maintenance of parks, pathways and other community amenities, and the initiation of a fleet leasing program. Increases in Law Enforcement are related to vehicle purchases for the Sheriff's department and contracted personnel costs. The Woodlands Convention & Visitors Bureau is adding one new staff position and several new marketing programs in the 2019 budget. The increase in General Government expenses is due primarily to higher computer support and other information technology costs including the acceleration of digitizing of property records. Expenses for trash collection and streetscape maintenance contract are also increasing due to community growth and annual contract adjustments.

For detailed information regarding departmental expenditures, please reference pages 4-11 through 4-25 of the *Budget Overview* section and the *Department Profiles* section of this budget binder.

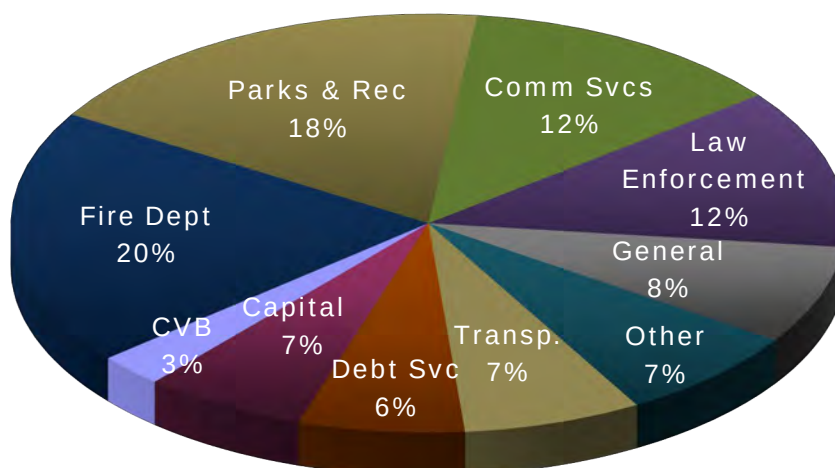


The following charts illustrate the Township's expenditures by type and by department. Because the Township is a service organization and highly dependent on employees and third-party contractors to provide services, it is not surprising that contracted services and personnel costs comprise 68% of total expenses. On a departmental level, 62% of the total budget consists of expenditures for the Fire Department, Parks and Recreation, Community Services and Law Enforcement, which are the service areas consistently identified in community surveys that are most important to residents.

**2019 BUDGET
% OF TOTAL EXPENDITURES
BY TYPE**



**2019 BUDGET
% of TOTAL EXPENDITURES
BY DEPARTMENT**

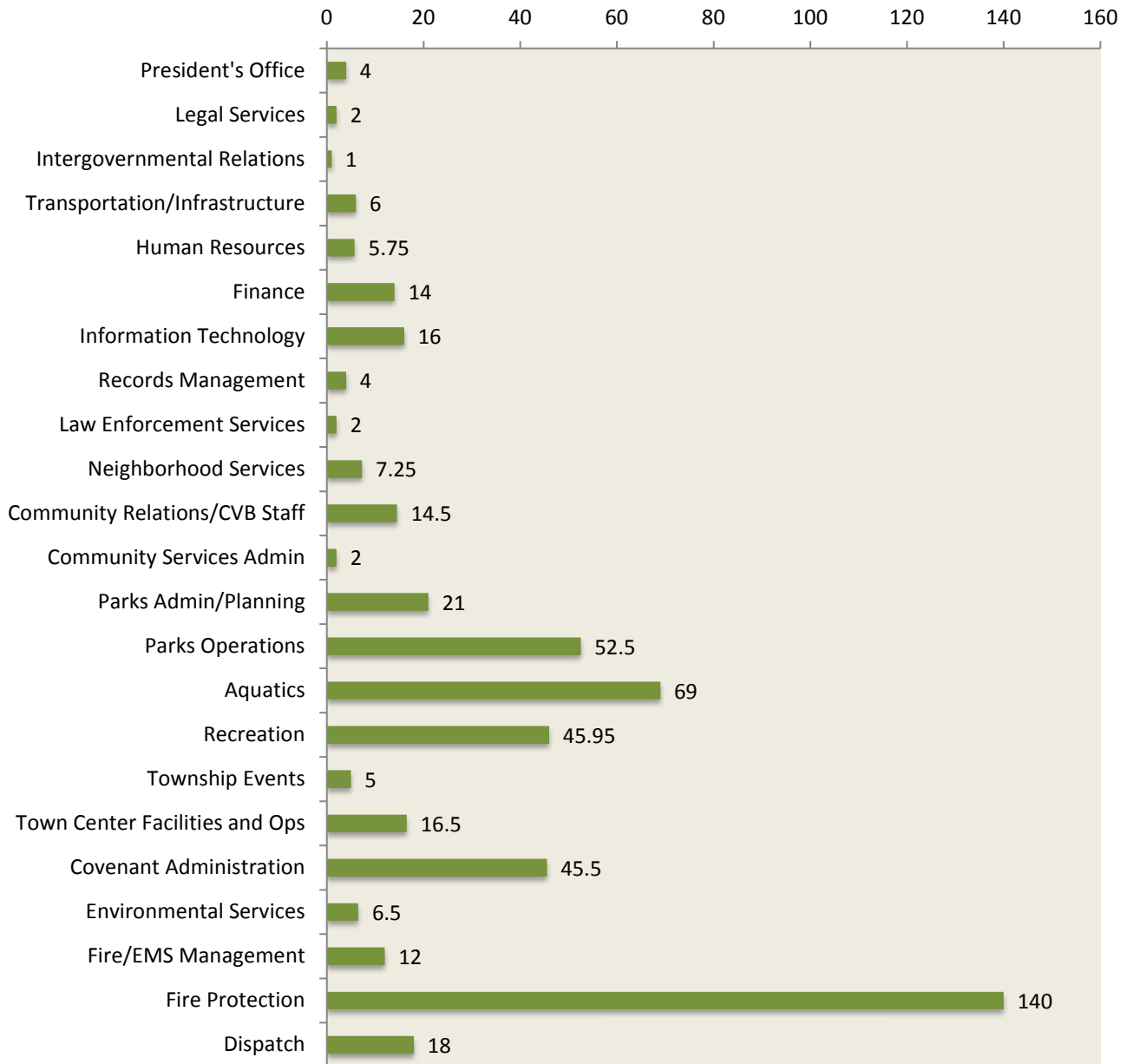




PERSONNEL

Staffing levels for 2019 are at 510.45 full time equivalent (FTE) employees, consisting of 340.45 FTEs for general employees and 170 FTEs for the fire department as indicated in the following chart:

**The Woodlands Township / The Woodlands Fire Department
Consolidated Staffing Levels - 2019**



2019 Budget Message



Additional staff resources totaling 6.5 full-time equivalents (FTEs) are in the 2019 budget for Township general employees. These include 4 FTE staff positions for Parks, 1 FTE for Community Relations, and 1.5 FTE position for Covenant Administration.

10.0 FTE staff positions are being added for 2019 for the Recreation department. 8.0 FTEs are due to the installation of the new adventure course at the Recreation Center at Rob Fleming Park. The costs of these positions will be funded by related recreation program revenues.

The Convention & Visitors Bureau Board of Directors approved the addition of a 1.0 FTE Tourism Specialist.

The Fire Department is adding 2.5 FTE staff positions in the 2019 budget. These include 0.5 FTEs for temporary dispatchers and 2.0 FTEs for firefighters to test squad concept emergency response.

The *Personnel* section of this budget document contains additional information on staffing levels and new positions and reclassifications for 2019.

Compensation expenses for fire department employees and general employees are summarized in the charts on the following page. The increase in compensation expenses is due to two primary factors:

- New positions as outlined above
- 2.25% general wage increase

To minimize escalating health insurance costs anticipated during preparation of the 2011 budget, a fully insured health plan was replaced by a self-insured plan. Self-insurance consists of fixed administrative costs paid to a third-party administrator and reinsurance premiums based on individual members and aggregate claims per calendar year. Self-insurance allows employers to better control annual rate increases, remove the insurer's profits, lower retention and risk charges, and hold and invest reserves. Since the transition to the self-insurance plan, the Township has saved approximately \$2.1 million, including \$565,000 during the first six month of 2018, compared to the costs that would likely have been incurred had the Township remained in a fully insured health plan. In conjunction with the self-insured plan, the Township established an \$800,000 reserve in 2011 to fund costs of any unanticipated expenses. To date, the reserve has not been utilized.

Health insurance premiums will not increase in 2019 for the Township or employees, even though the national trend in medical costs is expected to be 6.4%. Additionally, dental insurance premiums will remain the same. Non-medical insurance rates (life and disability) are subject to a three-year rate guarantee and will not increase in 2019.

The Township provides a 401a/457b Retirement Plan for its non-firefighter employees. The actual cost of the Township match was 7.23% in 2017, the last complete year for which information is available. Beginning in 2018, new employees are eligible for a 1 – 1 match up to a maximum of 12%. Five of the thirty-one eligible employees hired in 2018 are participating in the retirement plan and their costs are

2019 Budget Message

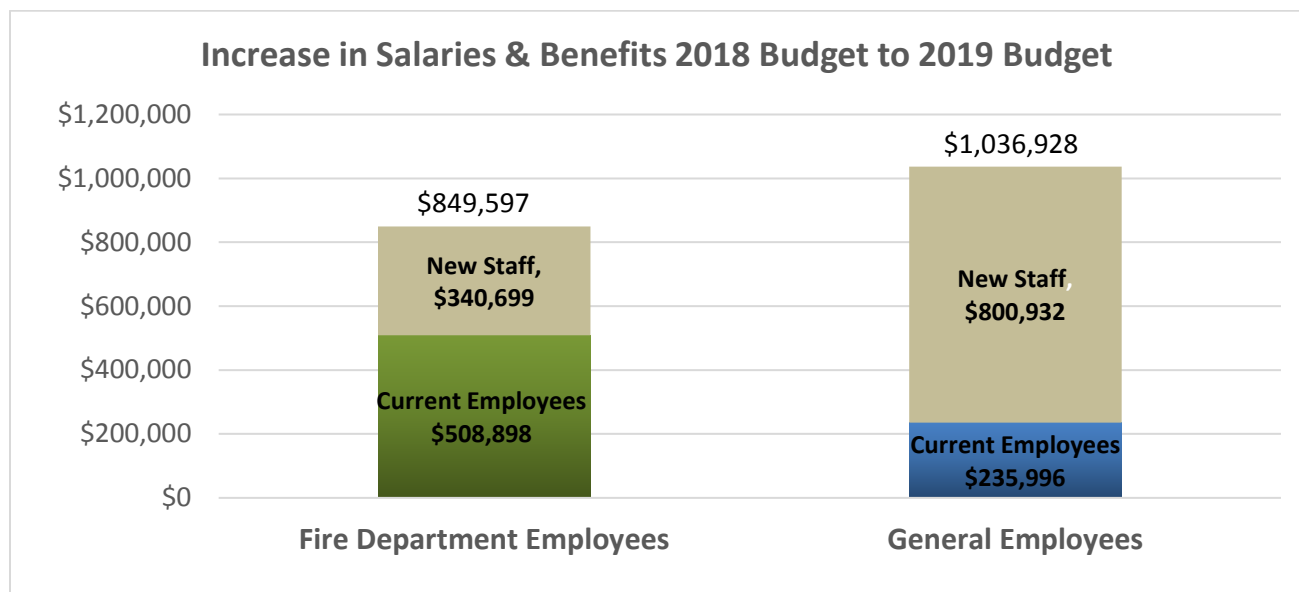


0.92% of payroll. The cost of the Township's contribution to The Woodlands Firefighters Retirement System is 12% as set by law.

Fire Department Employees	2018	2019	\$ Increase	% Increase
Current Employees	\$20,606,140	\$21,115,038	\$508,898	2.5%
New Staff Requests	n/a	\$340,699	\$340,699	100%
Total	\$20,606,140	\$21,455,737	\$849,597	4.1%
Benefits as % of Salaries	41%	39%		

General Employees	2018	2019	\$ Increase	% Increase
Current Employees	\$20,073,288	\$20,309,284	\$235,996	1.2%
New Staff Requests	n/a	\$800,932	\$800,932	100%
Total	\$20,073,288	\$21,110,216	\$1,036,928	5.2%
Benefits as % of Salaries	35%	34%		

The \$1.1 million increase in salaries and benefits for proposed new staff includes \$439,134 for the Recreation Division, which is fully funded by recreation program revenues, and \$55,816 for a staff position approved by The Woodlands Convention & Visitors Bureau Board of Directors.





CAPITAL PROJECTS PLAN

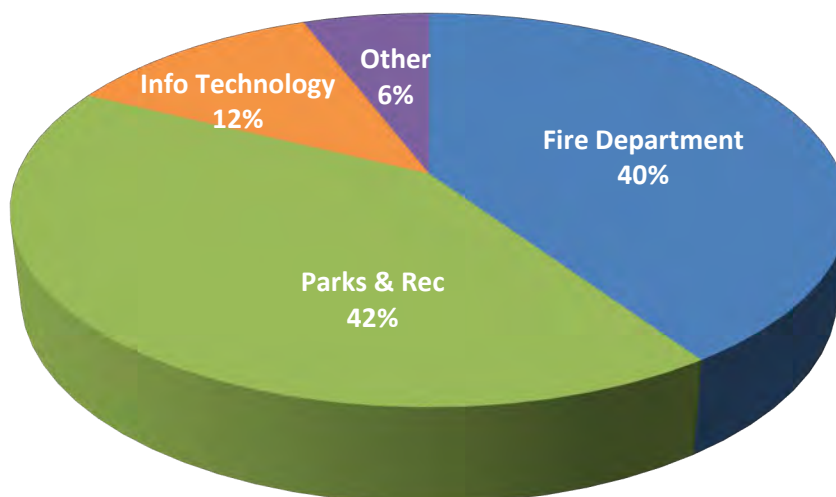
The 2019 budget and five-year plan include funding for capital projects and assets required by the Fire Department, Parks and Recreation, and Information Technology to maintain current services and amenities, to address community growth, to replace existing assets that have reached the end of their useful lives, and to stay abreast of technological advances.

Capital expenditures for 2019 total \$8.7 million. Of this amount, \$4.3 million is funded by the capital replacement reserve, \$3.0 million is funded by 2018 tax revenues, \$0.8 million is funded by capital carryovers, \$0.5 million is funded by the Grogan's Mill Road property reserve, and \$0.1 million is funded by federal transportation grants.

Following is a summary of 2019 capital projects. Please reference the *Capital Projects Fund* section of this document for a detailed information.

- \$2.3 million Fire Department apparatus
- \$2.1 million Park and pathway improvements and new additions
- \$1.2 million Fire department equipment and facilities
- \$861,500 IT hardware and software
- \$500,000 Grogan's Mill property improvements
- \$496,000 Improvements to aquatic facilities and amenities
- \$352,000 Improvements to athletic facilities and amenities
- \$327,000 Parks vehicles, equipment, and facilities
- \$155,000 Security and access control for Fire Department facilities

2019 Capital Budget



2019 Budget Message



DEBT PROFILE

The Woodlands Township's debt profile is as follows:

Description	Purpose	Maturity Date	Call Date	Interest Rates	Outstanding Principal Balance at 12/31/2018
Refunding Bonds, Series 2010	Convention Center	2027	2019	2.0% - 5.0%	\$25,745,000
Revenue Bonds, Series 2010	Town Hall Building	2026	2018	3.5% - 5.0%	\$7,230,000
Total Revenue Bonds					\$32,975,000
Unlimited Tax Bonds, Series 2010	Capital	2030	2019	3.0% - 4.125%	\$23,995,000
Unlimited Tax Bonds, Series 2011	Capital	2032	2021	1.5% - 3.450%	\$ 7,505,000
Unlimited Tax Bonds, Series 2012	Capital	2032	2021	1.0% - 3.0%	\$ 2,940,000
Tot Unlimited Tax Bonds					\$34,440,000
Total Bonds					\$67,415,000

Annual principal and interest payments on 2019 debt obligations total \$7.9 million. Of this amount, \$4.4 million is related to the revenue bonds. Debt service payments for revenue bonds are funded by sales and use tax and hotel occupancy tax proceeds. In accordance with bond covenants, ½ of 1% of the Township's base sales tax collections and 7% of the Township's hotel occupancy tax collections are pledged for debt service. In the 2019 budget, sufficient hotel tax revenues are generated to fully fund debt service obligations, making all sales tax revenues available to fund other expenses.

The Township's bond covenants also require pledged revenues equal to a minimum of 1.3 (130%) times the maximum annual debt service (MADS) during any fiscal year on the outstanding bonds. The MADS coverage for 2019 is projected to be 483%, which is indicative that the Township has additional debt capacity. However, there are no current plans to issue additional debt.

Debt service totaling \$3.5 million on the Township's unlimited tax bonds is funded by the debt service component of the property tax rate. For the 2019 budget year, the debt service component is \$0.0170, a decrease from the current rate of \$0.0174.

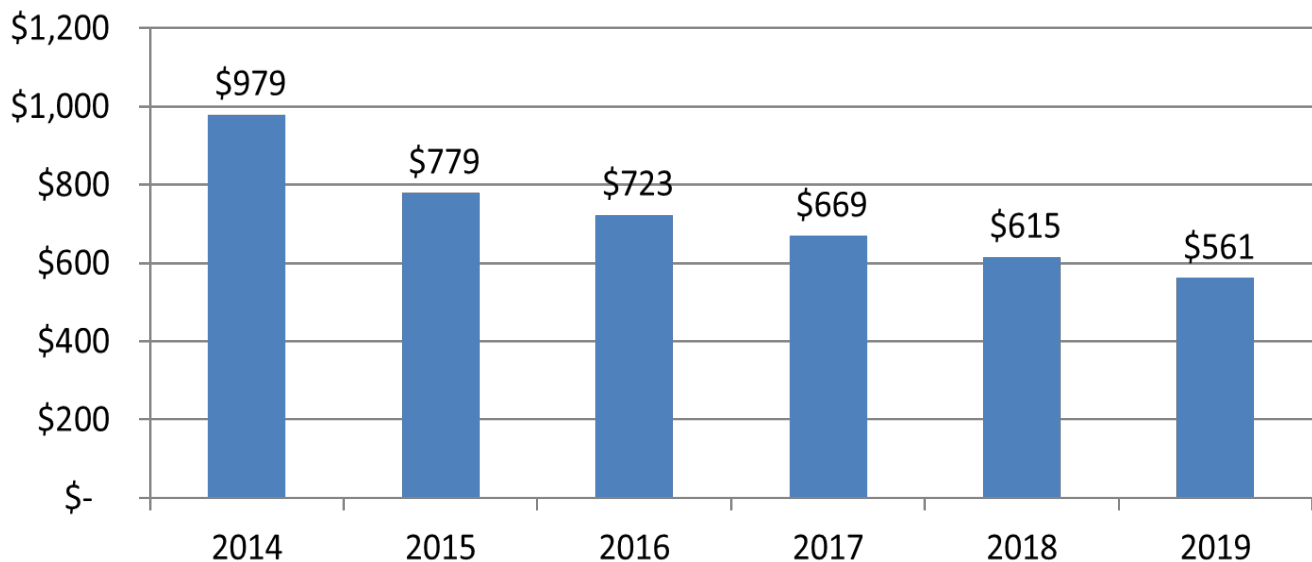
The Revenue Bonds, series 2010 related to the Town Hall facility became callable in March 2018, providing an opportunity to pay down debt if the Board determines resources are available. Additionally, the Refunding Bonds, Series 2010 for the convention center will be callable in March 2019 as will the Unlimited Tax Bonds, Series 2010.

2019 Budget Message



The chart below illustrates the Township's total debt per capita and includes both revenue bonds and general obligation bonds. Total debt per capita has declined over the past five years from a high of \$979 in 2014 to a low of \$561 in 2019, representing a 43% decrease.

	2014	2015	2016	2017	2018	2019
Outstanding Debt	\$107,325,000	\$87,685,000	\$82,880,000	\$77,900,000	\$72,735,000	\$67,415,000
Population	109,679	112,505	114,625	116,278	118,310	120,100
Debt per Capita	\$979	\$779	\$723	\$669	\$615	\$561



BOND RATINGS

The Township's bond ratings provide evidence of its financial strength. In January 2016, the Township received a rating of "AA" from Standard & Poor's and a rating of "A1" from Moody's, indicating the bonds are considered excellent investment quality. The rating agencies commented on the Township's strong tax base growth, prudent fiscal management, and substantial reserve balances in their analysis of financial condition.

In June 2018, Moody's assigned a Aa1 issuer rating to the Township. The issuer rating reflects Moody's credit assessment of the Township's implicit general obligation credit strength and is used as a reference rating for the Township's revenue bonds. Obligations rated Aa are considered to be of high quality and are subject to very low credit risk. The modifier 1 indicates that the obligation ranks in the higher end of its generic rating category. The only credit rating higher than Aa1 is Aaa.



Highlights of the credit opinion published by Moody's included:

- The Township has a history of strong fiscal management with maintenance of healthy fund balances and liquidity
- Credit strengths include a large and diverse tax base, stable financial operations with sound reserves and low debt and pension burdens
- The Township benefits from conservative budgeting and careful expense management that has contributed to stable financial reserves

OPERATING, CAPITAL, ECONOMIC DEVELOPMENT and OTHER RESERVES

The Township Board of Directors has established several reserves to account for monies designated for a specific purpose. Brief descriptions of each reserve follow:

Operating Reserve

An important measure of a governing unit's financial strength is the level of its general fund balance, or operating reserves. Operating reserves are maintained by organizations to ensure services can be delivered during economic downturns, to address unforeseen expenditures in the case of an emergency or other event, and to take advantage of opportunities that may materialize outside of the budget process. As 49% of Township's revenue sources are generated by sales and hotel occupancy taxes which can vary significantly in different economic climates, it is important to maintain operating cash reserves so that service delivery will not be negatively impacted.

In the reserve policy guidelines adopted by the Board in February 2015, the Operating Reserve balance is to be maintained at 20% of general fund expenditures. For 2019, the Board has chosen to supplement the reserve with an additional \$2.0 million over the 20% of general fund expenditures resulting in a reserve balance of \$20.8 million.

Capital Replacement Reserve

The Capital Replacement Reserve is utilized to pay for replacements or major repairs of capital assets as they age or deteriorate. By spreading out the funding for the anticipated replacements over the useful lives of the assets, taxpayers who are utilizing the amenities are participating in their replacement cost and property tax rates are not fluctuating on an annual basis to address funding requirements.

The 2019 Capital Replacement Reserve balance is projected to be \$23.9 million, which aligns closely with the amount recommended by the 2013 reserve study. The Board has chosen to supplement the reserve with an additional \$2.0 million in 2019, bringing the total to \$25.9 million. Pursuant to reserve guidelines, \$4.9 million is allocated annually to the reserve.

The Capital Replacement Reserve was also utilized to fund the capital purchase of passenger buses for the Park and Ride program. The Transportation Fund will use positive fund balances from the program to reimburse the Capital Replacement Reserve. A balance of \$2.3 million is currently owed.

2019 Budget Message



Economic Development Reserve

An Economic Development Reserve has been established to help fund economic development projects identified by the Board of Directors. Pursuant to reserve guidelines, \$350,000 is allocated annually to the reserve. The balance in the reserve is projected to be \$3.4 million at 12/31/2019.

Cultural Projects Reserve

Proceeds from the Township's portion of an events admission tax fund the Cultural Education Reserve approximately \$150,000 annually. The use of funds generated by this tax is restricted to cultural education and projects. The balance in the reserve is projected to be \$785,000 at 12/31/2019.

Incorporation Reserve

During the 2017 budget process, the Board established a \$2.5 million Incorporation Reserve to provide funding for planning and other expenses related to the potential incorporation of the Township. In 2018, the Board authorized additional allocations to the Incorporation Reserve including a \$2.0 million allocation from the Capital Contingency Reserve and \$1.9 million from the dissolution of the Road and Bridge Reserve. For 2019, the Board has transferred undesignated balances of \$10.5 million to the reserve. Anticipated expenditures of \$950,000 in 2018 and 2019 for incorporation planning results in an ending balance of \$16.0 million for 2019.

Bond Redemption Reserve

During the 2018 budget process, the Board established a \$5.9 million Bond Redemption Reserve to provide funding for potential expenditures related to the retirement of existing debt as the bonds become callable. For 2019, the Board has allocated an additional \$0.5 million to the reserve, bringing the total to \$6.4 million.

Flood and Drainage Reserve

A \$100,000 Flood and Drainage Reserve was established during the 2017 budget process to help address flooding and drainage issues impacting the Township. An additional \$150,000 was allocated to the reserve in 2018. Expenses totaling \$100,000 for flood gauges and \$40,000 for drainage engineering services are anticipated during 2018 and 2019, bringing the reserve balance to \$110,000 at 12/31/2019.

9669 Grogan's Mill Road Property Site Plan Reserve

Revenues received by the Township for the lease of property located at 9669 Grogan's Mill Road are being accumulated in this reserve to fund future expenditures specifically related to the property. In 2019, \$500,000 has been budgeted to fund expenses to demolish the existing building structures and prepare the site for future development. The Board has also authorized the transfer of \$2.8 million in undesignated fund balance to this reserve. The reserve is projected to have a balance of \$5.4 million at 12/31/2019.

2019 Budget Message



Undesignated Capital (Contingency) Reserve

Any funds remaining after all other funding obligations are met for the current budget year are allocated to the Undesignated Capital (Contingency) Reserve. For 2019, the Board has chosen to allocate all funds available in the Undesignated Capital Reserve to other reserves.

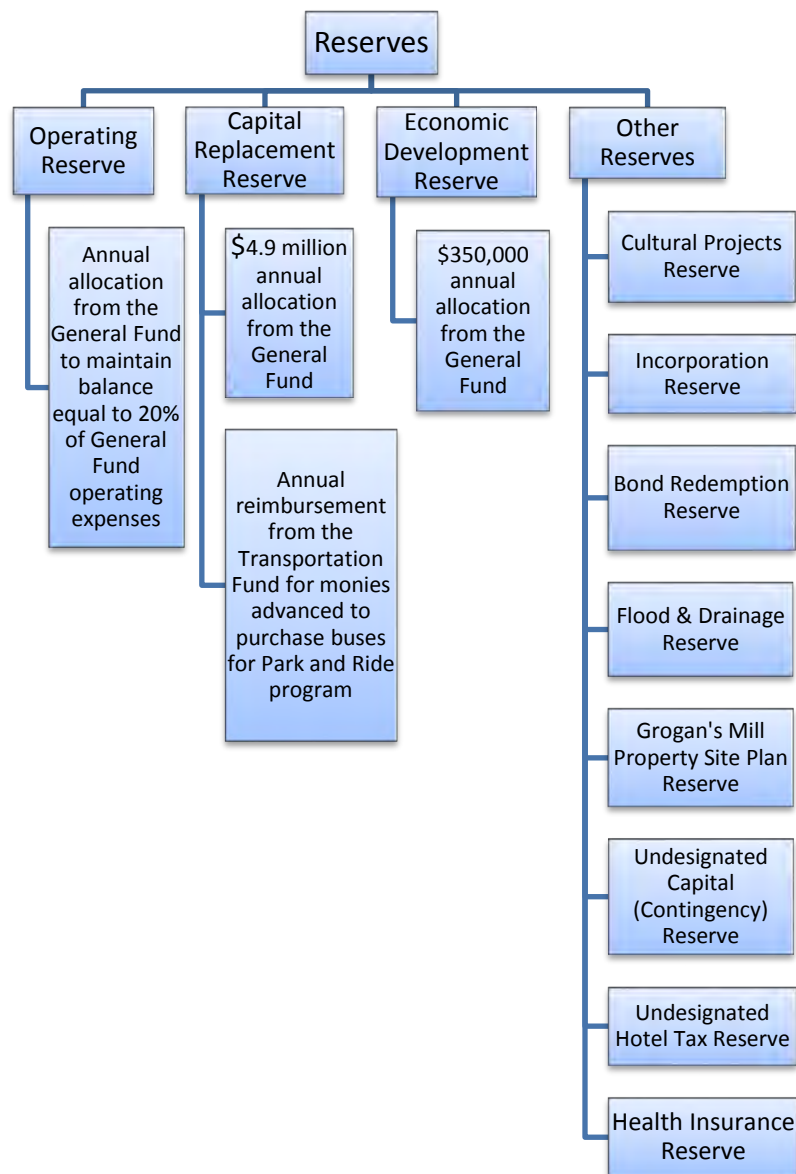
Undesignated Hotel Tax Reserve

Hotel occupancy tax revenues that remain after all annual funding obligations are met for debt service on the Township's revenue bonds, Convention & Visitors Bureau operations, and costs related to phase III of the trolley system are accumulated in the Undesignated Hotel Tax Reserve. For 2019, the Board has chosen to allocate all available funds to the Capital Replacement, Property Site Plan, and Operating Reserves.

Health Insurance Reserve

When the Township transitioned from a fully-insured health plan to a self-funded health insurance model in 2011, the Board established an \$800,000 reserve based on actuarial recommendations. Interest earnings have added an additional \$12,500 to the reserve balance. The purpose of the reserve is to provide funding in years in which employee and employer contributions to the plan are not sufficient to fully cover claims.

A summary of the reserves discussed above follows. Additional information can be found in the *Reserves* section of this budget document.



DESIGNATED FUND BALANCES

In addition to reserves, the Township maintains fund balances including those designated for debt service, the self-funded health insurance plan, and the Transportation Fund (funds allocated for transportation initiatives). The Woodlands Convention & Visitors Bureau also maintains a fund balance.

UNDESIGNATED FUND BALANCES

Funds not allocated to one of the reserves or fund balances listed above remain in the General Fund as “undesignated fund balance”. The undesignated fund balance for 2019 is \$220,718.

2019 Budget Message



The chart below summarizes projected reserves and fund balances for the years ending 2018 and 2019.

	2018 Forecast	2019 Budget
Operating Reserve	\$ 17,961,742	\$ 20,757,975
Self-Funded Health Insurance Reserve	812,486	812,486
Capital Carryover	841,413	-
Capital Replacement Reserve	23,148,511	25,916,311
Capital Replacement Reserve - Receivable from Transport. Fund	2,278,006	2,147,237
9669 Grogan's Mill Road Site Plan Reserve	3,057,916	5,391,815
Incorporation Reserve	5,625,799	16,043,799
Flood and Drainage Reserve	130,000	110,000
Economic Development Reserve	3,091,185	3,441,185
Cultural Projects Reserve	640,160	785,531
Debt Service Reserve	2,225,908	2,225,908
Debt Service Fund	4,311,213	4,311,213
Bond Redemption Reserve	5,894,000	6,394,000
Transportation Fund	699,380	849,380
Transportation Fund - Payable to Capital Replacement Reserve	(2,278,006)	(2,147,237)
Convention & Visitors Bureau Fund Balance	1,411,304	1,411,304
Total Designated Fund Balance	\$ 69,851,017	\$ 88,450,907
Undesignated Hotel Tax Reserve	3,820,937	-
Undesignated Capital Contingency Reserve	10,977,907	-
2018 Undesignated General Fund Balance	-	-
2019 Undesignated General Fund Balance	-	220,718
Total Undesignated Fund Balance	\$ 14,798,844	\$ 220,718
Total Ending Fund Balance	\$ 84,649,861	\$ 88,671,625

2019 Budget Message



FIVE-YEAR BUSINESS PLAN

As the annual budget is developed, it is important to provide high quality services that are sustainable. We must look beyond the current budget year to properly plan for future operations and to analyze the impact current decisions will have on long-term financial objectives. In this regard, staff has prepared a five-year business plan in conjunction with the 2019 budget.

The five-year plan assumes conservative revenue growth and the continuance of the 2019 property tax rate of \$0.2273. The plan also provides for growth in expenditures due to inflation and the assumption of responsibilities for streetscape and waterway maintenance from the developer as the community is built out. Anticipated increases in the solid waste contract and park and pathway maintenance contract as they come up for renewal during the next several years have also been factored into the plan. Additionally, a five-year staffing plan and capital projects plan were developed to specifically account for these significant expenditures. Please reference the *Five-Year Plan* section of this document for detailed information regarding the assumptions and budget components used to develop the Five-Year Plan.

CONCLUSION

The 2019 adopted budget reflects a continued commitment to responsible financial management and high quality, cost effective service delivery. The budget document accomplishes the Board's strategic objectives and maintains the fiscal strength of the Township.

Respectfully,

Don T. Norrell
President/General Manager, The Woodlands Township

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Introduction



In This Section You Will Find:

Guide to Using the 2019 Budget Document.....	3-1
Budget Process	3-5
Budget Calendar	3-8
Organization Chart	3-9
Strategic Plan.....	3-11

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Budget Guide



The Woodlands Township's 2019 Budget was produced using guidelines developed by the Government Finance Officers Association (GFOA) and is intended to provide proficiency in the following four areas:

1. **Policy Document** – The budget should serve as a policy document for the Board of Directors and management to convey how the organization will operate.
2. **Financial Plan** – The budget should serve as a financial plan describing all sources and uses of funding, including summaries of revenues and expenditures for multiple years, and changes in fund balances.
3. **Operations Guide** – The budget should serve as an operations guide to the departments by identifying the resources to be provided and the objectives to be met.
4. **Communications Device** – The budget should serve as a communications device to convey essential information to the diverse groups who use the budget information – the public, elected and appointed officials, bond rating agencies, and investors.

To facilitate effective communication of this budget document to its readers, the information has been organized into the following sections:

Budget Message

This section includes the Township President's transmittal letter, which is designed to summarize financial impacts and outline significant issues, major initiatives and key decisions considered in the development of the budget.

Introduction

In addition to this guide, this section includes a description of the budget process, a budget calendar, an organization chart, and the Township's Strategic Plan. Expenditures are linked to the Strategic Plan in the departments' 2019 Budget Plans located in the *Department Profiles* section of this document.

Budget Overview

This section is intended to provide the reader with a general understanding of the operating budget on a consolidated basis. Included are summary and fund financial statements for the 2018 Budget, 2018 Forecast and 2019 Budget periods, accompanied by charts, graphs and narrative analysis. Summaries of fund transfers and ending fund balances are also included.

Revenue Sources

This section provides a summary of revenue sources for the 2019 Budget. Each revenue source is described, and assumptions used to project revenues are disclosed.

Personnel

This section provides an executive summary of the Township's 2019 Compensation Plan, an overview of staffing levels by department, and requests for new staff positions and reclassifications.

Budget Guide



General Fund

This section provides a statement of revenues, expenditures and changes in fund balance for the General Fund, the Township's primary operating account. The financial statement includes information for the 2018 Budget, 2018 Forecast and 2019 Budget periods, and expenditures are organized by the departments and major functions that comprise the General Fund. Graphs, charts and narrative analysis accompany the statement.

Department Profiles

This section includes each department's 2019 Budget Plan which describes the primary responsibilities of the department, highlights accomplishments and objectives, outlines budget programs and activities, details operating revenues and expenditures, and summarizes staffing resources. References to the Strategic Plan, located in the *Introduction* section of this binder, tie the departments' objectives and expenditures to the mission and goals of the Township. Also provided are each department's detailed line item budgets.

The Woodlands Convention & Visitors Bureau

This section provides a statement of revenues, expenditures, and changes in fund balance for the Convention & Visitors Bureau. Graphs, charts and narrative analysis accompany the statement. A 2019 Budget Plan outlining accomplishments, objectives, programs, and services is also provided, as is a detailed line item budget.

Transportation Fund

This section provides a statement of revenues, expenditures, and changes in fund balance for the Transportation Fund. Graphs, charts and narrative analysis accompany the statement. A 2019 Budget Plan outlining accomplishments, objectives, programs, and services is also provided, as is a detailed line item budget.

Capital Projects Fund

This section provides a summary of capital expenditures and funding sources for the Capital Projects Fund. Detailed capital plans for the Fire Department, Parks and Recreation, Information Technology, and Town Hall are presented. A summary of funds reserved for future capital repair or replacement, economic development, potential incorporation, and other capital projects is also provided.

Special Revenue Fund

This section provides a statement of revenues, expenditures and changes in fund balance for the Special Revenue Fund, which is used to account for projects funded through The Woodlands Township Economic Development Zone. A description of each Zone project is also included.

Debt Service Fund

This section provides a statement of revenues, expenditures and changes in fund balance for the Debt Service Fund. Graphs, charts, narrative analysis and amortization schedules accompany the statement. Also included is information regarding unallocated hotel occupancy tax revenues being accumulated in this fund for debt service on potential future bond issuances or other purposes.

Budget Guide



Debt Service Reserve Fund and Bond Redemption Reserve Fund

This section provides a statement of revenues, expenditures and changes in fund balance for the Debt Service Reserve Fund and Bond Redemption Reserve Fund. A narrative analysis accompanies the statements.

Five-Year Plan

This section includes statements of revenues, expenditures and changes in fund balances for fiscal years 2019 – 2023. Assumptions used to develop the projections are provided, along with detailed five-year staffing and capital project plans.

Reserves

This section provides an overview of each of the Township's reserves, including but not limited to the Operating Reserve, the Capital Asset Replacement Reserve, the Economic Development Reserve, the Cultural Education Reserve, the Incorporation Reserve, the Bond Redemption Reserve, the Undesignated Hotel Tax Reserve, and the Capital Contingency Reserve. Data is provided for fiscal years 2019 – 2023 and includes projected allocations to and from the respective reserves.

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Budget Process



The following overview describes the 2019 Budget process.

Budget Preparation

During the first quarter of the year, finance staff members reviewed and updated the annual budget and five-year business plan models that are used to produce this budget document. In April, the finance staff conducted meetings with employees involved in budget preparation, at which time applicable budget materials and instructions were distributed. The budget calendar was communicated, with deadlines for submission of personnel requests, capital projects, operating expenditures and five-year plan projections scheduled throughout May and early June. Legal requirements, contractual obligations, board policies and funding decisions, the Township's strategic plan, and the existing five-year plan provided guidelines for budget preparation. Additionally, comments and directives communicated at the Board's Budget Planning Work Session held in May assisted staff in budget development.

The Human Resources Department developed the 2019 Salaries and Benefits Budget in accordance with the existing compensation plan, data from comparable governmental organizations and current market conditions.

Property tax revenue projections are based on the certified taxable property values provided by the Montgomery County Tax Assessor/collector in mid-August.

Revenues from sales and use taxes and hotel occupancy taxes are projected based on current and anticipated tax collections as well as economic projections from the State Comptroller's Office and local businesses and hotels.

In addition to the 2019 Budget, a Five-Year Plan was developed using a variety of economic assumptions and multi-year staffing and capital plans.

President's Review

In late June, the first draft of the budget was presented to the President. The President met with members of the Executive Management Team and department directors and managers to review budget requests and make decisions regarding funding of operations, staffing and capital projects. A careful review of debt and contractual obligations was conducted. Cash reserves for operating, capital replacement, economic development and other purposes were also considered. Decisions were made in the context of the Township's strategic plan. Changes resulting from the President's review were incorporated into the budget model to produce the preliminary "base" budget for review by the Board of Directors.

Board of Director's Review

The preliminary "base" budget was submitted to the Board of Directors for review at a series of meetings scheduled during the week of August 13-17, 2018. As directed by the Board, the 2019 Base Budget includes funding to (1) maintain existing service levels; (2) accommodate community growth; (3) meet contractual and legal obligations; (4) adhere to Board policies

Budget Process



and guidelines; and (5) continue operating and capital programs/initiatives approved and implemented in 2018 or prior years. Services and projects not included in the base budget were submitted separately as Budget Initiatives. Presentations by the President/General Manager, the Assistant General Manager – Finance and Administration, and other members of the management team were made to facilitate review and discussion of the budget documents. These budget workshops were open to the public and intended to encourage citizen input.

At the final budget workshop meeting, the Board of Directors took a recorded vote on the *proposed* 2018 property tax rate in accordance with Truth in Taxation provisions contained in the Texas Constitution and the Texas Tax Code. Please note that this vote was not the official adoption of the 2018 property tax rate, but rather a recordation of a proposed rate to determine if public hearings and related public notices were required per Truth in Taxation regulations. In general, if the proposed rate is higher than the lower of the effective tax rate or rollback rate as calculated by the county tax assessor, two public hearings and a series of public notices regarding the budget are required. For this budget, the public hearings were not required, as the proposed rate was equal to the effective rate.

Changes resulting from the Board's review of the base budget and budget initiatives were incorporated into the 2019 Budget document and presented to the Township Board of Directors for approval at the Board meeting on September 12, 2018. The 2018 property tax rate was also adopted at this meeting.

Budget Amendments

Once adopted, the budget can be amended by Board action. Proposed amendments can be brought forward as agenda items at Board of Directors meetings for review and action by the Board throughout the year.



Planning

- Board of Directors sets goals and reviews strategic plan at budget planning workshop
- Finance Department prepares forms and instructions
- Budget kick-off meeting with departments

Preparation of Preliminary Budget

- Departments prepare "base" budget with consideration of strategic plan, contract & legal obligations, organization plans and policies, and Board actions
- Finance staff reviews budget requests and prepares the preliminary "base" budget

President's Budget Review

- President reviews departmental budgets with managers and finance staff
- Changes are made based on meetings with President and departments
- Finance staff updates and completes the preliminary "base" budget

Board of Directors Budget Review

- Preliminary "base" budget is presented to Board of Directors at budget workshops
- Budget initiatives that are not included in the "base" budget are considered
- Changes resulting from the Board's review are made
- Public hearings are held (if necessary)
- Finance staff prepares the proposed budget

Adopted Budget

- Budget is adopted and property tax rate is set
- Tax collector's office mails tax bills at beginning of October
- Tax payments are due no later than January 31
- Budget becomes effective January 1
- Finance staff distributes the adopted budget to staff and public

Budget Calendar



January -
March

- Finance staff prepares budget model and preparation materials
- Budget staff distributes preparation materials; provides training/assistance

April - May

- Departments prepare budget requests
- Finance staff prepares revenue and non-departmental budgets
- Board of Directors holds budget planning workshop

June

- Finance staff compiles and reviews budget requests
- President reviews department budgets

July

- Finance staff prepares the preliminary "base" budget
- Staff prepares budget initiatives for items not included in the "base" budget

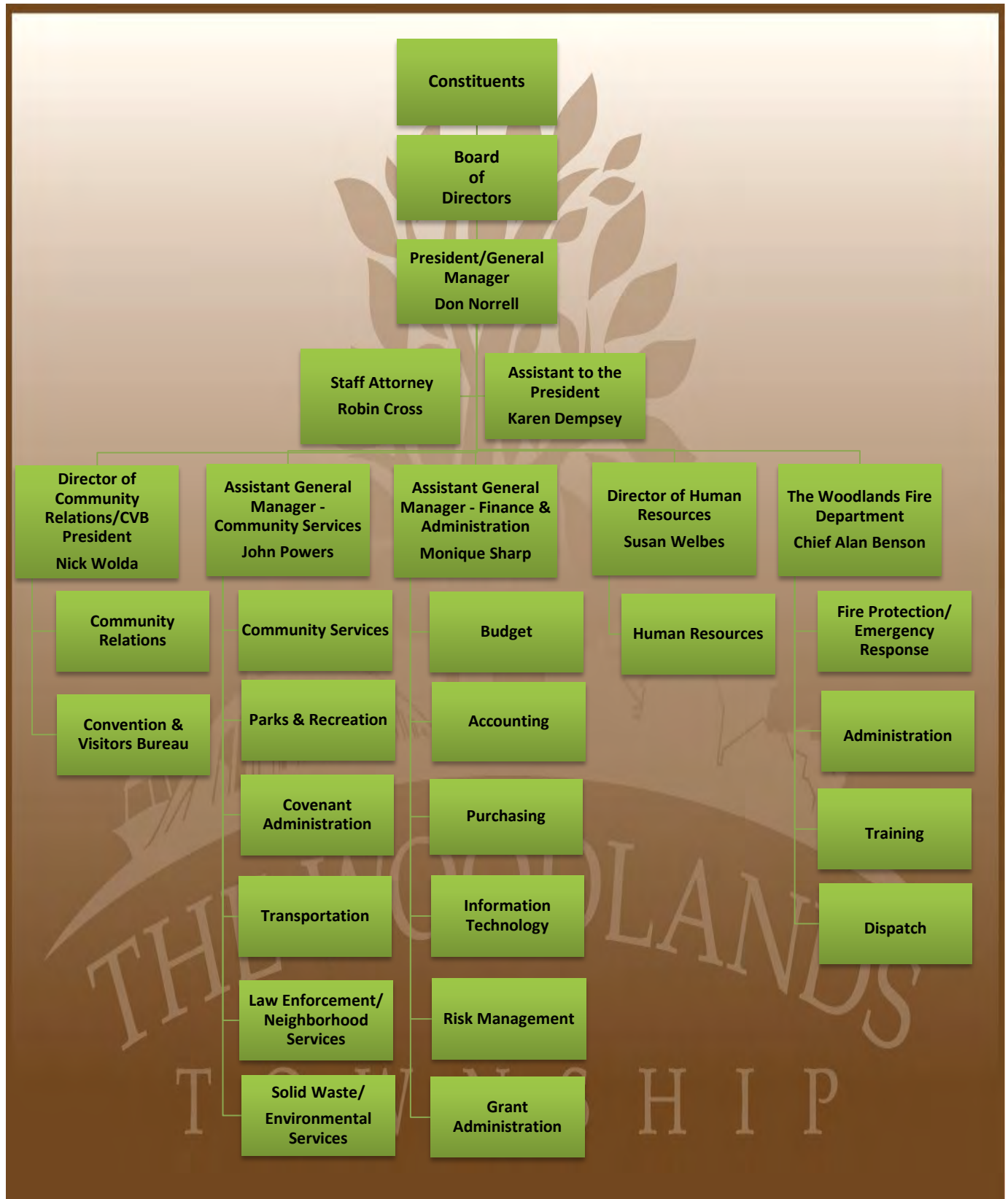
August-
September

- Board of Directors reviews the preliminary "base" budget and budget initiatives and solicits public input at a series of budget workshops
- Public hearings held (if required) per Truth in Taxation requirements
- Board Meeting: the 2019 Budget and 2018 tax rate are adopted
- Adopted property tax rate is submitted to the Tax Assessor/Collector

October

- Tax Assessor/Collector mails tax statements to property owners (Jan. 31, 2019 payment due date)

Organization Chart



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Vision 2034

The Woodlands Township

Strategic Plan

Adopted July 22, 2014



Introduction

Based on the results of the historic governance process, the Board of Directors of The Woodlands Township implemented a strategic planning process. The Woodlands is in a period of dynamic change relating to how it is governed, funds itself, and provides services and amenities. The purpose of the Strategic Plan is to keep The Woodlands Township on course during this time of change and beyond.

Vision for the Future

The first step in developing a strategic plan is to determine what is desired to be accomplished. For a company, this might be reaching a sales level or industry position. For an organization like The Woodlands Township, which is responsible for making decisions on behalf of an entire community, this process starts with a Vision for the Future.

The Vision for the Future is the ideal desired condition of the community at some future point in time – typically decades away. The Vision is a dream rooted in reality that may contain some existing conditions to be preserved along with future ambitions to be strived for.

The Woodlands Vision should be referred to regularly to ensure decisions being made are consistent with its contents.

The Woodlands Vision

The Woodlands, our dynamic hometown within a natural forest, is known for its balance between man and nature. We are a thriving business community and a premier destination for visitors – a place where generations live, worship, work, learn and play.

The Woodlands...

- ...is a place where we feel safe and secure
- ...achieves prosperity by promoting economic development and quality of life
- ...cultivates the relationship between urban needs and George Mitchell's vision of environmental sustainability
- ...provides premier services and activities, superior educational opportunities, a diversity of jobs, vibrant public spaces, integrated mobility options, public activities, cultural events and entertainment for all
- ...is a place that welcomes everyone from everywhere to grow and thrive

Organizational Mission

To pursue The Woodlands' Vision for the Future, organizations, agencies, businesses, and citizens will need to work collaboratively with a focus on the future. Leading the way will be the community's local government, The Woodlands Township. To carry out the business and myriad of tasks necessary, it is important that the Township has a clear mission.

The Woodlands Township Strategic Plan



The Woodlands Township Vision for the Future and Mission together provide the foundation for the Strategic Plan.

The Woodlands Township Mission

We fulfill The Woodlands vision by:

- Protecting the well-being and safety of our residents, visitors and businesses
- Achieving the highest standards in service delivery
- Partnering with others to sustain the vitality of our region
- Communicating with our constituents and partners
- Attracting and retaining a talented and innovative staff
- Serving as the community's political voice
- Powering economic growth through community investment
- Promoting continued vitality of neighborhoods and commercial areas
- Maintaining transparent governance
- Serving as financial stewards of the community's resources
- Evolving a governance structure to meet our goals
- Promoting sound environmental policy
- Collaborating with community partners to promote public events and cultural activities
- Collaborating with community partners to improve mobility throughout The Woodlands



Focus Areas, Goals, and Key Initiatives

Focus Areas, Goals, and Key Initiatives provide the structure for the Strategic Plan. **Focus Areas** are broad “containers” into which the vast majority of The Township’s activities and responsibilities will fall. These Focus Areas, in no prioritized order, are:

1. Service Delivery
2. Communications
3. Organizational Support
4. Governance
5. Economic Development
6. Transportation and Mobility
7. Environmental Sustainability
8. Fiscal Policy

Within the Focus Areas are bolded **Goals** which establish what is desired to be accomplished. The Goals are long-term pursuits that encourage new and more effective ways of operating.

Accompanying the Goals will be **Key Initiatives** that provide broad, action-oriented direction. Through the Focus Areas, Goals, and Key Initiatives, the Board of Directors has clearly stated what it desires to be accomplished. The professional staff of The Township uses this direction to formulate specific programs, projects, and actions it will take to pursue the Goals and implement the Key Initiatives along with identifying necessary resources.



Focus Area 1: Service Delivery

The Woodlands community operates through a multitude of service providers and The Township plays a critical role in directly providing several basic services along with supporting and coordinating many others. The Township often serves as the first point of contact for residents and businesses even though it may not be the service provider.

Maintaining a high level of service has been indicated as a priority in resident surveys and as the role of The Township evolves and changes, it must be in position to continue to provide superior services.

1.1. Protect the well-being and safety of constituents

- 1.1.1. Maintain and continue to explore options to provide a high level of proactive law enforcement visibility, effectiveness, availability and awareness
- 1.1.2. Support law enforcement public safety efforts with other kinds of security support in public areas
- 1.1.3. Explore, develop, and implement options that improve safety and educate residents on the role they can play in making their community safer
- 1.1.4. Maintain lighting to meet performance and safety standards
- 1.1.5. Maintain safe public facilities and amenities
- 1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies
- 1.1.7. Maintain Fire Department ISO 1 rating
- 1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

1.2. Provide superior parks and recreation amenities, facilities, programs and services

- 1.2.1. Ensure high quality programs and services remain affordable and cost effective while facilities are still effectively used and maintained
- 1.2.2. Provide a parks system with amenities that reflect the diversity of our population, provide accessibility features and preserve The Woodlands environment, quality and excellence
- 1.2.3. Provide a pathway system that promotes healthy lifestyles, reflects the commitment to preservation of The Woodlands environment, and

The Woodlands Township Strategic Plan



adequately connects the entire community for transportation, health and wellness

1.2.4. Provide for quality, diverse, life span recreational programming and opportunities

1.2.5. Provide special event opportunities that foster community spirit, family values, and healthy lifestyles

1.3. Provide and promote efficient, cost effective and environmentally responsible waste disposal and recycling community wide

1.4. Enforce covenants and standards to maintain neighborhood and commercial area vitality

1.4.1. Develop and maintain the structure to enforce covenants and standards

1.4.2. Update standards as technology advances

1.4.3. Research and provide programming and policy options to maintain vitality as the community ages

1.4.4. Promote clean, well-maintained properties and preserve architectural integrity

1.4.5. Maintain and improve community, village, and neighborhood signage, medians, and entry ways to promote village and neighborhood identity

1.5. Influence local partnerships to provide effective services

1.5.1. Serve as a resource for our constituents in dealing with issues that impact quality of life

1.5.2. As needs arise, identify and establish alliances with organizations that will help us achieve our vision and carry out our mission

1.6. Maintain appropriate levels of support services, infrastructure, technology and other resources to carry out and enhance the functions of the Township

Focus Area 2: Communications

Providing effective two-way communications with The Woodlands' constituents is essential as the community's leadership and operating structures evolve. As the long-term governance structure is solidified in the coming years, it will be important to develop an atmosphere of trust and transparency within the community.

2.1. Ensure effective communications with the community and partners

2.1.1. Expand public service announcements and information outlets

The Woodlands Township Strategic Plan



- 2.1.2. Improve and maintain emergency operations communications plans
- 2.1.3. Effectively utilize other entities and programs to disseminate and collect information
- 2.1.4. Provide feedback opportunities such as surveys and opinion polling
- 2.1.5. Provide ability for the public to communicate to the board
- 2.1.6. Communicate accurate and timely information on the activities of the Township to the media and the public
- 2.1.7. Proactively educate residents on Township-related community issues to ensure residents have the facts and are well-educated
- 2.1.8. Improve communication and public relations to incorporate social media and enhance general awareness of the Township and its role in the community.

2.2. Provide an inclusive atmosphere to enhance transparency and trust

- 2.2.1. Hold town hall meetings
- 2.2.2. Maintain relationships with Village Associations
- 2.2.3. Effectively communicate financial information to the public
- 2.2.4. Compile and make available Board meeting records
- 2.2.5. Encourage awareness of public meetings
- 2.2.6. Promote and recognize volunteer and community accomplishments

Focus Area 3: Organizational Support

The Township's ambitious vision and mission cannot be implemented without highly skilled, trained, and motivated people. Ensuring the highest degree of effectiveness and customer service at all levels is a high priority. In addition to providing facilities and resources to ensure a productive work environment, a culture of innovation and creative problem-solving must be maintained.

3.1. Provide education and training opportunities and a supportive working environment for Township staff

- 3.1.1. Provide a working environment that promotes productivity and high morale
- 3.1.2. Encourage education and training opportunities and continuing professional development

The Woodlands Township Strategic Plan



- 3.1.3. Educate employees on the Township vision, mission, and services provided

3.2. Position the Township to attract and retain high quality employees

- 3.2.1. Develop a progressive succession program that encourages internal promotion
- 3.2.2. Maintain a formal staff evaluation program
- 3.2.3. Provide competitive benefit and compensation packages
- 3.2.4. Provide employee recognition events to recognize accomplishments and tenure

Focus Area 4: Governance

As the recognized local government entity representing The Woodlands, The Township and its leadership need to be active participants in addressing regional issues and planning efforts. The Township also needs to be represented and visible at all legislative levels. As The Woodlands' journey toward effective self-governance continues, changes to the Township's enabling legislation must be continually explored to address unmet needs and new challenges and to facilitate future adoption of a more effective form of comprehensive local government. The impacts of these changes must be evaluated with the results communicated to the residents and business community for feedback. At the present time, the only known comprehensive alternative to the current form of governance of The Woodlands is incorporation as a municipality.

4.1. Participate in local and regional planning and advocacy efforts

- 4.1.1. Identify participation opportunities
- 4.1.2. Prioritize and assign board and staff representation

4.2. Ensure that The Woodlands is represented and visible at governmental and legislative bodies

- 4.2.1. Identify participation opportunities
- 4.2.2. Prioritize and assign board and staff representation

4.3. Maintain and expand local, regional, state, and federal partnerships with other governmental entities and stakeholders

- 4.3.1. Assign staff to specific entities to build relationships
- 4.3.2. Coordinate representation to ensure maximum participation

4.4. Continue to explore changes and enhancements to the current governance structure and clearly quantify and communicate potential impacts

The Woodlands Township Strategic Plan



- 4.4.1. Continue to observe community indicators reflective of community values that would trigger specific changes or comprehensive change in governance structure
- 4.4.2. Perform a comprehensive feasibility impact analysis of proposed changes
- 4.4.3. Develop and implement a comprehensive communication, public input and education process to ensure understanding of governance issues, proposed changes, and implications

4.5. Consider changes in the existing governance structure

- 4.5.1. Identify options to streamline covenant administration review processes
- 4.5.2. Identify improvements to the Township's regulation making authority
- 4.5.3. Organize the Township structure similar to a City (i.e. City Attorney, Public Works, etc.)
- 4.5.4. Identify alternate descriptor for members of the Township's governing body to resemble or equate to similar governmental elected positions

4.6. Develop appropriate legislative and financial strategies to deal with future governance structure and incorporation issues

Focus Area 5: Economic Development

The Woodlands' viability as a community and ability to pay for services and amenities is based on a strong local economy. The Township supports efforts to attract and retain employers and quality businesses to create jobs and also to position The Woodlands as a premier destination for visitors and travelers to expand the local tax base.

5.1. Attract, retain and promote high quality businesses

- 5.1.1. Proactively maintain contact with local and regional employers' issues and concerns
- 5.1.2. Maintain active involvement with other organizations, entities, and stakeholders to promote the local economy and secure economic development incentives (i.e., Chambers of Commerce, Economic Development Partnership, etc.)

5.2. Encourage expansion of employment and education opportunities in The Woodlands

- 5.2.1. Support strategic infrastructure improvements
- 5.2.2. Explore and develop viable incentives to attract employment and education opportunities to The Woodlands

The Woodlands Township Strategic Plan



- 5.2.3. Act as a liaison between private organizations and local governmental entities to facilitate development incentives

5.3. Support events, venues and programs to bring visitors to The Woodlands

- 5.3.1. Support convention and visitors bureau
- 5.3.2. Support public/private partnerships to increase visitors
- 5.3.3. Expand, support and create new cultural, sporting and entertainment venues
- 5.3.4. Expand collaborative efforts with other regional visitor attraction entities
- 5.3.5. Expand Hotel and Occupancy Tax revenues and tax base
- 5.3.6. Produce and sponsor high quality community events

Focus Area 6: Transportation and Mobility

The community is committed to improving mobility throughout our community. As a designated recipient of Federal Transit Authority funding and as the representative government for the community, the Township is vested in supporting or leading local and regional transportation and mobility projects and improvements.

6.1. Develop an integrated mobility system that is seamless within and surrounding the Township

- 6.1.1. Explore funding sources and partnerships to maintain affordable transportation and transit options
- 6.1.2. Implement effective and efficient Town Center transit system (way of moving people i.e. Trolley in the central business district)
- 6.1.3. Examine options to provide transportation to village and employment centers
- 6.1.4. Collaborate with transportation agencies and regional government partners (Counties and RUD) to implement potential road system and mobility improvements
- 6.1.5. Complete development of systems to enhance mobility and provide safe walking, running and cycling networks
- 6.1.6. Expand accessibility within the Township
- 6.1.7. Improve overall pedestrian/transit/cycling mobility options in the Town Center to reduce congestion

The Woodlands Township Strategic Plan



- 6.1.8. Collaborate in the development of regional transportation and mobility plans

Focus Area 7: Environmental Sustainability

The community is committed to the stewardship of the environment as a critical element of its quality of life. The Township plays a key role in supporting and in some cases leading local and regional environmental preservation efforts.

7.1. Proactively address environmental and conservation issues

- 7.1.1. Support efforts of the municipal utility districts, San Jacinto River Authority, and others to achieve superior water quality, conservation and reuse
- 7.1.2. Expand environmental education
- 7.1.3. Support conservation initiatives
- 7.1.4. Encourage and communicate the value of the creation and retention of natural forested areas on private property

7.2. Adopt policies and standards to encourage energy efficiency and use of renewable resources

- 7.2.1. Investigate opportunities and communicate with homeowners and business
- 7.2.2. Identify grant opportunities
- 7.2.3. Improve energy efficiency of the Township fleet and facilities
- 7.2.4. Explore options for development standards that promote conservation and George Mitchell's vision of environmental sustainability
- 7.2.5. Expand recycling stream

7.3. Preserve and protect the natural forested areas of the community

- 7.3.1. Maintain policies to protect native vegetation and wildlife habitats
- 7.3.2. Support reforestation and forest management planning
- 7.3.3. Enforce Covenants to ensure the proper maintenance and retention of green space and reserve areas

Focus Area 8: Fiscal Policy

The Township must maintain a financial position to allow it to meet current and new needs in a cost effective and accountable manner while ensuring the maintenance of existing assets as the community ages.

The Woodlands Township Strategic Plan



8.1. Maintain sound fiscal policies and budgets that allow the Township to address evolving service needs and maintain community quality

- 8.1.1. Plan for and identify funding for services and long term maintenance of public facilities and assets
- 8.1.2. Establish reserves for appropriate working capital, replacement of capital assets, and economic development opportunities
- 8.1.3. Explore budget philosophies that prioritize and align resource allocation to the Strategic Plan
- 8.1.4. Explore funding sources and opportunities
- 8.1.5. Maintain policies and programs regarding the collection of fees and taxes
- 8.1.6. Maintain a fiscally responsible management system to address funding requests from outside organizations and individuals
- 8.1.7. Maintain an effective long term debt management strategy
- 8.1.8. Conduct an annual audit of financial statements
- 8.1.9 Plan for future funding requirements as Developer phase-out occurs



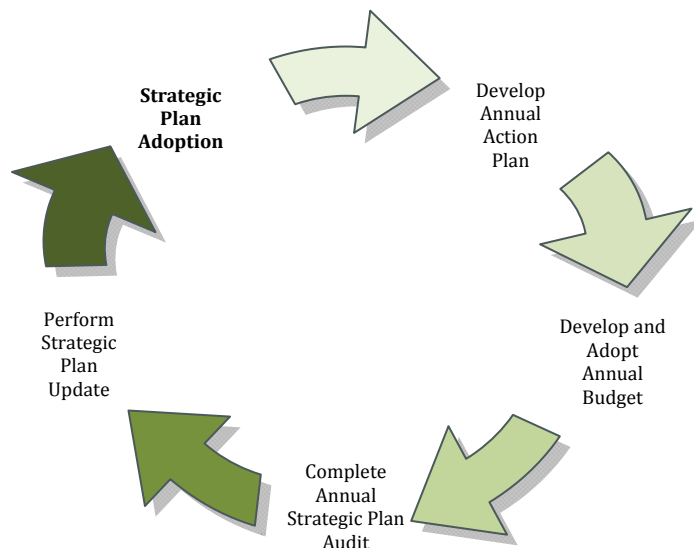
Plan Implementation

The success of an organization is measured by the results of its decisions. An important tool for effective decision-making is the Strategic Plan. The Strategic Plan must remain current and relevant through regular review and updates. Based on the challenges and changes on the horizon for The Woodlands Township, using the Strategic Plan to remain on course and keeping the plan up-to-date are critical.

The Strategic Plan is integrated into the day-to-day organizational operations of the Township. The Board of Directors uses the plan to provide strategic direction, prioritize expenditures, and evaluate proposals. Township staff used the document to develop action plans and budget proposals.

Staff is also responsible for conducting an annual Strategic Plan Audit. This activity and subsequent document consists of identifying accomplishments and progress made as well as implementation challenges faced throughout the year. Plan Audits also include any new information or changes that should be considered by the Board of Directors during their Strategic Plan update process.

Prior to the annual budget process, the Board of Directors will update and adopt the Strategic Plan.



In addition to annually updating the Strategic Plan, the Vision and Mission that serve as the foundations need to be periodically assessed. As The Woodlands grows and matures and as new people enter the community, it is important to periodically check-in with the residents so that the governing body can be confident they are leading in the desired direction.

Through systematic and diligent implementation of the Strategic Plan, The Woodlands Township can help ensure that The Woodlands continues to be a highly desirable place for generations to live, work, learn, and play.

Budget Overview



In This Section You Will Find:

- Overview of Consolidated Budget 4-1
- Consolidated Statement of Revenues and Expenditures 4-3
- Overview of Changes from 2017 Budget to 2018 Budget 4-4
- Where the Money Comes From by Revenue Type 4-5
- Department/Program Descriptions.....4-6
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The Woodlands Township Overview of Consolidated Budget

The Consolidated Operating Budget includes the combined operating revenues and expenditures of the General Fund, The Woodlands Convention & Visitors Bureau, the Transportation Fund, the Capital Projects Fund, the Debt Service Fund, the Debt Service Reserve Fund, and the Special Revenue Fund (Economic Development Zone).

	2018 Budget	2018 Forecast	2019 Budget	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL REVENUES	124,580,857	127,196,866	128,227,354	\$3,646,498 (A)	2.9%
TOTAL EXPENDITURES	128,939,186	128,187,954	124,205,591	(4,733,595) (B)	-3.7%
REVENUES OVER/(UNDER) EXPENDITURES (C,D)	(4,358,330)	(991,088)	4,021,763	8,380,093	192.3%
BEGINNING FUND BALANCE	85,640,950	85,640,950	84,649,862	(991,088)	-1.2%
ENDING FUND BALANCE	81,282,620	84,649,862	88,671,625	7,389,005	9.1%

(A) Revenues in the 2019 Budget are based on a property tax rate of \$0.2273, a 6.0% increase in sales and use tax revenues, and a 15.3% increase in hotel tax revenues from 2018 budget levels. Revenues from property tax, sales tax, and hotel tax total \$110.2 million and make up 86% of the total revenue budget. Other significant revenue sources include bus fares and grant revenues accounted for in the Transportation Fund, recreation program fees, interest earnings, and income from fire department service agreements.

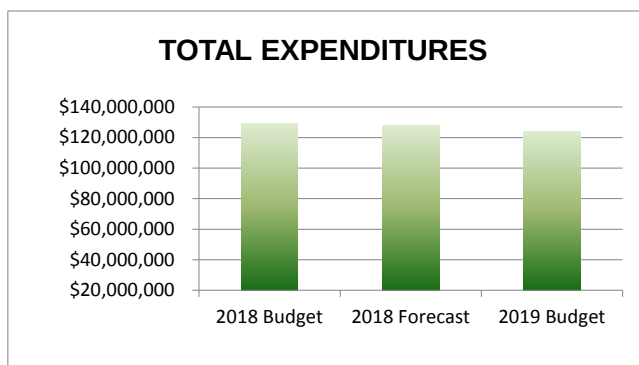
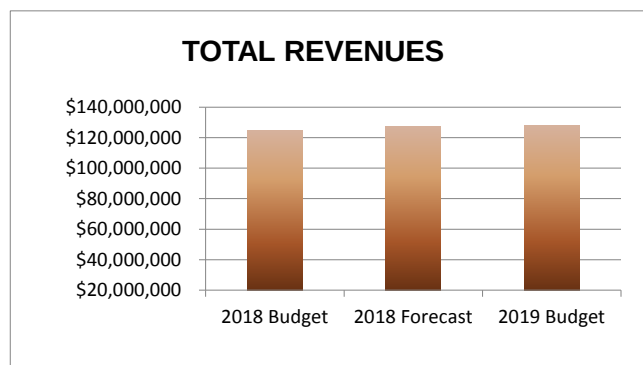
Property tax revenues total \$45.4 million for 2019 and are increasing by \$308,000 based on a \$452 million growth in taxable property values. The tax rate was lowered from \$0.2300 to the effective rate of \$0.2273 so the revenue increase is from new properties added to the tax rolls.

Sales and use tax revenues total \$55.0 million for 2019. The projected \$3.1 million increase over the 2018 budget is based on detailed analysis of the various industry components that comprise the Township's sales tax base as well as estimates from the State's Comptroller's Office. Favorable sales tax growth projections in retail, real estate leasing, and food service activities are being tempered somewhat by flat to declining trend lines in the manufacturing and information business sectors. Hotel occupancy tax revenues are expected to increase by \$1.3 million to a total of \$9.7 million based on a strong local economy and targeted marketing programs. For detailed analysis and information regarding the Township's revenues, please reference the *Revenue Sources* section of this budget binder.

(B) The overall \$4.7 million, or 3.7% decrease in expenditures is related to a decline in capital asset expenditures. Capital projects for Bear Branch Park Phases I and III, the Recreation Center at Rob Fleming, Fire Department microwave towers, two fire department ladder trucks, and improvements to Park and Ride and trolley amenities were completed in 2018. Partially offsetting the decreases in capital asset expenditures are increases in operating expenditures of \$3.1 million, or 3.0%, primarily for the Fire Department (\$1.3 million), Parks and Recreation (\$1.2 million), General Government (\$555,000), streetscape maintenance (\$167,500) and trash collection (\$158,482). The expenditure increases are due mostly to continued growth of the community and economic factors impacting costs for goods and services. For additional information regarding expenditures, please reference pages 4-10 through 4-25 of this section as well as the *Department Profiles* section of this budget document.

(C) Expenditures exceed revenues in the 2018 Budget and 2018 Forecast due to funding certain capital assets from reserve fund balances, which impacts cash balances and expenditures but not revenues.

(D) Net revenues generated in the 2019 Budget are used to fund the Township's operating reserve, capital replacement reserve, and economic development reserve in accordance with reserve guidelines established by the Board. Net revenues are also used to fund budget initiatives approved by the Board of Directors.



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**The Woodlands Township
Consolidated Budget
(in whole dollars)**

2018 Budget to 2019 Budget						
	2018 Budget	2018 Forecast	2019 Budget	\$ Inc/(Dec)	% Inc/(Dec)	
REVENUES						
Property Tax	\$ 45,114,442	\$ 45,114,442	\$ 45,421,943	\$ 307,502	0.7%	
Sales and Use Tax	51,931,289	54,216,266	55,059,173	3,127,884	6.0%	
Hotel Occupancy Tax	6,538,199	7,179,575	7,538,554	1,000,355	15.3%	
Supplemental HOT	1,868,057	2,051,308	2,153,873	285,816	15.3%	
Event Admissions Tax	1,506,752	1,446,482	1,453,714	(53,038)	-3.5%	
Program Revenue - Other	5,572,260	5,356,833	6,062,764	490,504	8.8%	
Program Revenue - Bus Fares	4,140,000	3,600,000	3,600,000	(540,000)	-13.0%	
Administrative Fees	239,500	239,500	239,500	-	0.0%	
Grants and Contributions	3,864,114	3,862,107	3,192,279	(671,835)	-17.4%	
Interest Income	588,699	876,539	864,295	275,596	46.8%	
Other Income	3,217,545	3,253,814	2,641,259	(576,286)	-17.9%	
TOTAL OPERATING REVENUES	\$ 124,580,857	\$ 127,196,866	\$ 128,227,354	\$ 3,646,498	2.9%	
TOTAL REVENUES	\$ 124,580,857	\$ 127,196,866	\$ 128,227,354	\$ 3,646,498	2.9%	
OPERATING EXPENDITURES						
General Government	9,085,670	8,828,791	9,641,137	555,467	6.1%	
Law Enforcement	14,084,892	13,868,799	13,979,417	(105,475)	-0.7%	
Neighborhood Services	615,675	601,749	611,429	(4,246)	-0.7%	
Parks and Recreation	21,451,456	21,074,522	22,634,475	1,183,019	5.5%	
Community Services	15,181,150	15,093,669	15,512,090	330,940	2.2%	
Community Relations	1,373,250	1,371,426	1,549,074	175,824	12.8%	
Transportation	8,332,357	8,164,320	8,463,088	130,731	1.6%	
Economic Development	263,000	247,200	259,000	(4,000)	-1.5%	
Fire Department	23,421,816	23,205,806	24,744,713	1,322,897	5.6%	
Convention & Visitors Bureau	2,793,124	2,890,173	3,105,822	312,698	11.2%	
Regional Participation	1,644,020	1,674,798	1,682,819	38,799	2.4%	
Other Expenditures (Operating)	3,394,664	3,331,111	2,534,144	(860,520)	-25.3%	
OPERATING EXPENDITURES	\$ 101,641,073	\$ 100,352,365	\$ 104,717,208	\$ 3,076,135	3.0%	
OTHER						
Other Expenditures (EDZ)	2,853,742	2,856,725	2,920,115	66,373	2.3%	
Capital Outlay	15,502,948	15,405,441	7,735,400	(7,767,548)	-50.1%	
New Development Capital	-	632,000	841,413	841,413		
Transportation Capital	1,041,300	1,041,300	100,000	(941,300)	-90.4%	
Debt Service	7,900,123	7,900,123	7,891,455	(8,668)	-0.1%	
OTHER EXPENDITURES	\$ 27,298,113	\$ 27,835,589	\$ 19,488,383	\$ (7,809,730)	-28.6%	
TOTAL EXPENDITURES	\$ 128,939,186	\$ 128,187,954	\$ 124,205,591	\$ (4,733,595)	-3.7%	
REVENUE OVER/(UNDER) EXPENDITURES	(4,358,330)	(991,088)	4,021,763	8,380,093	192.3%	
BEGINNING FUND BALANCE	85,640,950	85,640,950	84,649,862	(991,088)	-1.2%	
ENDING FUND BALANCE	\$ 81,282,620	\$ 84,649,862	\$ 88,671,625	\$ 7,389,005	9.1%	

The Woodlands Township
Overview of Consolidated Operating Budget

	<u>2018 BUDGET</u>	<u>2019 BUDGET</u>	<u>INCREASE</u>
REVENUES	124,580,857	128,227,354	\$3,646,498
Increase/(Decrease) in Revenues is due primarily to:			
* Sales Tax revenue		\$	3,127,884
* Hotel Occupancy Tax revenue			1,000,355
* Program revenue - Recreation Center			490,504
* Property Tax revenue		\$	307,502
* Supplemental Hotel Tax revenue			285,816
* Interest Income			275,596
* Events Admission Tax revenue			(53,038)
* Program revenue - Bus Fares			(540,000)
* Lease Revenue, other (net)			(576,286)
* Grants/Contributions			(671,835)
Total Increase in Revenues		\$	3,646,498
Detailed analysis of increases and decreases in Revenues is provided in the <i>Revenue Sources</i> section.			

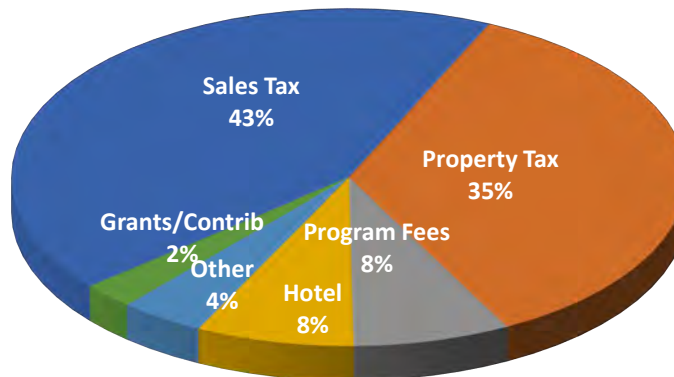
	<u>2018 BUDGET</u>	<u>2019 BUDGET</u>	<u>DECREASE</u>
EXPENDITURES	128,939,186	124,205,591	(\$4,733,595)
Increase/(Decrease) in Expenditures is due primarily to:			
* Fire Department			1,322,897
* Parks and Recreation			1,183,019
* General Government			555,467
* Convention and Visitors Bureau			312,698
* Community Relations			175,824
* Streetscape Maintenance			167,500
* Solid Waste Services			158,482
* Transportation/Infrastructure			130,731
* Covenant Administration			96,463
* Regional Participation Agreements			38,799
* Debt Service			(8,668)
* Other, net			(67,419)
* Environmental Services			(98,107)
* Law Enforcement/Neighborhood Svcs			(109,721)
* Incorporation Planning			(790,500)
* Capital Projects/EDZ			(7,801,062)
Total Increase in Expenditures		\$	(4,733,595)
Detailed analysis of increases and decreases in Expenditures is provided throughout this binder.			



WHERE THE MONEY COMES FROM BY REVENUE TYPE

Revenue	2018 Budget	2018 Forecast	2019 Budget	2018 Budget to 2019 Budget	
				\$ Change	% Change
Property Tax	\$ 45,114,442	\$ 45,114,442	\$ 45,421,943	\$ 307,502	0.7%
Sales and Use Tax	51,931,289	54,216,266	55,059,173	3,127,884	6.0%
Hotel Occupancy Tax	6,538,199	7,179,575	7,538,554	1,000,355	15.3%
Supplemental Hotel Occupancy Tax	1,868,057	2,051,308	2,153,873	285,816	15.3%
Events Admission Tax	1,506,752	1,446,482	1,453,714	(53,038)	-3.5%
Program Revenues	9,712,260	8,956,833	9,662,764	(49,496)	-0.5%
Administrative Fees	239,500	239,500	239,500	-	0.0%
Grants and Contributions	3,864,114	3,862,107	3,192,279	(671,835)	-17.4%
Interest Income	588,699	876,539	864,295	275,596	46.8%
Other Income	3,217,545	3,253,814	2,641,259	(576,286)	-17.9%
Total Revenue	\$ 124,580,857	\$ 127,196,866	\$ 128,227,354	\$ 3,646,498	2.9%

2019 BUDGET % of TOTAL REVENUE



Department/Program Descriptions



General Government

- Includes Board of Directors, President's Office, Legal Services, Intergovernmental Relations, Human Resources, Finance, Information Technology, Records Management, and non-departmental expenditures.

Law Enforcement/Neighborhood Services

- Includes Neighborhood Services and service agreements with local law enforcement agencies and mounted patrol.

Parks & Recreation

- Includes the divisions of Administration/Planning, Park and Pathway Operations, Town Center Facilities and Operations, Aquatics, Recreation, and Township Events.

Community Services

- Includes Covenant Administration, Streetscape Maintenance, Street Lighting, Solid Waste Services, and Environmental Services.

Community Relations/CVB Staff Services

- Includes Community Relations department and staffing for the Convention & Visitors Bureau.

Transportation

- Includes funding for the trolleys, park & ride services, transit planning, demand response services, and projects related to the Pedestrian and Bicycle Master Plan.

Economic Development

- Includes funding for services and programs provided to the Township by local and regional economic development entities, as well as funding to foster positive strategic partnerships and governmental representation.

Department/Program Descriptions



The Woodlands Fire Department

- Includes the administration and operations of eight stations providing fire, EMS and emergency rescue services and the Emergency Training Center.

The Woodlands Convention & Visitors Bureau

- Includes operations, destination marketing, and promotion for the CVB.

Regional Participation

- Payments to the Cities of Houston and Conroe for a defined portion of sales tax revenues per terms of Regional Participation Agreements.

Other Expenditures

- Includes funding requests from outside organizations, funding for the Village Associations, Carlton Woods Associations' service fees, the Pavilion's share of the events admission tax, sales tax rebates, incorporation study expenses, and a contingency account.

Capital Projects

- Includes capital asset acquisitions and projects related to the Fire Department, Parks and Recreation, Information Technology, Transportation Fund, and Town Hall facility.

Debt Service

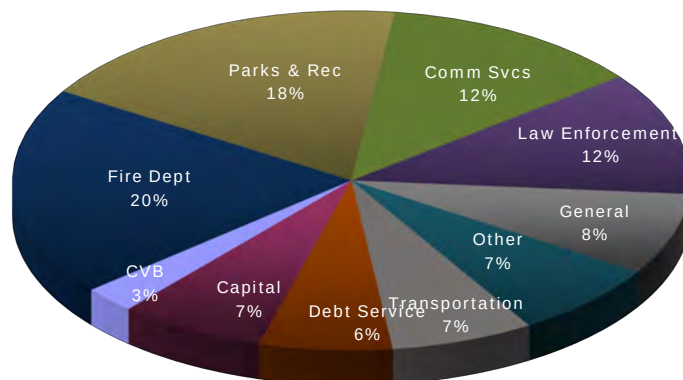
- Includes principal and interest payments on debt obligations.



WHERE THE MONEY GOES BY DEPARTMENT/PROGRAM

Department	2018 Budget	2018 Forecast	2019 Budget	2018 Budget to 2019 Budget	
				\$ Change	% Change
General Government	\$ 9,085,670	\$ 8,828,791	\$ 9,641,137	\$ 555,467	6.1%
Law Enforc/Neighborhood Svcs	14,700,567	14,470,548	14,590,846	(109,721)	-0.7%
Parks and Recreation	21,451,456	21,074,522	22,634,475	1,183,019	5.5%
Community Services	15,181,150	15,093,669	15,512,090	330,940	2.2%
Community Relations	1,373,250	1,371,426	1,549,074	175,824	12.8%
Transportation	8,332,357	8,164,320	8,463,088	130,731	1.6%
Economic Development	263,000	247,200	259,000	(4,000)	-1.5%
The Woodlands Fire Dept	23,421,816	23,205,806	24,744,713	1,322,897	5.6%
Convention & Visitors Bureau	2,793,124	2,890,173	3,105,822	312,698	11.2%
Regional Participation	1,644,020	1,674,798	1,682,819	38,799	2.4%
Other Expenditures	5,375,906	5,315,336	5,372,259	(3,647)	-0.1%
Capital Outlay	16,544,248	17,078,741	8,676,813	(7,867,435)	-47.6%
Debt Service	7,900,123	7,900,123	7,891,455	(8,668)	-0.1%
Total Expenditures	\$ 128,939,186	\$ 128,187,954	\$ 124,205,591	\$ (4,733,595)	-3.7%

2019 BUDGET % of TOTAL EXPENDITURES



The Woodlands Township Summary of Increases and Decreases Consolidated Expenditures

The Township's 2019 Consolidated Budget reflects a \$4.7 million (3.7%) decrease in expenditures from the 2018 Budget, as summarized below.

	2018 Budget	2019 Budget	\$ Inc/(Dec)	% Inc/(Dec)
Operating Expenditures (A)	\$101,641,073	\$104,717,208	\$3,076,135	3.0%
EDZ Expenditures (B)	2,853,742	2,920,115	66,373	2.3%
Debt Service (C)	7,900,123	7,891,455	(8,668)	-0.1%
New Development Capital (D)	0	841,413	841,413	100.0%
Transportation Fund Capital (E)	1,041,300	100,000	(941,300)	-90.4%
Capital Projects (F)	15,502,948	7,735,400	(7,767,548)	-50.1%
Total Expenditures	\$128,939,186	\$124,205,591	(\$4,733,595)	-3.7%

(A) Please reference the pages immediately following this one for summaries of increases and decreases in operating expenditures. Additional information is provided in the *Department Profiles* section of this budget

(B) EDZ Expenditures are based on contractual terms wherein the majority of proceeds from a 1% sales and use tax collected within the boundaries of EDZ #2 (Market Street) and EDZ #3 (Mall Expansion) are paid to the developers of the respective projects for a defined period of time or until the project costs are fully reimbursed, whichever event occurs first. Please reference the *Special Revenue Fund* section of this budget document for additional information.

(C) Debt Service payments are based on the amortization schedules outlined in the bond agreements. Please reference the *Debt Service Fund* section of this budget document for additional information.

(D) New Development Capital expenditures are based on the terms of the Comprehensive Community Services Agreement wherein the Township and The Woodlands Development Company share the costs of constructing certain public amenities in the Town Center and residential (primarily Creekside Park) areas of the community. Per the agreement, the Township fully satisfied its funding obligation in 2017, and therefore no funding was allocated in the 2018 budget. However, the agreement also allows for a carryover of unused funds to complete the projects, and the carryover amount is included in the 2019 budget.

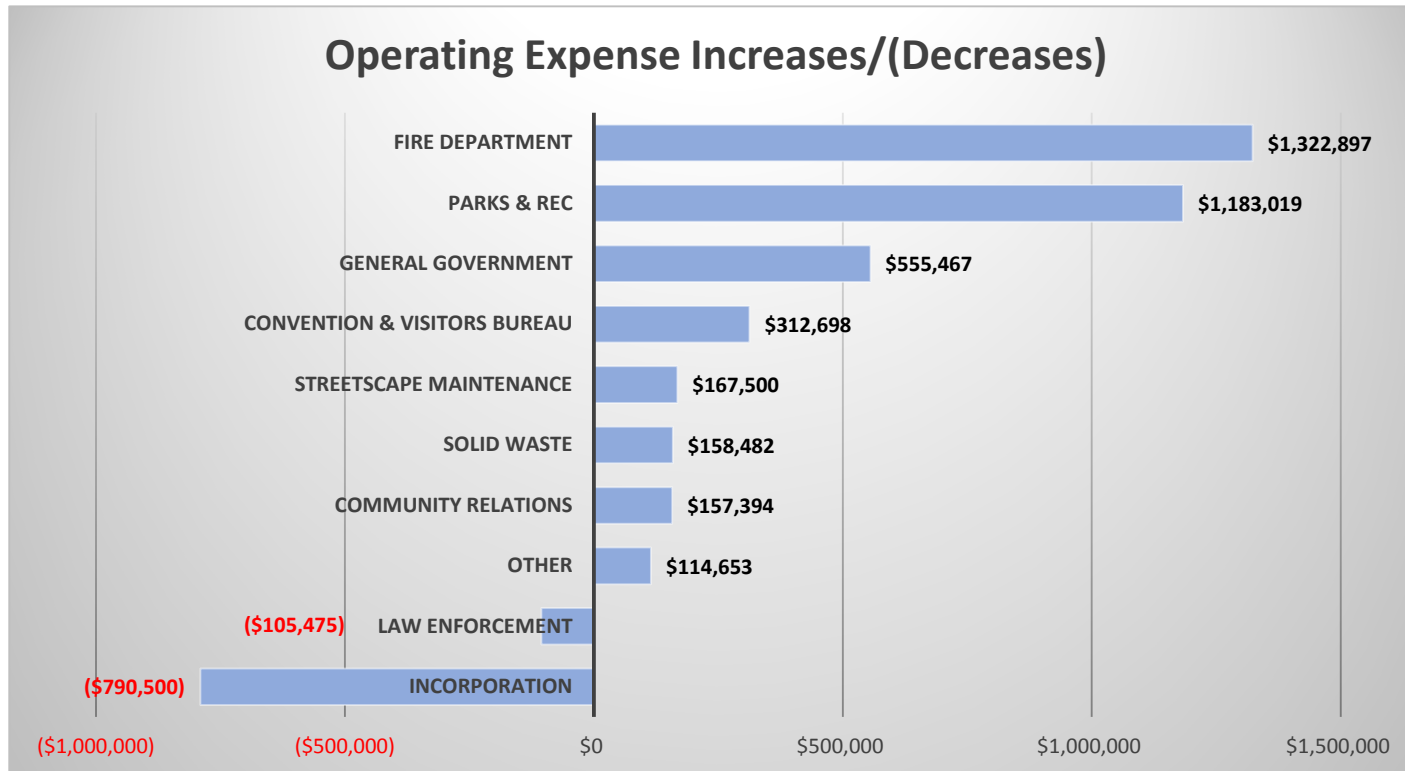
(E) Transportation Capital projects budgeted for 2018 include improvements to the Park & Ride facilities and trolley stops. The capital program for 2019 is for additional improvements but to a much lesser extent than 2018. 80% of the projects are funded by federal grants.

(F) Capital projects in the 2018 budget include Bear Branch Park phases I and III, continuing improvements to the Recreation Center at Rob Fleming Park, two Fire Department ladder trucks, a fire engine, the Fire Department microwave towers project, and capital projects carried over from the 2017 budget. Because the level of capital projects activity is significantly greater in 2018 than 2019, a decrease in capital projects is reflected in the 2019 budget. Please reference the *Capital Projects Fund* section of this budget document for additional information regarding 2019 capital projects.

The Woodlands Township Summary of Increases and Decreases Operating Expenditures

The Township's 2019 Budget reflects an increase in operating expenditures of \$3,076,135, which is a 3.0% increase over the 2018 budget.

Increases and decreases in operating expenditures from the 2018 Budget to the 2019 Budget are summarized below by department.



The following pages provide an overview of increases and decreases in each department's budget from 2018 to 2019. Additional details regarding departmental budgets are provided in the *Department Profiles* section of this budget binder.

**THE WOODLANDS TOWNSHIP
FIRE DEPARTMENT
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Fire Department	\$23,421,816	\$24,744,713	\$1,322,897	5.6%

<u>Fire Department</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment + rank promotion increases for eligible employees (includes scheduled and unscheduled overtime)	\$14,655,776	\$15,054,994	\$399,218	2.7%
Insurance - change in number of employees/dependents participating in the health insurance plan	2,865,545	2,963,191	97,646	3.4%
Retirement - increase due primarily to increase in salaries	1,682,686	1,724,176	41,490	2.5%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - decrease due to lower workers comp rates	1,402,133	1,392,446	(9,687)	-0.7%
New Staff Requests - includes salaries and benefits for 2.0 FTE squad concept firefighters, 0.5 FTE temporary dispatchers, and Special Ops Teams Incentive (see Personnel Section for detailed information)	0	320,930	320,930	100.0%
Total Salaries and Benefits - Fire Department	\$20,606,140	\$21,455,737	\$849,597	4.1%
<u>Employee Relations</u> - new expense for contracted human resource support	0	100,000	100,000	100.0%
<u>Equipment Lease/Rental</u> - new program to lease cardiac monitors instead of purchasing as capital item; increase in operating expenses is offset by decrease in capital expenditures	72,200	147,200	75,000	103.9%
<u>Equipment</u> - increase to purchase protective hoods for firefighters, new staff	74,000	150,100	76,100	102.8%
<u>Uniforms</u> - winter jackets for all fire department personnel	88,900	149,000	60,100	67.6%
<u>Computer Support</u> - increase for new electronic accountability system and other fire department software	279,300	317,300	38,000	13.6%
<u>Telephone/Data Services</u> - increase bandwidth for data lines to each fire station	347,000	374,500	27,500	7.9%
<u>Training & Conferences</u> - required training for fire protection and dispatch staff	117,000	128,300	11,300	9.7%
<u>Medical Support Services</u> - increase based on additional lab work requirements and cancer screenings	90,000	190,000	100,000	111.1%
<u>Training Materials</u> - update reference materials and supplies	25,000	25,500	500	2.0%
<u>Vehicle Fuel /Equipment Repairs & Maintenance</u> - decrease based on analysis of historical and projected costs	188,800	181,800	(7,000)	-3.7%
<u>Facility Expense</u> - decrease based on historical and projected costs for facility repairs, maintenance and supplies at 8 fire stations and Emergency Training Center	597,000	591,000	(6,000)	-1.0%
<u>Admin Expenses</u> - decreases in printing and other administrative expenses based on analysis of historical and projected costs	44,700	42,500	(2,200)	-4.9%
Total Increase in Expenditures - Fire Department			\$1,322,897	5.6%

**THE WOODLANDS TOWNSHIP
PARKS AND RECREATION
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Parks and Recreation	\$21,451,456	\$22,634,475	\$1,183,019	5.5%

<u>Park Administration, Planning and Operations</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment; increase in overtime budget; and revision to 2018 salary expenses due to staff turnover	\$3,115,123	\$3,190,379	\$75,256	2.4%
Insurance - change in number of employees/dependents participating in the health insurance plan	776,704	784,335	7,631	1.0%
Retirement - miscellaneous adjustments	326,739	325,133	(1,606)	-0.5%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - decrease due to decline in workers comp rates	327,192	310,802	(16,390)	-5.0%
New Staff Requests - includes salaries and benefits for 4 FTEs (see Personnel section for detailed information)	0	184,835	184,835	100.0%
Total Salaries & Benefits -Park Admin, Planning and Operations	\$4,545,758	\$4,795,484	\$249,726	5.5%
<u>Contracted Park and Pathway Maintenance</u> - new amenities added to the contract and increase in contract rates based on CPI	\$2,577,500	\$2,688,500	111,000	4.3%
<u>Utilities</u> - new amenities and adjustment to budget based on historical and projected costs	653,000	732,600	79,600	12.2%
<u>Leased Vehicles</u> - new program to lease 8 fleet vehicles for a term of 3 years to evaluate cost savings compared to purchasing vehicles	0	62,400	62,400	100.0%
<u>Parks Maintenance</u> - new amenities and adjustment to budget based on historical and projected costs	345,600	384,600	39,000	11.3%
<u>Lake Woodlands Bridge</u> - paint railing of Lake Woodlands Bridge	0	30,000	30,000	100.0%
<u>Restroom Cleaning</u> - add one additional amenity to contract	102,600	108,400	5,800	5.7%
<u>Data Services</u> - for proposed new staff positions	65,700	70,800	5,100	7.8%
<u>Electrical Repairs</u> - increase based on projected costs for parks and sports field amenities	355,000	360,000	5,000	1.4%
<u>Training & Conferences</u> - increase based on historical and projected costs	17,000	18,000	1,000	5.9%
<u>Admin Expense</u> - decrease in office supplies and printing costs	33,700	33,000	(700)	-2.1%
<u>Equipment Repair & Maintenance</u> - decrease based on historical and projected costs	12,000	10,000	(2,000)	-16.7%
<u>Equipment</u> - decrease based on historical and projected costs	35,500	30,000	(5,500)	-15.5%
<u>Lake Management</u> - decrease based on historical and projected costs	175,600	172,600	(3,000)	-1.7%
<u>Sign Maintenance</u> - decrease in contract costs due to staff performing maintenance	101,000	87,000	(14,000)	-13.9%
Total Increase in Expenditures - Park Administration, Planning and Operations			\$563,426	5.2%

**THE WOODLANDS TOWNSHIP
PARKS AND RECREATION
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Parks and Recreation	\$21,451,456	\$22,634,475	\$1,183,019	5.5%

<u>Aquatics</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment, partially offset by adjustments to salary expenses due to staff turnover	\$1,463,352	\$1,466,051	\$2,699	0.2%
Insurance - miscellaneous adjustment	81,874	81,913	39	0.0%
Retirement - decrease due primarily to staff turnover	24,940	23,653	(1,287)	-5.2%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - decrease due to lower workers comp rates	167,909	140,887	(27,022)	-16.1%
Total Salaries and Benefits - Aquatics	\$1,738,075	\$1,712,504	(\$25,571)	-1.5%
<u>Utilities</u> - Bear Branch pool in service for full season in 2019	430,000	460,000	30,000	7.0%
<u>Training & Conferences</u> - decrease based on historical costs	10,000	8,000	(2,000)	-20.0%
<u>Treating Chemicals</u> - decrease based on historical costs	110,000	105,000	(5,000)	-4.5%
Total Decrease in Expenditures - Aquatics (50% of expenses funded by related program fees)			(\$2,571)	-0.1%

<u>Recreation</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment, revision to 2018 budget	\$1,213,250	\$1,196,428	(\$16,822)	-1.4%
Insurance - change in number of employees/dependents participating in the health insurance plan	170,197	184,251	14,054	8.3%
Retirement - lower participation in plan than previous year	63,480	41,908	(21,572)	-34.0%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - decrease due to lower workers comp rates	121,110	114,477	(6,633)	-5.5%
New Staff Requests - includes salaries and benefits for 10.0 FTEs (see Personnel Section for detailed information)	0	439,132	439,132	100.0%
Total Salaries and Benefits - Recreation	\$1,568,037	\$1,976,196	\$408,159	26.0%
<u>Recreation Programs</u> - increase due primarily to full year of operations at Recreation Center at Rob Fleming Park and new Adventure Course	1,391,000	1,502,251	111,251	8.0%
<u>Contracted Services</u> - increase in credit card fees based on anticipated growth in program registration	180,000	198,080	18,080	10.0%
<u>Advertising</u> - decrease based on historical and projected costs	9,000	8,000	(1,000)	-11.1%
<u>Staff Development</u> - increase based on new Adventure Course	16,000	21,600	5,600	35.0%
<u>Facility Expense</u> - increase in facility repairs and maintenance	203,800	210,800	7,000	3.4%
<u>Administrative Expense</u> - decrease in supplies and dues & subscriptions, partially offset by increase in printing costs	67,700	64,100	(3,600)	-5.3%
<u>Equipment Expense</u> - equipment needs for Recreation Center at Rob Fleming Park increased due to Adventure Course	85,800	91,000	5,200	6.1%
Total Increase in Expenditures - Recreation (100% of expenses are funded by program fees)			\$550,690	3.9%

**THE WOODLANDS TOWNSHIP
PARKS AND RECREATION
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Parks and Recreation	\$21,451,456	\$22,634,475	\$1,183,019	5.5%

<u>Town Center Facilities and Operations</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment; revisions to 2018 budget	\$669,025	\$695,560	\$26,535	4.0%
Insurance - change in number of employees/dependents participating in the health insurance plan	102,350	103,360	1,010	1.0%
Retirement - increase due to increase in salaries and changes in contribution levels selected by employees	60,283	63,409	3,126	5.2%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	76,373	72,211	(4,162)	-5.4%
Total Salaries and Benefits - Town Center Facilities/Operations	\$908,031	\$934,540	\$26,509	2.9%
<u>Contracted Maintenance Expense</u> - Town Green Park, Waterway Square and Riva Row Park	1,124,800	1,153,700	28,900	2.6%
<u>Tree Lighting</u> - lighting of additional trees in Town Center area	184,000	195,000	11,000	6.0%
<u>Maintenance Expense</u> - increase for Waterway Square	57,000	58,000	1,000	1.8%
<u>Mileage Reimbursement</u> - increase based on historical and projected costs	2,000	4,000	2,000	100.0%
<u>Training & Conferences</u> - decrease based on historical costs	6,000	5,000	(1,000)	-16.7%
<u>Seasonal Lighting</u> - decrease based on projected needs	54,000	49,000	(5,000)	-9.3%
<u>Lease/Rental</u> - credit adjustment for lease of 20 Waterway amenities per terms of contract	110,300	94,000	(16,300)	-14.8%
Total Increase in Expenditures - Town Center Facilities and Operations			\$47,109	2.4%

<u>Township Events</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment; increase in overtime budget	\$258,879	\$271,314	\$12,435	4.8%
Insurance - miscellaneous adjustment	49,954	50,133	179	0.4%
Retirement - higher employee participation level in plan	16,867	32,624	15,757	93.4%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	21,354	22,099	745	3.5%
Total Salaries and Benefits - Township Events	\$347,054	\$376,170	\$29,116	8.4%
<u>Event/Program Expenses</u> - Decrease in Lighting of the Doves event production, partially offset by increases in production costs for Ice Rink and Memorial Day events	1,313,550	1,308,800	(4,750)	-0.4%
Total Increase in Expenditures - Township Events			\$24,366	1.5%
Total Increase in Expenditures - Parks and Recreation Department			\$1,183,019	5.5%

**THE WOODLANDS TOWNSHIP
COMMUNITY SERVICES
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Community Services	\$15,181,150	\$15,511,374	\$330,224	2.2%

<u>Covenant Administration</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25 salary adjustment, partially offset by revision to salary expenses due to staff turnover	\$2,044,806	\$2,082,421	\$37,615	1.8%
Insurance - change in number of employees/dependents participating in the health insurance plan	308,599	284,686	(23,913)	-7.7%
Retirement - increase due primarily to increase in salaries	210,210	213,794	3,584	1.7%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	172,356	173,477	1,121	0.7%
New Staff Requests - includes salaries and benefits for 1.5 FTE staff positions (see Personnel Section for detailed information)	0	68,456	68,456	100.0%
Total Salaries and Benefits - Covenant Administration	\$2,735,971	\$2,822,834	\$86,863	3.2%
<u>Equipment</u> - upgrade cellular phones to provide photo and email capabilities in the field; purchase 6 tablets for field use	36,500	44,500	8,000	21.9%
<u>Mileage Reimbursement</u> - increase based on community growth and higher fuel costs	50,000	52,000	2,000	4.0%
<u>Dues & Subscriptions</u> - decrease based on analysis of historical and projected costs	1,200	800	(400)	-33.3%
Total Increase in Expenditures - Covenant Administration			\$96,463	3.2%

<u>Environmental Services</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment, offset by revision to salary expenses due to staff turnover	\$343,719	\$316,187	(\$27,532)	-8.0%
Insurance - change in number of employees/dependents participating in the health insurance plan	27,371	34,729	7,358	26.9%
Retirement - decrease due primarily to staff turnover	34,737	31,863	(2,874)	-8.3%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	28,484	26,125	(2,359)	-8.3%
Total Salaries and Benefits - Environmental Services	\$434,311	\$408,904	(\$25,407)	-5.8%
<u>Equipment</u> - upgrade cellular phones to provide photo and email capabilities in the field	3,000	3,300	300	10.0%
<u>Training & Conferences</u> - decrease based on analysis of historical and projected costs	9,000	7,000	(2,000)	-22.2%
<u>Mosquito Surveillance</u> - decrease based on analysis of historical and projected costs for the program	33,000	27,000	(6,000)	-18.2%
<u>Contract Labor</u> - 2018 budget includes consultant to assist with Solid Waste contract renewal	68,000	3,000	(65,000)	-95.6%
Total Decrease in Expenditures - Environmental Services			(\$98,107)	-14.1%

**THE WOODLANDS TOWNSHIP
COMMUNITY SERVICES
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Community Services	\$15,181,150	\$15,511,374	\$330,224	2.2%

	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Streetscape Maintenance Contract</u> - increase is due to community growth and contractual rate increase based on CPI	\$4,905,682	\$5,073,182	\$167,500	3.4%
<u>Solid Waste Contract</u> - increase is due to community growth, contractual rate increase based on CPI, and fuel adjustment	\$5,002,418	\$5,160,900	\$158,482	3.2%

	2018 Budget	2019 Budget	\$ Decrease	% Decrease
<u>Community Services Administration</u>				
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment and revision to understated 2018 budget amount	\$222,559	\$228,384	\$5,825	2.6%
Health Insurance - miscellaneous adjustment	26,113	26,196	83	0.3%
Retirement - increase due to increase in salaries	28,562	29,260	698	2.4%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	14,785	14,880	95	0.6%
Total Salaries and Benefits - Community Services Admin	\$292,019	\$298,720	\$6,701	2.3%
Uniforms - decrease based on analysis of historical and projected costs	200	100	(100)	-50.0%
Total Increase in Expenditures - Community Services Administration			\$6,601	2.2%
Total Increase in Expenditures - Community Services			\$330,940	2.2%

**THE WOODLANDS TOWNSHIP
LAW ENFORCEMENT / NEIGHBORHOOD SERVICES
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

Law Enforcement / Neighborhood Services	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
	\$14,700,567	\$14,590,846	(\$109,721)	-0.7%

<u>Law Enforcement</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment	\$150,182	\$153,540	\$3,358	2.2%
Insurance - change in number of employees/dependents participating in the health insurance plan	17,878	25,205	7,327	41.0%
Retirement - increase due to increase in salaries	17,935	18,336	401	2.2%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	12,232	12,364	132	1.1%
Total Salaries and Benefits - Law Enforcement	\$198,227	\$209,445	\$11,218	5.7%
<u>Montgomery County Sheriff's Office Contract</u> - increase based on estimated annual pay increase for contracted personnel; funding for deputy to be stationed at Town Hall for office security	7,779,029	7,939,200	160,171	2.1%
<u>Equipment</u> - anticipated vehicle and equipment needs for Sheriff's Office	586,500	733,400	146,900	25.0%
<u>Mounted Patrol</u> - decrease in patrol areas, partially offset by increase based on maximum 3% rate increase per terms of agreement	2,156,147	1,746,650	(409,497)	-19.0%
<u>JP Pct. 3 Clerk</u> - increase based on estimated annual pay increase for contracted personnel	56,500	58,200	1,700	3.0%
<u>City of Shenandoah</u> - adjustment per terms of contract	261,069	262,002	933	0.4%
<u>MCSO/Constable Pct. 3 Safe Harbor</u> - decrease based on estimates provided by agencies	282,500	280,500	(2,000)	-0.7%
<u>Constable Pct. 3 Internet Crimes</u> - decrease based on equipment purchased in 2018	112,200	99,300	(12,900)	-11.5%
<u>Staff Development</u> - decrease based on analysis of historical and projected costs	7,600	6,100	(1,500)	-19.7%
<u>Printing</u> - decrease based on analysis of historical costs	3,000	2,500	(500)	-16.7%
Total Increase in Expenditures - Law Enforcement			(\$105,475)	2.6%

<u>Neighborhood Services</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment, partially offset by revision to 2018 budget amount	\$335,678	\$340,214	\$4,536	1.4%
Insurance - change in number of employees/dependents participating in the health insurance plan	\$72,933	\$65,396	(\$7,537)	-10.3%
Retirement - increase due to increase in salaries	\$40,321	\$40,779	\$458	1.1%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	\$28,343	\$28,340	(\$3)	0.0%
Total Salaries and Benefits - Neighborhood Services	\$477,275	\$474,729	(\$2,546)	-0.5%
<u>Dues & Subscriptions</u> - decrease based on analysis of historical costs	500	300	(200)	-40.0%
<u>Meetings</u> - decrease based on analysis of historical costs	1,000	700	(300)	-30.0%
<u>Equipment</u> - decrease based on analysis of historical costs	4,200	3,000	(1,200)	-28.6%
Total Decrease in Expenditures - Neighborhood Services			(\$4,246)	-0.7%
Total Decrease in Expenditures - Law Enforcement / Neighborhood Services			(\$109,721)	-0.7%

**THE WOODLANDS TOWNSHIP
TRANSPORTATION AND INFRASTRUCTURE DEPARTMENT
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

Transportation and Infrastructure	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
	\$8,332,357	\$8,463,088	\$130,731	1.6%

<u>Transportation and Infrastructure</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment	\$432,720	\$441,110	\$8,390	1.9%
Insurance - change in number of employees/dependents participating in the health insurance plan	47,355	74,809	27,454	58.0%
Retirement - higher participation level than previous year	50,339	59,695	9,356	18.6%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	35,297	35,565	268	0.8%
Total Salaries and Benefits - Transportation/Infrastructure	\$565,711	\$611,179	\$45,468	8.0%
<u>Trolley Program</u> - 2019 budget includes full year of phase III trolley operations; increase in hourly operating rate	1,045,694	1,122,998	77,304	7.4%
<u>Park and Ride Program - Contracted Services</u> - increase in hourly operating rate	5,539,852	5,576,611	36,759	0.7%
<u>Park and Ride Admin Expense</u> - decrease in printing costs based on analysis of historical and projected costs	12,000	10,000	(2,000)	-16.7%
<u>Administrative Expense</u> - increase for staff mileage reimbursements based on analysis of historical and projected costs	17,500	18,000	500	2.9%
<u>Equipment Expense</u> - decrease based on analysis of historical and projected costs	2,500	1,500	(1,000)	-40.0%
<u>Staff Development</u> - decrease in staff training and uniform expenses based on analysis of historical and projected costs	7,900	6,600	(1,300)	-16.5%
<u>Transportation Initiatives</u> - 2018 budget included \$25,000 for staff and equipment for George Mitchell Reserve trails	525,000	500,000	(25,000)	-4.8%
Total Increase in Expenditures - Transportation and Infrastructure			\$130,731	1.6%

**THE WOODLANDS TOWNSHIP
CONVENTION & VISITORS BUREAU
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Convention & Visitors Bureau	\$2,793,124	\$3,105,822	\$312,698	11.2%

<u>Convention & Visitors Bureau</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>New Programs</u> - includes RFP Bid Proposals/Fulfillment (\$75,000); Trade Show Sponsorships (\$25,000); and Site Tours (\$25,000)	0	125,000	125,000	100.0%
<u>CVB Contracted Staff</u> - reference "Community Relations / CVB Staff" worksheet in this section for details regarding budgeted increases in salaries and benefits	674,274	792,822	118,548	17.6%
<u>Events</u> - event sponsorship for Houston and Beyond	0	15,000	15,000	100.0%
<u>Photography</u> - additional photography services	0	15,000	15,000	100.0%
<u>Sales Mission & Tradeshow</u> - additional out of town travel to conferences and trade shows	135,000	150,000	15,000	11.1%
<u>Video Production</u> - new videos to promote The Woodlands	26,000	40,000	14,000	53.8%
<u>Legal</u> - increase based on analysis of historical and projected costs	36,000	46,000	10,000	27.8%
<u>Promotional Supplies</u> - increase based on anticipated need	40,000	47,500	7,500	100.0%
<u>Advertising</u> - increase for advertising opportunities not specifically identified in other budget line items	915,000	920,000	5,000	0.5%
<u>Uniforms</u> - new budget line item for 2019	0	4,000	4,000	100.0%
<u>Data Services</u> - for new staff position	8,600	10,250	1,650	100.0%
<u>Supplies</u> - increase based on analysis of historical and projected costs	6,500	7,500	1,000	15.4%
<u>Meeting Planner Guide</u> - increase based on anticipated need	20,000	21,000	1,000	5.0%
<u>Current Newsletter</u> - decrease based on anticipated distribution of newsletter	40,000	20,000	(20,000)	-50.0%
Total Increase in Expenditures - Convention & Visitors Bureau			\$312,698	11.2%

THE WOODLANDS TOWNSHIP
COMMUNITY RELATIONS DEPARTMENT / CONVENTION & VISITORS BUREAU STAFF
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES

Community Relations Dept. / CVB Staff	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
	\$1,373,250	\$1,549,074	\$175,824	12.8%

<u>Community Relations</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment; revisions to salary expense due to staff turnover	\$368,065	\$383,983	\$15,918	4.3%
Insurance - change in number of employees/dependents participating in the health insurance plan	58,346	36,642	(21,704)	-37.2%
Retirement - lower participation level than previous year	42,484	40,023	(2,461)	-5.8%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	26,681	27,263	582	2.2%
New Staff Request - salary and benefits for Social Media/Community Relations Specialist, 1.0 FTE (see Personnel Section for detailed information)	0	52,691	52,691	100.0%
Total Salaries and Benefits - Community Relations	\$495,576	\$540,602	\$45,026	9.1%
<u>Contract Labor</u> - decrease based on analysis of historical and projected costs	36,400	28,000	(8,400)	-23.1%
<u>Consulting Services</u> - decrease based on analysis of historical and projected costs	2,000	0	(2,000)	-100.0%
<u>Community Relations</u> - decrease based on analysis of historical and projected costs	20,000	18,000	(2,000)	-10.0%
<u>Staff Development</u> - decrease based on analysis of historical and projected costs	5,500	4,400	(1,100)	-20.0%
<u>Equipment</u> - decrease based on analysis of historical and projected costs	4,000	3,000	(1,000)	-25.0%
<u>Mileage Reimbursement</u> - decrease based on analysis of historical and projected costs	500	300	(200)	-40.0%
<u>Data Services</u> - cellular phone for new employee; phone for use during media events and at the EOC	2,500	4,000	1,500	60.0%
<u>Website</u> - increase to improve accessibility components of the website and include closed captioning of board meetings	45,000	70,450	25,450	56.6%
Total Increase in Expenditures - Community Relations			\$57,276	5.6%

<u>Convention & Visitors Bureau Staff</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment; revisions to salary expense due to staff turnover	\$507,784	\$526,396	\$18,612	3.7%
Insurance - change in number of employees/dependents participating in the health insurance plan	\$75,211	\$119,649	44,438	59.1%
Retirement - lower participation level than previous year	\$50,311	\$49,093	(1,218)	-2.4%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	\$40,968	\$41,867	899	2.2%
New Staff Request - salary and benefits for Tourism Specialist, 1.0 FTE (see Personnel Section for detailed information)	0	55,817	55,817	100.0%
Total Salaries and Benefits - Convention & Visitors Bureau	\$674,274	\$792,822	\$118,548	17.6%
Total Increase in Expenditures - Convention & Visitors Bureau Staff			\$118,548	17.6%
Total Increase in Expenditures - Community Relations / CVB Staff			\$175,824	12.8%

**THE WOODLANDS TOWNSHIP
GENERAL GOVERNMENT
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
General Government	\$9,085,670	\$9,641,137	\$555,467	6.1%

<u>President/General Manager's Office</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment, partially offset by revisions to salary expenses due to staff turnover	\$522,072	\$525,634	\$3,562	0.7%
Insurance - change in number of employees/dependents participating in the health insurance plan	75,249	67,499	(7,750)	-10.3%
Retirement - lower participation level than previous year	61,767	53,932	(7,835)	-12.7%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - decrease due to lower workers comp rates	31,372	31,297	(75)	-0.2%
Total Salaries and Benefits - President/General Manager's Office	\$690,460	\$678,362	(\$12,098)	-1.8%
Total Decrease in Expenditures - President/General Manager's Office			(\$12,098)	-1.7%

<u>Legal Services</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment, partially offset by revision to 2018 budget amount	\$230,102	\$233,054	\$2,952	1.3%
Insurance - miscellaneous adjustment	19,021	19,063	42	0.2%
Retirement - increase due to increase in salaries	32,214	32,628	414	1.3%
Other Benefits (FICA, Workers Comp, Unemployment Tax) - decrease due to lower workers comp rates	16,239	16,123	(116)	-0.7%
Total Salaries and Benefits - Legal Services	\$297,576	\$300,868	\$3,292	1.1%
<u>Meetings</u> - decrease based on analysis of historical and projected costs	500	300	(200)	100.0%
<u>Equipment Expense</u> - decrease based on analysis of historical and projected costs	1,500	1,000	(500)	-33.3%
Total Increase in Expenditures - Legal Services			\$2,592	0.3%

**THE WOODLANDS TOWNSHIP
GENERAL GOVERNMENT
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
General Government	\$9,085,670	\$9,641,137	\$555,467	6.1%

<u>Intergovernmental Relations</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment; revision to 2018 budget amount	\$94,976	\$97,335	\$2,359	2.5%
Insurance - change in number of employees/dependents participating in the health insurance plan	16,504	24,118	7,614	46.1%
Retirement - lower participation level than previous year	13,297	0	(13,297)	-100.0%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	7,693	7,792	99	1.3%
Total Salaries and Benefits - Intergovernmental Relations	\$132,470	\$129,245	(\$3,225)	-2.4%
<u>Legal</u> - increase for legislative year	20,000	40,000	20,000	100.0%
<u>Consulting</u> - end consulting agreement	42,000	0	(42,000)	-100.0%
<u>Mileage Reimbursement</u> - increase based on analysis of historical and projected costs and travel to Austin during legislative session	1,000	3,600	2,600	260.0%
<u>Meetings</u> - increase based on analysis of historical and projected costs	300	1,200	900	300.0%
<u>Admin Expenses</u> - increase in Supplies and Dues & Subscriptions	2,450	3,200	750	30.6%
Total Increase in Expenditures - Intergovernmental Relations			(\$20,975)	16.5%

<u>Human Resources</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment	\$408,863	\$418,532	9,669	2.4%
Insurance - change in number of employees/dependents participating in the health insurance plan	74,046	66,930	(7,116)	-9.6%
Retirement - miscellaneous adjustment	54,514	54,456	(58)	-0.1%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	31,791	32,561	770	2.4%
Total Salaries and Benefits - Human Resources	\$569,214	\$572,479	\$3,265	0.6%
<u>Meetings</u> - decrease based on analysis of historical and projected costs	800	600	(200)	-25.0%
<u>Training & Conferences</u> - decrease in organization-wide training needs for 2019	31,400	21,200	(10,200)	-32.5%
<u>Contracted Services</u> - add Compensation Study for 2019	0	100,000	100,000	100.0%
<u>Affordable Care Tax</u> - decrease based on provisions of Affordable Care Act	35,000	1,500	(33,500)	-95.7%
Total Decrease in Expenditures - Human Resources			\$59,365	-5.0%

**THE WOODLANDS TOWNSHIP
GENERAL GOVERNMENT
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
General Government	\$9,085,670	\$9,641,137	\$555,467	6.1%

<u>Finance</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment	\$1,055,998	\$1,079,514	\$23,516	2.2%
Insurance - change in number of employees/dependents participating in the health insurance plan	166,028	187,538	21,510	13.0%
Retirement - lower participation level than previous year	145,511	138,652	(6,859)	-4.7%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	82,555	83,590	1,035	1.3%
Total Salaries and Benefits - Finance	\$1,450,092	\$1,489,294	\$39,202	2.7%
<u>Payroll Processing Fees</u> - adjustment to understated 2018 budget	107,000	115,300	8,300	7.8%
<u>Consulting</u> - increase for capital reserve study update	34,000	39,000	5,000	14.7%
<u>Meetings</u> - decrease based on analysis of historical costs	600	500	(100)	-16.7%
<u>Bank Fees</u> - decrease based on historical costs	900	500	(400)	-44.4%
<u>Equipment</u> - decrease based on analysis of historical costs	3,000	2,400	(600)	-20.0%
<u>Training & Conferences</u> - decrease based on historical costs	8,000	7,000	(1,000)	-12.5%
Total Increase in Expenditures - Finance			\$50,402	2.6%

<u>Information Technology</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment	\$1,222,067	\$1,250,622	\$28,555	2.3%
Insurance - change in number of employees/dependents participating in the health insurance plan	222,843	201,174	(21,669)	-9.7%
Retirement - higher participation level than previous year	132,169	148,565	16,396	12.4%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	98,548	99,565	1,017	1.0%
Total Salaries and Benefits - Information Technology	\$1,675,627	\$1,699,926	\$24,299	1.5%
<u>Equipment Software</u> - 2018 budget included purchase of fleet management software	58,500	41,000	(17,500)	-29.9%
<u>Contract labor</u> - lower need for IT project assistance	48,000	38,000	(10,000)	-20.8%
<u>Telephone</u> - decrease based on analysis of historical costs	187,000	184,000	(3,000)	-1.6%
<u>Administrative Expenses</u> - increase in supplies	2,600	3,300	700	26.9%
<u>Training & Conferences</u> - increase based on training needs and required certifications for staff	30,000	36,000	6,000	20.0%
<u>Computer Support</u> - increase for software annual maintenance agreements and license fees due to such costs being included in the initial purchase price of software for the first 3 years of use, but paid annually thereafter to maintain support ; 2019 applies specifically to Virtual Desktop Infrastructure software	504,000	546,000	42,000	8.3%
<u>Other Contracted Services</u> - increase due to upgrading Office 365 hosting licenses from basic to standard	100,400	154,400	54,000	53.8%
Total Increase in Expenditures - Information Technology			\$96,499	3.6%

**THE WOODLANDS TOWNSHIP
GENERAL GOVERNMENT
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
General Government	\$9,085,670	\$9,641,137	\$555,467	6.1%

<u>Records Management</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Salaries and Benefits</u>				
Salaries - 2.25% salary adjustment, increase in overtime	\$193,433	\$200,506	\$7,073	3.7%
Insurance - miscellaneous adjustment	48,286	48,388	102	0.2%
Retirement - higher participation level than previous year	19,807	20,632	825	4.2%
Other Benefits (FICA, Workers Comp, Unemployment Tax)	16,004	16,387	383	2.4%
Total Salaries and Benefits - Records Management	\$277,530	\$285,913	\$8,383	3.0%
<u>Contracted Services</u> - increase in contract labor for digitizing records, partially offset by decrease for county clerk services	107,500	379,500	272,000	253.0%
<u>Supplies</u> - Decrease based on analysis of historical and projected costs	1,500	1,300	(200)	-13.3%
Total Increase in Expenditures - Records Management			\$280,183	1.8%

<u>Non-Departmental Expenses</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Insurance</u> - adjustment to overstated 2018 budget amount	\$668,900	\$595,600	(\$73,300)	-11.0%
<u>Copier Lease</u> - decrease based on new lease agreement	97,700	92,700	(5,000)	-5.1%
<u>EDZ Administration</u> - decrease based on analysis of historical and projected costs	4,000	0	(4,000)	-100.0%
<u>Printing</u> - decrease based on analysis of historical and projected costs	10,000	8,000	(2,000)	-20.0%
<u>Postage</u> - increase based on analysis of historical and projected costs	55,700	59,800	4,100	7.4%
<u>Town Hall Facility Repairs and Maintenance</u> - increase based on analysis of historical costs and anticipated needs	100,000	110,000	10,000	10.0%
<u>Property Tax Administration Fees</u> - increase based on estimate received from MCAD and adjustment to understated 2018 budget amount	396,000	469,000	73,000	18.4%
<u>Computer Support</u> - placeholder for costs related to potential new Human Resources system	0	96,700	96,700	100.0%
Total Decrease in Expenditures - Non-Departmental			\$99,500	5.9%
Total Decrease in Expenditures - General Government			\$555,467	6.1%

THE WOODLANDS TOWNSHIP
REGIONAL PARTICIPATION AGREEMENT, ECONOMIC DEVELOPMENT AND OTHER EXPENDITURES
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES

	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Regional Participation, Economic Development, and Other Expenditures	\$5,301,684	\$4,475,963	(\$825,721)	-15.6%

<u>Regional Participation Agreements</u>	2018 Budget	2019 Budget	\$ Increase	% Increase
<u>Regional Participation Agreements</u> - increased sales tax revenues result in higher RPA payments to the cities of Houston and Conroe	1,644,020	1,682,819	38,799	2.4%
Total Increase in Expenditures - Regional Participation Agreements			\$38,799	2.4%

<u>Other Expenditures</u>				
<u>Incorporation Study/Planning</u> - the current study will be substantially completed in 2018; expenses are funded by the Incorporation Reserve	872,500	82,000	(790,500)	-90.6%
<u>Funding Request - Glade Arts Foundation</u> - funding was approved for 2018 only	50,000	0	(50,000)	-100.0%
<u>Events Admission Tax</u> - lower estimate for events admission tax proceeds results in lower payment to Cynthia Woods Mitchell Pavilion per terms of agreement	1,356,077	1,308,343	(47,734)	-3.5%
<u>Carlton Woods Associations Service Fees</u> - correction to the overstated 2018 budget estimate for payments made to Carlton Woods and Carlton Woods Creekside Associations to refund a portion of property taxes due to certain services being provided by the associations rather than the Township	423,700	412,000	(11,700)	-2.8%
<u>Village Association Contribution</u> - increase funding for 2019	80,000	100,000	20,000	25.0%
<u>Sales Tax Reimbursement - Costco Agreement</u> - adjustment to expense estimate as 2018 budget amount was overstated	282,387	281,801	(586)	-0.2%
<u>Drainage Engineering</u> - specialized professional services to address flooding and drainage issues impacting the Township; expenses are funded from the Flood/Drainage Reserve	0	20,000	20,000	100.0%
Total Decrease in Expenditures - Other			(\$860,520)	-25.9%

<u>Economic Development</u>				
<u>Dues & Subscriptions</u> - decrease based on analysis of historical and projected costs	7,300	5,000	(2,300)	-31.5%
<u>Training & Conferences</u> - decrease based on analysis of historical and projected costs	5,700	4,000	(1,700)	-29.8%
Total Decrease in Expenditures - Economic Development			(\$4,000)	-1.5%

Fund Structure



The Township organizes its revenue and expenditure activities by fund. Each appropriated fund is accounted for separately and then combined to produce consolidated financial statements. Fund descriptions are detailed on the following page.



Fund Descriptions



General Fund

- The General Fund is The Woodlands Township's primary operating fund. It accounts for all financial resources of the Township except those required to be accounted for in another fund.

Debt Service Fund

- The Debt Service Fund accounts for the resources accumulated and payments made for principal and interest on the bonded debt of the Township. Hotel occupancy tax revenues of 7% and up to one-half of 1% of general sales tax collected by the Township are pledged for the payment of revenue bonded debt service. Hotel tax revenues not required for debt service payments are transferred to the Convention & Visitors Bureau to the extent required to sufficiently fund the CVB's operations not paid for by a 2% supplemental hotel tax. In addition, the Township's portion of Phase III of the trolley expansion is funded from hotel tax revenues. Any remaining hotel tax revenue is reserved in the Debt Service Fund until the Board authorizes its use for other purposes. Also, the revenue from the debt service component of the property tax rate (I&S) is accumulated in the Debt Service Fund and used to make payments on the unlimited tax bonds of the Township.

Debt Service Reserve Fund & Bond Redemption Reserve Fund

- The Debt Service Reserve Fund accounts for the resources accumulated and payments made for general long-term bonded debt principal and interest in the event that the Debt Service Fund does not have adequate resources to make the required payments. This Fund maintains a minimum required balance as established at the time of the bond issuance. As interest is earned in this account, it is transferred to the Debt Service Fund. The Bond Redemption Reserve Fund includes transfers made at the Board's discretion to maintain funds to potentially pay down Township debt at future dates as the bonds become callable.

Capital Projects Fund

- The Capital Projects Fund accounts for the resources accumulated and payments made for the acquisition or construction of capital projects. Resources are derived primarily from General Fund allocations or debt proceeds. Monies reserved for future repair or replacement of capital assets are also accounted for in this fund. The Economic Development Reserve, Cultural Projects Reserve, Incorporation Reserve, Flood and Drainage Reserve, Grogan's Mill Property Site Plan Reserve, and Undesignated Capital (Contingency) Reserve are also included in the Capital Projects Fund.

Special Revenue Fund

- The Special Revenue Fund accounts for 1% of sales tax proceeds collected within a specific geographic area of The Woodlands Township defined as The Woodlands Township Economic Development Zone. These resources are dedicated to the payment of projects approved and funded by the Zone to promote economic activity throughout the Township. Sales tax proceeds collected in excess of those required to be allocated to the approved Zone projects are used to pay public safety expenditures.

The Woodlands Convention & Visitors Bureau

- This fund accounts for the resources accumulated and payments made for the operating costs of The Woodlands Convention & Visitors Bureau, a 501(c)(6) non-profit organization which implements destination marketing programs to attract visitors and stimulate economic development and growth in the area. Funding sources include revenues from a 2% supplemental hotel tax and a transfer of base hotel tax from the Township's General Fund to the extent the supplemental hotel tax and other revenue sources are not sufficient to fund CVB's annual budget.

Transportation Fund

- This fund accounts for the resources accumulated and payments made for the operating and capital costs of transportation related items for The Woodlands Township. Funding sources include bus fares, grant funds from local, state and federal government agencies, and transfers from the General Fund.

**The Woodlands Township
Consolidated Budget Summary by Fund
(FY 2019)**

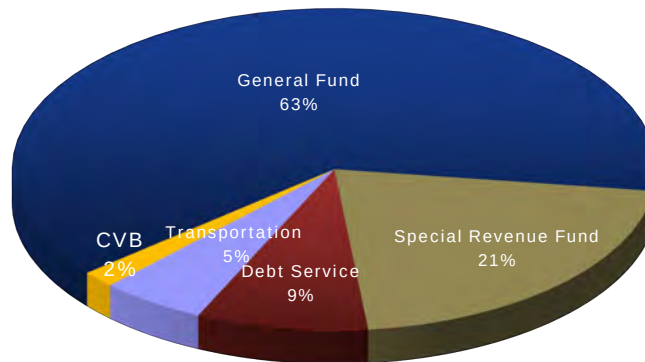
	General Fund	Debt Service Fund	Debt Service Reserve Fund	Bond Redemption Reserve Fund	Capital Projects Fund	Special Revenue Fund	Transportation Fund	The Woodlands CVB	Total
REVENUES									
Property Tax	\$ 41,978,576	\$ 3,443,367	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,421,943
Sales and Use Tax	27,905,433	-	-	-	-	27,153,740	-	-	55,059,173
Hotel Occupancy Tax	-	7,538,554	-	-	-	-	-	-	7,538,554
Supplemental HOT	-	-	-	-	-	-	-	2,153,873	2,153,873
Event Admissions Tax	1,453,714	-	-	-	-	-	-	-	1,453,714
Program Revenues	6,062,764	-	-	-	-	-	3,600,000	-	9,662,764
Administrative Fees	239,500	-	-	-	-	-	-	-	239,500
Grants and Contributions	18,000	-	-	-	-	-	3,174,279	-	3,192,279
Interest Income	819,155	6,800	37,840	-	-	-	-	500	864,295
Other Income	2,641,259	-	-	-	-	-	-	-	2,641,259
TOTAL REVENUES	\$ 81,118,401	\$ 10,988,721	\$ 37,840	\$ -	\$ -	\$ 27,153,740	\$ 6,774,279	\$ 2,154,373	\$ 128,227,354
EXPENDITURES									
General Government	9,641,137	-	-	-	-	-	-	-	9,641,137
Law Enforc/Neighborhood Svcs	14,590,846	-	-	-	-	-	-	-	14,590,846
Parks and Recreation	22,634,475	-	-	-	-	-	-	-	22,634,475
Community Services	15,512,090	-	-	-	-	-	-	-	15,512,090
Community Relations	1,549,074	-	-	-	-	-	-	-	1,549,074
Transportation	641,579	-	-	-	-	-	7,821,509	-	8,463,088
Economic Development	259,000	-	-	-	-	-	-	-	259,000
Incorporation	82,000	-	-	-	-	-	-	-	82,000
Regional Participation	1,682,819	-	-	-	-	-	-	-	1,682,819
Other Expenditures	2,452,144	-	-	-	-	2,920,115	-	-	5,372,259
Fire Department	24,744,713	-	-	-	-	-	-	-	24,744,713
Convention & Visitors Bureau	-	-	-	-	-	-	-	3,105,822	3,105,822
Capital Outlay	-	-	-	-	7,735,400	-	100,000	-	7,835,400
New Development Capital	-	-	-	-	841,413	-	-	-	841,413
Debt Service	-	7,891,455	-	-	-	-	-	-	7,891,455
TOTAL EXPENDITURES	\$ 93,789,877	\$ 7,891,455	\$ -	\$ -	\$ 8,576,813	\$ 2,920,115	\$ 7,921,509	\$ 3,105,822	\$ 124,205,591
REV OVER/(UNDER) EXP (before transfers)	(12,671,476)	3,097,266	37,840	-	(8,576,813)	24,233,625	(1,147,230)	(951,449)	4,021,763
NET TRANSFERS IN/(OUT)	15,507,582	(6,918,203)	(37,840)	500,000	12,621,793	(24,052,780)	1,427,999	951,449	-
REV OVER/(UNDER) EXP (after transfers)	2,836,106	(3,820,937)	-	500,000	4,044,980	180,845	280,769	-	4,021,763
BEGINNING FUND BALANCE	24,945,665	8,132,150	2,225,908	5,894,000	49,790,897	(6,171,436)	(1,578,626)	1,411,304	84,649,862
ENDING FUND BALANCE	\$ 27,781,772	\$ 4,311,213	\$ 2,225,908	\$ 6,394,000	\$ 53,835,877	\$ (5,990,591)	\$ (1,297,857)	\$ 1,411,304	\$ 88,671,625



WHERE THE MONEY COMES FROM BY FUND TYPE

Fund Type	2018 Budget	2018 Forecast	2019 Budget	2018 Budget to 2019 Budget	
				\$ Change	% Change
General Fund	\$ 78,238,979	\$ 79,501,336	\$ 81,118,401	\$ 2,879,423	3.7%
Debt Service Fund	9,985,246	10,632,822	10,988,721	1,003,475	10.0%
Debt Service Reserve Fund	19,782	37,840	37,840	18,058	91.3%
Capital Projects Fund	787,500	787,500	-	(787,500)	-100.0%
Special Revenue Fund (EDZ)	25,676,679	26,741,453	27,153,740	1,477,061	5.8%
Transportation Fund	8,004,114	7,444,107	6,774,279	(1,229,835)	-15.4%
Convention & Visitors Bureau	1,868,557	2,051,808	2,154,373	285,816	15.3%
Total Revenue	\$ 124,580,857	\$ 127,196,866	\$ 128,227,354	\$ 3,646,498	2.9%

2019 BUDGET % of TOTAL REVENUE

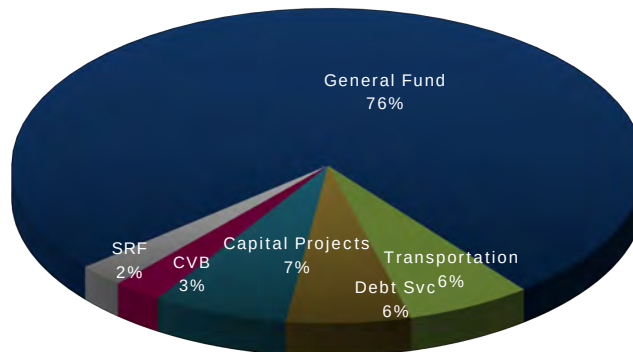




WHERE THE MONEY GOES BY FUND TYPE

Fund Type	2018 Budget	2018 Forecast	2019 Budget	2018 Budget to 2019 Budget	
				\$ Change	% Change
General Fund	\$ 91,113,503	\$ 89,808,712	\$ 93,789,877	\$ 2,676,374	2.9%
Debt Service Fund	7,900,123	7,900,123	7,891,455	(8,668)	-0.1%
Capital Projects Fund	15,502,948	16,037,441	8,576,813	(6,926,135)	-44.7%
Special Revenue Fund (EDZ)	2,853,742	2,856,725	2,920,115	66,373	2.3%
Transportation Fund	8,775,746	8,694,780	7,921,509	(854,237)	-9.7%
Convention & Visitors Bureau	2,793,124	2,890,173	3,105,822	312,698	11.2%
Total Expenditures	\$ 128,939,186	\$ 128,187,954	\$ 124,205,591	\$ (4,733,595)	-3.7%

2019 BUDGET % of TOTAL EXPENDITURES



The Woodlands Township
Consolidated Revenues, Expenditures, and Changes in Fund Balance
(in whole dollars)

	Estimated Fund Balance 12/31/2018	Revenues FY 2019	Expenditures FY 2019	Net Transfers FY 2019	Estimated Fund Balance 12/31/2019	% Change in Fund Balance
General Fund	\$ 24,945,665	\$ 81,118,401	\$ 93,789,877	\$ 15,507,582	\$ 27,781,772	11%
Debt Service Fund	8,132,150	10,988,721	7,891,455	(6,918,203)	4,311,213	-47%
Debt Service Reserve Fund	2,225,908	37,840	-	(37,840)	2,225,908	0%
Bond Redemption Reserve Fund	5,894,000	-	-	500,000	6,394,000	8%
Capital Projects Fund	49,790,897	-	8,576,813	12,621,793	53,835,877	8%
Special Revenue (EDZ) Fund	(6,171,436)	27,153,740	2,920,115	(24,052,780)	(5,990,591)	-3%
Transportation Fund	(1,578,626)	6,774,279	7,921,509	1,427,999	(1,297,857)	-18%
Convention & Visitors Bureau	1,411,304	2,154,373	3,105,822	951,449	1,411,304	0%
	\$ 84,649,862	\$ 128,227,354	\$ 124,205,591	\$ -	\$ 88,671,625	5%

CHANGES IN FUND BALANCE:

General Fund

The General Fund balance is comprised of an operating reserve based on 20% of the General Funds operating expenditures and a reserve for the self-funded health insurance plan. It also includes a receivable balance due from the Special Revenue (EDZ) Fund. The increase in fund balance is due to an increase in the operating reserve requirement for 2019, the Board's decision to transfer \$2.0 million for future operating reserve needs and \$0.2 million in undesignated funds generated in 2019 that have yet to be allocated.

Debt Service Fund

The fund balance consists of hotel occupancy tax proceeds that will be used to fund debt service requirements in the following year and the accumulation of undesignated hotel tax proceeds that exceed debt service requirements. Transfers of hotel tax revenues are made to fund CVB expenses and phase III of trolley operations. The Board has chosen to allocate \$5.8 million in undesignated hotel tax to: \$2.0 million to the Operating Reserve, \$2.0 million to the Capital Replacement Reserve, and \$1.8 million to the Property Site Plan Reserve.

Debt Service Reserve Fund

In accordance with the Township's bond covenants, this fund must maintain a reserve equal to ½ of the maximum annual debt service for the Series 2010 Refunding bonds and Series 2010 Revenue bonds. Interest earned on these funds is transferred to the Debt Service Fund.

Bond Redemption Reserve Fund

During the 2018 budget review meetings, the Board authorized a bond redemption reserve to accumulate funds to potentially retire outstanding debt as bond issuances become callable. For 2019, the Board has transferred an additional \$500,000 to this reserve.

Capital Projects Fund

The net increase in the Capital Projects Fund relates primarily to the transfer of Board authorized amounts for reserves. The ending fund balance is comprised of \$28.1 million for capital asset replacements, \$4.2 million for economic development/cultural education, \$16.0 million for potential incorporation matters, \$0.1 million in the flood/drainage reserve, and \$5.4 million in the Grogan's Mill Site Plan reserve.

Special Revenue Fund (The Woodlands Economic Development Zone)

The deficit in the Special Revenue Fund will improve by \$180,845 in FY 2019. This deficit represents the combined principal balance of the reimbursement notes between the EDZ and the Township's General Fund for the construction of Town Green Park and Waterway Square. In accordance with each project's approved financing plan, total priority payments of \$550,000 from the Zone include interest of \$369,155 and principal payments of \$180,845, which will reduce the overall principal balance due to the Township's General Fund.

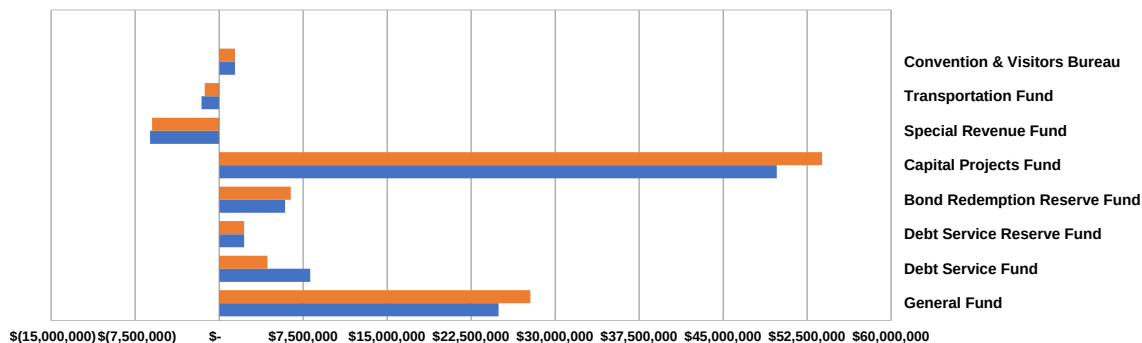
Transportation Fund

Transportation expenses are funded by bus fares, grant proceeds, and fund transfers from the General Fund. The increase in the fund balance from 2018 to 2019 is attributable to reimbursing funds borrowed from the Capital Replacement Reserve for the Township's 20% cost share of the 25 buses purchased for the Park and Ride program and the contribution from the General Fund for the bus replacement reserve.

The Woodlands Convention & Visitors Bureau

The 2% supplemental hotel tax is projected to generate \$2.2 million of revenue in 2019 to fund CVB operations. Additionally, the CVB requires a transfer of \$0.8 million base hotel tax revenue from the Township. The decrease in fund balance is for funding CVB budget initiatives totaling \$125,000.

Fund Balance Comparison



The Woodlands Township
Summary of Operating Transfers
January 1, 2019 - December 31, 2019

Operating Transfers	General Fund	Debt Service Fund	Debt Service Reserve Fund	Bond Redemption Reserve Fund	Capital Projects Fund	Special Revenue Fund	Transportation Fund	The Woodlands CVB	Total
Sales Tax	\$ 24,052,780 A	\$ -	\$ -	\$ -	\$ -	\$ (24,052,780) A	\$ -	\$ -	\$ -
Capital Reserves	(5,974,664) B	-	-	-	5,974,664 B	-	-	-	-
Capital Projects	(2,915,230) C	-	-	-	2,915,230 C	-	-	-	-
Convention & Visitors Bureau	(951,449) D	-	-	-	-	-	-	951,449 D	-
Debt Service	3,122,144 E	(6,956,043) E	-	-	3,833,899 E	-	-	-	-
Transportation	(1,427,999) F	-	-	-	-	-	1,427,999 F	-	-
Bond Redemption	(500,000) H	-	-	500,000 H	-	-	-	-	-
Other Operating Transfers	102,000 I	37,840 G	(37,840) G	-	(102,000) I	-	-	-	-
Total Transfers In/(Out)	\$ 15,507,582	\$ (6,918,203)	\$ (37,840)	\$ 500,000	\$ 12,621,793	\$ (24,052,780)	\$ 1,427,999	\$ 951,449	\$ -

	Transfers In	Transfers Out
A	\$24,052,780	(\$24,052,780)
B	5,974,664	(5,974,664)
C	2,915,230	(2,915,230)
D	951,449	(951,449)
E	6,956,043	(6,956,043)
F	1,427,999	(1,427,999)
G	37,840	(37,840)
H	500,000	(500,000)
I	102,000	(102,000)
TOTAL	\$42,918,005	(42,918,005)

A Sales tax collected in the Economic Development Zone for Fire Department operations transferred to General Fund.
B General Fund monies transferred to Capital Projects Fund for the capital replacement reserve, the economic development reserve, cultural projects reserve, and the property site plan reserve.
C General Fund monies transferred to Capital Projects Fund for payment of capital project expenditures not funded from replacement fund.
D General Fund monies transferred to Convention & Visitors Bureau for payment of expenditures not funded from CVB's supplemental hotel tax, fund balance, or interest earnings.
E Hotel Tax collected in the Debt Service Fund in excess of the amount required for debt service payments is transferred to the General Fund to help fund CVB expenditures, phase III of trolley operations, and increase the operating reserve \$2.0 million. Excess hotel tax is also transferred to the Capital Projects Fund to increase the property reserve \$1.833 million and the capital replacement reserve \$2.0 million.
F General Fund monies transferred to the Transportation Fund for the Township's share of expenditures.
G Interest earned on balance in Debt Service Reserve Fund transferred to Debt Service Fund.
H Increase the Bond Redemption Reserve from the General Fund per Board request.
I Flood/Drainage Reserve funds transferred to the General Fund for flood engineering expenses (\$20,000) and Incorporation. Reserve funds transferred to the General Fund for incorporation expenses (\$82,000).

The Woodlands Township Fund Balance Summary

	General Fund	Debt Service Fund	Debt Service Reserve Fund	Bond Redemption Reserve Fund	Capital Projects Fund	Special Revenue Fund	Transportation Fund	The Woodlands CVB	Total
UNDESIGNATED CAPITAL CONTINGENCY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UNDESIGNATED HOTEL TAX	-	0	-	-	-	-	-	-	0
UNDESIGNATED GENERAL FUND	220,718 A	-	-	-	-	-	-	-	220,718
LONG-TERM RECEIVABLES	5,990,592 C	-	-	-	-	-	-	-	5,990,592
DESIGNATED FOR:									
EDZ Projects	-	-	-	-	-	(5,990,592) C	-	-	(5,990,592)
Debt Service	-	4,311,213 E	2,225,908 F	6,394,000 G	-	-	-	-	12,931,121
Capital Replacements	-	-	-	-	28,063,547 H	-	-	-	28,063,547
Incorporation Reserve	-	-	-	-	16,043,799 I	-	-	-	16,043,799
Grogan's Mill Site Plan Reserve	-	-	-	-	5,391,815 I	-	-	-	5,391,815
Flood/Drainage Reserve	-	-	-	-	110,000 I	-	-	-	110,000
Health Insurance Reserve	812,486 D	-	-	-	-	-	-	-	812,486
Transportation	-	-	-	-	-	-	(1,297,857) K	-	(1,297,857)
Operating Reserves	20,757,975 B	-	-	-	-	-	-	-	20,757,975
Economic Development	-	-	-	-	3,441,185 J	-	-	-	3,441,185
Cultural Projects Reserve	-	-	-	-	785,531 J	-	-	-	785,531
The Woodlands CVB	-	-	-	-	-	-	-	\$ 1,411,304 L	1,411,304
ENDING FUND BALANCE	\$ 27,781,772	\$ 4,311,213	\$ 2,225,908	\$ 6,394,000	\$ 53,835,877	\$ (5,990,592)	\$ (1,297,857)	\$ 1,411,304	\$ 88,671,624

C Interfund liability and receivable related to the construction of Town Green Park and Waterway Square. Special Revenue Fund to repay the General Fund over a period of 30 years per Board approved financing plans for each project.

D Funds reserved for health insurance claims in excess of those covered by premiums.

E Hotel tax revenues used to fund annual debt service payments on outstanding revenue bonds.

F Debt service reserve funded by bond proceeds (equal to 1/2 of maximum annual debt service per bond covenants).

G Funds available for future bond redemption.

H Funds available for the replacement of capital assets in accordance with the Township's Capital Reserve Study.

I Designated reserves to fund expenses associated with incorporation planning, development of Township-owned property, and drainage issues.
J Funds reserved for future economic development and cultural education projects.

K Payable balance due to the Capital Reserve for monies advanced for Park & Ride bus purchases, (\$2,147,238); funds available for transportation initiatives, \$599,380; and bus replacement reserve, \$450,000.

L Funds reserved for The Woodlands Convention & Visitors Bureau.

A UNDESIGNATED GENERAL FUND BALANCE

2018 Undesignated Fund Bal	(0)
2019 Undesignated Fund Bal	220,718
Total	220,718

B OPERATING RESERVES:

GF Operating Expense	\$ 93,789,877
Min. Reserve %	20.00%
Minimum Operating Reserve	18,757,975
Projected Operating Reserve	20,757,975
Projected Reserve %	22.13%

**The Woodlands Township
Components of Ending Fund Balance
(in whole dollars)**

	2018 Forecast	2019 Budget
Operating Reserve	\$ 17,961,742	\$ 20,757,975
Self-funded Health Insurance Reserve	812,486	812,486
Capital Carryover	841,413	-
Capital Replacement Fund	23,148,512	25,916,311
Capital Replacement Fund - Receivable from Transportation Fund	2,278,006	2,147,237
Grogan's Mill Property Site Plan Reserve	3,057,916	5,391,815
Capital Contingency Account	10,977,907	-
Incorporation Reserve	5,625,799	16,043,799
Flood and Drainage Reserve	130,000	110,000
Economic Development Reserve	3,091,185	3,441,185
Cultural Projects Reserve	640,160	785,531
Debt Service Reserve	2,225,908	2,225,908
Debt Service Fund	4,311,213	4,311,213
Bond Redemption Reserve Fund	5,894,000	6,394,000
Undesignated Hotel Tax	3,820,937	0
Transportation Fund	699,380	849,380
Transportation Fund - Payable to Capital Replacement Fund	(2,278,006)	(2,147,237)
CVB - Undesignated	1,411,304	1,411,304
Total Designated Fund Balance	\$ 84,649,862	\$ 88,450,907
Undesignated General Fund	-	220,718
Total Undesignated Fund Balance	\$ (0)	\$ 220,718
Total Ending Fund Balance	\$ 84,649,862	\$ 88,671,625

Reconciliation of Net Revenue to Undesignated Fund Balance

	2018 Forecast	2019 Budget
Operating Revenue	\$127,196,866	\$128,227,354
Expenditures/Capital	(128,187,954)	(124,205,591)
Revenue Over/(Under) Expenses	(\$991,088)	\$4,021,763
 Utilization of Reserve/Fund Balances		
to Fund Expenditures		
Capital Carryovers	10,025,259	841,413
Capital Purchases - Capital Reserve	2,985,904	4,320,170
Parks Projects Reserve - Rec Center @ RF	949,900	0
Cultural Education Reserve - Glade Arts Foundation	50,000	0
Undesignated Hotel Tax Reserve - use	0	3,820,937
Incorporation Reserve - Studies	872,500	82,000
9669 Grogan's Mill Rd. Property Reserve - clear site	0	500,000
Flood and Drainage Reserve - flood gauges/engineering	120,000	20,000
Transportation Initiatives Fund Balance - 2018 Initiatives	187,043	0
Transportation Initiatives to GF and Incorporation Reserve	200,000	0
CVB Fund Balance - WW Cruisers/office/new programs	145,167	0
Capital Contingency Reserve transfers	3,622,177	10,977,907
Road and Bridge Reserve transfers	1,900,000	0
Interest earned in Debt Service Reserve	62,751	0
Total Utilization of Reserve Balances		
to Fund Expenditures	\$21,120,701	\$20,562,427
 Adjusted Revenue Over/(Under) Expenses	 \$20,129,613	 \$24,584,190
 Contributions to Reserves/Fund Balances		
Operating Reserve - to maintain 20% GF expenses	(1,608,744)	(796,233)
Additional Operating Reserve transfer	0	(2,000,000)
Capital Replacement Reserve - contribution	(4,900,000)	(4,900,000)
Additional Capital Replacement Reserve transfer	0	(2,000,000)
Capital Reserve - contractual obligations	(57,200)	(57,200)
Economic Development Reserve - contribution	(350,000)	(350,000)
Cultural Education/Events Reserve	(144,648)	(145,371)
Bond Redemption Reserve	(5,894,000)	(500,000)
Incorporation Reserve	(3,998,299)	(10,500,000)
Flood and Drainage Reserve	(150,000)	0
Undesignated Hotel Tax Reserve - contribution	(1,988,095)	0
Grogan's Mill Rd. Property Site Plan Reserve	(787,500)	(2,833,899)
Park & Ride Bus Replacement Reserve -contribution	(150,000)	(150,000)
Reimburse Capital Reserve for Park & Ride bus purchases	(101,127)	(130,769)
Total Contributions to Reserve/Fund Balances	(\$20,129,613)	(\$24,363,472)
 Ending Fund Balance - Undesignated	 \$0	 \$220,718

Reconciliation of Net Revenue to Undesignated Fund Balance

	2017 Budget	2017 Forecast
Operating Revenue	\$124,738,643	\$130,150,688
Expenditures/Capital	(135,616,358)	(137,992,414)
Revenue Over/(Under) Expenses	(\$10,877,715)	(\$7,841,726)
Utilization of Reserve/Fund Balances to Fund Expenditures		
Capital Carryovers	7,824,268	8,479,345
Capital Purchases - Capital Reserve	5,892,444	5,854,375
Parks Projects Reserve - Rec Center @ RF	5,000,000	5,000,000
First year operations - Rec Center @ RF	0	100,000
Cultural Education Reserve	0	25,000
Road and Bridge Study	100,000	100,000
Flood and Drainage Reserve	0	0
Transportation Initiatives Fund Balance	500,000	0
CVB Fund Balance - office build-out	156,500	116,760
Utilize Capital Reserve to fund final 10 Park & Ride buses	1,466,772	1,447,374
Prior year interest earned in Debt Service Reserve	0	8,111
 Total Utilization of Reserve Balances to Fund Expenditures	 \$20,939,984	 \$21,130,965
 Adjusted Revenue Over/(Under) Expenses	 \$10,062,269	 \$13,289,239
Contributions to Reserves/Fund Balances		
Operating Reserve - to maintain 20% GF expenses	(682,135)	(899,083)
Capital Replacement Reserve - contribution	(4,900,000)	(4,900,000)
Capital Reserve - contractual obligations	(57,200)	(57,200)
Economic Development Reserve - contribution	(350,000)	(350,000)
Cultural Education/Events Reserve	(158,706)	(149,183)
Undesignated Hotel Tax	(895,900)	(1,144,786)
Undesignated Capital (Contingency) Reserve	(1,517,890)	(3,511,609)
9669 Grogan's Mill Building Reserve	(262,500)	(1,050,000)
Park & Ride Bus Replacement Reserve -contribution	(150,000)	(150,000)
Reimburse Capital Reserve for Park & Ride bus purchases	(587,938)	(577,378)
Additions to Transportation Initiatives Fund Balance	(500,000)	(500,000)
 Total Contributions to Reserve/Fund Balances	 (\$10,062,269)	 (\$13,289,239)
 Ending Fund Balance - Undesignated	 \$0	 \$0

Revenue Sources



In This Section You Will Find:

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Property Tax..... 5-6

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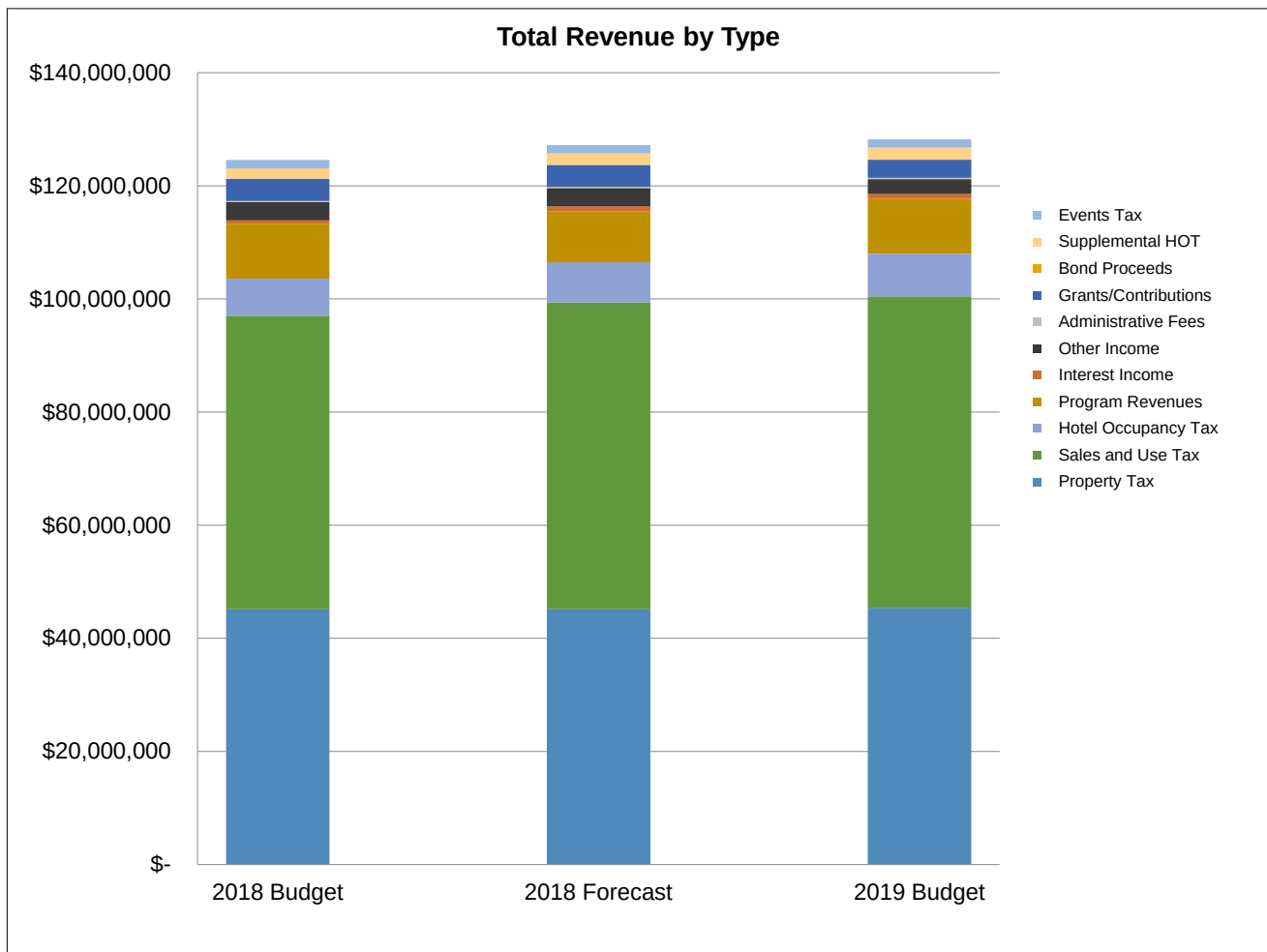
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**The Woodlands Township
Consolidated Sources of Funds
(in whole dollars)**

				2018 Budget to 2019 Budget	
	<u>2018 Budget</u>	<u>2018 Forecast</u>	<u>2019 Budget</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
REVENUES					
Property Tax	\$45,114,442	\$45,114,442	\$45,421,943	\$307,502	0.7%
Sales and Use Tax	51,931,289	54,216,266	55,059,173	3,127,884	6.0%
Hotel Occupancy Tax	6,538,199	7,179,575	7,538,554	1,000,355	15.3%
Supplemental HOT	1,868,057	2,051,308	2,153,873	285,816	15.3%
Events Tax	1,506,752	1,446,482	1,453,714	(53,038)	-3.5%
Program Revenues	9,712,260	8,956,833	9,662,764	(49,496)	-0.5%
Interest Income	588,699	876,539	864,295	275,596	46.8%
Other Income	3,217,545	3,253,814	2,641,259	(576,286)	-17.9%
Administrative Fees	239,500	239,500	239,500	-	0.0%
Grants/Contributions	3,864,114	3,862,107	3,192,279	(671,835)	-17.4%
TOTAL REVENUES	\$124,580,857	\$127,196,866	\$128,227,354	\$3,646,498	2.9%



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Revenue Sources



OVERVIEW

The 2019 Budget includes \$128.2 million in operating revenues, which is a \$3.6 million or 2.9% increase from the 2018 Budget.

	2018 Budget	2019 Budget	\$ Change	% Change
Property Tax	\$45,114,442	\$45,421,943	\$307,502	0.7% (a)
Sales Tax	51,931,289	55,059,173	3,127,884	6.0% (b)
Hotel Tax	8,406,256	9,692,427	1,286,171	15.3% (c)
Other Revenues	19,128,870	18,053,811	(1,075,059)	-5.6% (d)
Total Revenues	\$124,580,857	\$128,227,354	\$3,646,498	2.9%

(a) The property tax rate is at the effective rate of \$0.2273 in the 2019 Budget. Taxable property values have increased from \$19.7 billion to \$20.1 billion per the tax rolls provided by the appraisal districts. Of the \$452 million increase in values, \$235 million is attributable to new properties and \$217 million is from the revaluation of existing properties. The corresponding \$307,502 increase in revenues is derived from new properties, since the rate has been lowered to the effective rate thereby maintaining revenues from existing properties at the previous years' level.

(b) The projected increase in sales and use tax revenues is based on favorable trends in the retail, real estate and rental and leasing, and food services business sectors. Revenues for 2018 are projected to be \$2.3 million, or 4.4% higher than originally budgeted. This increase, combined with an estimated growth factor of 2.5% for 2019 (net of \$0.5 million in audit adjustments received in 2018 from the State Comptroller's Office), results in a \$3.1 million, or 6.0% increase in sales tax revenue from the 2018 to 2019 budget.

(c) The projected increase in hotel occupancy tax revenues is due to higher occupancy and room rates than the previous year as a result of a favorable economy and a concentrated marketing program. Hotel tax revenues for 2018 are forecasted to be \$824,627, or 9.8% higher than originally budgeted. This increase, combined with an estimated growth factor of 5.0% for 2019, results in a \$1.3 million, or 15.3% increase in hotel tax revenues from the 2018 to 2019 budget.

(d) The decrease in other revenues is primarily related to a reduction in grant revenues for the Park and Ride and Trolley programs due to the completion of capital projects in 2018. Additionally, Park and Ride bus fare revenues have been reduced by \$540,000 to more closely reflect current farebox levels after a company with a significant number of riders moved its office location out of downtown Houston. Also, the lease of the 9669 Grogan's Mill Road property will expire in September 2018, and the existing buildings will be demolished to prepare the site for future development.

Please reference the following pages in this section for detailed information and analysis of the Township's revenue sources.

Revenue Sources



OVERVIEW

2018 Revenue Forecast

2018 revenues are forecasted to be \$127.2 million, an approximate \$2.6 million or 2.1% increase from the 2018 Budget.

	2018 Budget	2018 Forecast	\$ Change	% Change
Property Tax	\$45,114,442	\$45,114,442	\$0	0.0%
Sales Tax	51,931,289	54,216,266	2,284,977	4.4% (a)
Hotel Tax	8,406,256	9,230,883	824,627	9.8% (b)
Other Revenues	19,128,870	18,635,275	(493,595)	-2.6% (c)
Total Revenues	\$124,580,857	\$127,196,866	\$2,616,009	2.1%

(a) Sales and use tax revenues from the retail, real estate and rental and leasing, and food services business sectors are higher than projected. In addition, audit adjustments from prior periods received from the State Comptroller's Office have contributed \$0.5 million in revenue.

(b) The 2018 Forecast is based on actual hotel tax collections through July and projections from hotel properties for the remainder of the year.

(c) The decrease in other revenues is due primarily to a lower forecast for Park & Ride farebox revenue as a company with a significant number of employees participating in the Park and Ride program moved its offices out of the downtown Houston area to a location that is not serviced by the Township's current bus routes.

Revenue Sources

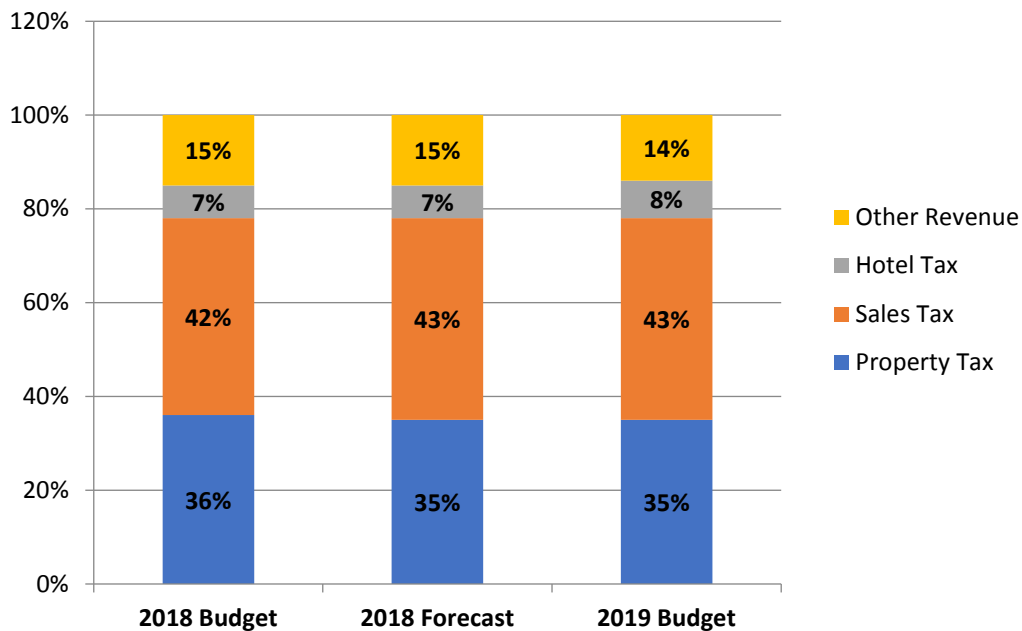


OVERVIEW

The following chart illustrates the percent of total revenue contributed by each revenue component. For the 2019 Budget, non property tax revenues represent 65% of total revenue sources and property tax represents 35%.

	2018 Budget	2018 Forecast	2019 Budget	% Inc/(Dec)
Property Tax	36%	35%	35%	-1%
Sales Tax	42%	43%	43%	1%
Hotel Tax	7%	7%	8%	1%
Other Revenue	15%	15%	14%	-1%
Total Revenue %	100%	100%	100%	

Revenue Percentage Comparison



Revenue Sources



Property Tax

Property Values

Property values were derived from the tax rolls provided by Montgomery and Harris Counties. Values include land, improvements, and personal property of approximately \$19.4 billion for Township properties located in Montgomery County and \$2.6 billion for Township properties located in Harris County, for a total of \$22.0 billion. Total property values are lowered by approximately \$1.9 billion to a taxable value of \$20.1 billion due to the following adjustments:

- Exempt properties
- 10% homestead appraisal cap
- Productivity losses from timber and agricultural properties
- State mandated disabled veteran exemptions
- Freeport exemptions for tangible personal property and inventories
- Real and personal property tax abatements
- 65 and over/disabled exemption of \$25,000

The 2019 Budget reflects a taxable value increase of \$452.0 million, or 2.3% from the previous year. New properties added to the tax roll since last year contribute \$235.4 million to the tax base, while the revaluation of existing properties increased taxable values by \$216.6 million. Please note that 2018 tax year values apply to the Township's 2019 budget year.

	2017 Tax Year	2018 Tax Year	\$ Change	% Change
Taxable Property Value	\$19.688 billion	\$20.140 billion	<u>\$452.0 million</u>	<u>2.3%</u>
New Properties			\$235.4 million	1.2%
Revaluation of existing properties			\$216.6 million	1.1%

Following is taxable property value information for Montgomery County and Harris County for the 2018 tax year (2019 budget year).

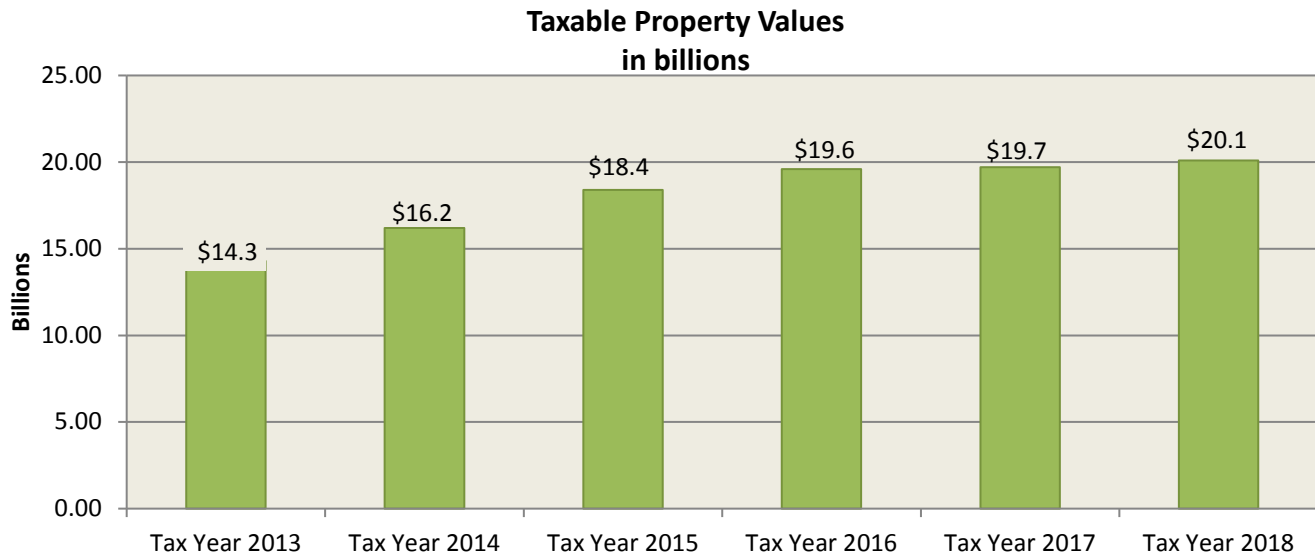
	Montgomery County	Harris County	Total
Taxable Property Value	\$17.5 billion	\$2.6 billion	\$20.1 billion
New Properties	\$95.5 million	\$139.9 million	\$235.4 million
Revalued Properties	\$254.2 million	(\$37.6) million	\$216.6 million
Net Increase in Taxable Property Value	\$349.7 million	\$102.3 million	\$452.0 million
New Property Growth %	0.5%	5.5%	1.2%
Revaluation %	1.5%	(1.5%)	1.1%

Revenue Sources



Property Tax

Taxable property values have increased \$5.8 billion, or 41% over the past five years as shown in the chart below. The revaluation of existing properties has resulted in an increase of \$3.7 billion and new residential and commercial properties have contributed \$2.1 billion.



Increase %	2013	2014	2015	2016	2017	2018
Revaluation	7.0%	8.4%	8.9%	4.9%	(0.2%)	1.1%
New Properties	1.3%	4.9%	4.6%	1.6%	0.9%	1.2%

Property Tax Rate

The 2019 Budget has been prepared using a property tax rate of \$0.2273, which is the effective tax rate. The effective tax rate generates the same amount of revenue on existing properties as the prior year and is discussed below. Based on an adjusted tax base of approximately \$20.1 billion, one cent will generate \$2,008,994 in tax revenue.

Tax Rate Component	2018 Tax Rate (applies to 2019 Budget)
Maintenance & Operations	\$0.2103
Debt Service	0.0170
Total Rate	\$0.2273

The property tax rate consists of two components. The maintenance and operations component funds annual operating and capital expenditures not funded by other revenue sources. Revenue generated

Revenue Sources



from the debt service portion of the rate is used to pay principal and interest on outstanding general obligation bonds. Debt service requirements for these bonds total \$3.4 million in 2019.

Property Tax

Following is a chart showing the Township's historical, current, and adopted (tax year 2018) property tax rates by each component. The effective tax rate (discussed below) is also shown.

Component	Actual 2014 Rate	Actual 2015 Rate	Actual 2016 Rate	Actual 2017 Rate	Adopted 2018 Rate	Difference (2017 to 2018)
Maintenance & Operations	\$0.2290	\$0.2111	\$0.2125	\$0.2126	\$0.2103	(\$0.0023)
Debt Service	0.0210	0.0189	0.0175	0.0174	0.0170	(0.0004)
Total Rate	\$0.25000	\$0.2300	\$0.2300	\$0.2300	\$0.2273	(\$0.0027)
Effective Tax Rate	\$0.2721	\$0.2300	\$0.2200	\$0.2310	\$0.2273	

Effective Tax Rate

The effective tax rate enables the public to evaluate the relationship between taxes for the prior year and the current year based on a tax rate that would produce the same amount of property tax revenue if applied to the same properties taxed in both years. The rate is calculated annually by the county tax assessor's office.

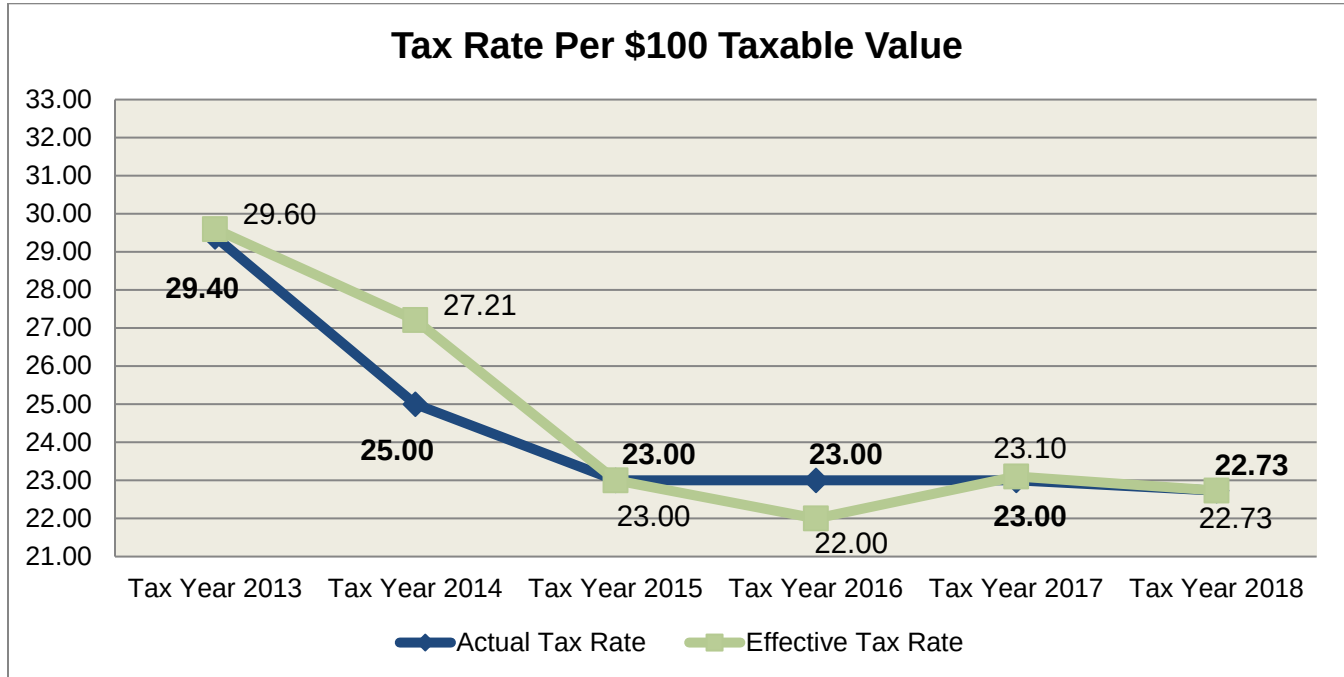
For the 2018 tax year (2019 budget year), the effective tax rate is \$0.2273, which the Board has also adopted and set as the tax rate for the Township.

When property values (excluding new properties) increase, the effective tax rate decreases in order to produce the same amount of property tax revenue as the prior year.



Property Tax Rates

The chart below reflects the actual annual tax rates adopted by the Board of Directors in comparison to the effective tax rates.



For tax years 2013 – 2015 (budget years 2014 – 2016), the Board of Directors adopted a property tax rate at or below the effective tax rate. While these actions limited the amount of property tax revenue available to fund services, increases in sales tax and hotel tax revenues allowed the Board to fund a variety of budget initiatives to respond to citizens' requests for additional services and amenities, retire debt, establish a funding source for economic development opportunities, and fund a reserve for the replacement of aging park, pathway and Fire Department assets.

For the 2016 tax year (2017 budget year), the tax rate was maintained at \$0.2300 rather than being reduced to the effective tax rate of \$0.2200 due to a very uncertain economic climate and declining sales tax and hotel tax revenues. The \$0.2300 rate was maintained again for the 2017 tax year (2018 budget year) as the effective rate rose above the actual tax rate to \$0.2310 due to negative property revaluation.

Property Tax Revenue

Property tax revenue is projected to be \$45.4 million in the 2019 Budget, which equals 35% of total revenue sources. This represents a \$307,502, or 0.7% increase from the current year forecast. The increase is due to the addition of new properties to the tax roll.

	2018 Forecast	2019 Budget	\$ Change	% Change
Property Tax Revenue	\$45,114,442	\$45,421,943	\$307,502	0.7%

Revenue Sources



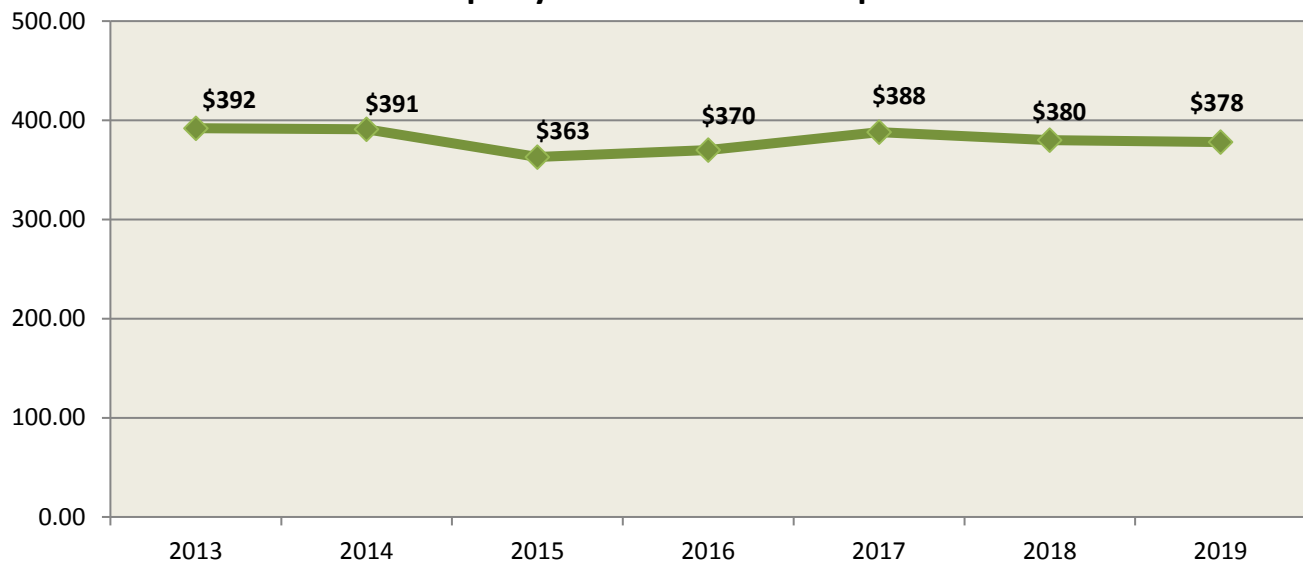
Property Tax

Property Tax Revenue per Capita

The following chart shows that property tax revenue per capita has declined from \$392 in 2013 to \$383 in 2019 (assuming the tax rate is maintained at \$0.2300). Revenue per capita is increasing by \$3, or 0.8% from 2018 to 2019.

	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Forecast 2018	Budget 2019
Property Tax Rate	\$0.3173	\$0.2940	\$0.2500	\$0.2300	\$0.2300	\$0.2300	\$0.2273
Property Tax Revenue	\$42,201,514	\$42,830,246	\$40,825,517	\$42,419,414	\$45,122,455	\$45,114,442	\$45,421,943
Population	107,769	109,679	112,505	114,625	116,278	118,810	120,100
Per Capita	\$392	\$391	\$363	\$370	\$388	\$380	\$378

Property Tax Revenue Per Capita



Revenue Sources



Property Tax

Tax Administration and Collection

The Township contracts with the Montgomery County Tax Assessor/Collector's Office to administer and collect property taxes from property owners in both Montgomery County and Harris County. Services provided include mailing tax statements and notices, processing payments, pursuing collection of delinquent accounts, and facilitating taxpayer inquiries.

2018 Property Tax Calendar for the 2019 Budget	
January 2018	Preliminary tax values determined
May 2018	Preliminary tax rolls received
August 2018	Certified tax rolls received
September 2018	Adopt budget and set tax rate
October 2018	Tax statements are mailed
January 2019	Tax payments are due

The following page entitled "Property Tax Summary" summarizes property tax roll estimates and tax levy calculations for the 2018 tax year (2019 budget year).

PROPERTY TAX SUMMARY

TAXABLE VALUES

Taxable Value before Exemptions & Abatements:	
Land	\$ 3,466,190,999
Improvements	17,244,898,042
Personal Property	<u>1,273,843,508</u>
	21,984,932,549
Less Homestead Cap/Adjustments	(166,774,830)
Less Exempt Property	(1,026,268,576)
Less Productivity Loss	(19,885,700)
Less Exemptions:	
65 and Over	(175,294,918)
Veterans/Disabled	(40,785,313)
Freeport	(33,501,855)
Auto/Other	<u>(109,138,702)</u>
Total Exemptions	(358,720,788)
Less Abatements	<u>(338,609,000)</u>
Add Property Under Protest (MCAD)	<u>65,263,185</u>
Less Estimated Reductions in value	<u>(50,000,000)</u>
Estimated Taxable Value	<u><u>\$ 20,089,936,840</u></u>

TAX LEVY

Tax Rate per \$100	\$ 0.2273 (1)
Tax Revenue Generated by \$.01	<u>2,008,994 (2)</u>
Tax Levy	\$ 45,664,426 (1) x (2) x 100
Less Allowance for Uncollectible Taxes	(342,483)
Penalties/Interest Estimate	<u>100,000</u>
Estimated 2019 Property Tax Revenue	<u><u>\$ 45,421,943</u></u>

AVG HOUSEHOLD TAX LEVY

Avg Taxable Household Value	\$ 432,474
Tax Rate	<u>0.2273 / \$100</u>
Avg Tax Levy	\$ 983

Estimate based on Taxable values were provided by the Montgomery County Appraisal District and Harris County Appraisal District.

CERTIFICATE FOR ORDER 011-18

THE STATE OF TEXAS §
§
COUNTIES OF MONTGOMERY §
AND HARRIS §

I, the undersigned member of the Board of Directors of The Woodlands Township (the "Township"), hereby certify as follows:

1. That I am the duly qualified and acting Secretary of the Board of Directors of the Township, and that as such, I have custody of the minutes and records of the Township.

2. That the Board of Directors of the Township convened in Regular Session, at 4:00 p.m., on August 22, 2018, at the regular meeting place thereof, within the boundaries of the Township, and the roll was called of the duly constituted officers and members of the Board of Directors, to-wit:

Gordy Bunch	Chairman
John McMullan	Vice Chairman
Ann Snyder	Secretary
John Anthony Brown	Treasurer
Brian Boniface	Director
Bruce Rieser	Director
Carol Stromatt	Director

and all of said persons were present, except Director(s) _____, thus constituting a quorum, whereupon, among other business, the following was transacted at such meeting: a written

ORDER NO. 011-18
ORDER LEVYING AD VALOREM TAXES FOR MAINTENANCE & OPERATIONS

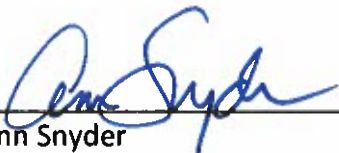
was duly introduced for the consideration of the Board of Directors.

It was then duly moved and seconded that such Order be adopted and, after due discussion, such motion, carrying with it the adoption of such Order, prevailed and carried by the following vote:

Director	Yes	No
Gordy Bunch	☒	☐
John McMullan	☒	☐
Ann Snyder	☒	☐
Brian Boniface	☒	☐
John Anthony Brown	☒	☐
Bruce Rieser	☒	☐
Carol Stromatt	☐	☒

3. That a true and correct copy of such Order adopted at such meeting is attached to and follows this certificate; that such Order has been duly recorded in the minutes of the Board of Directors for such meeting; that the persons named in the above and foregoing Paragraph 2 were the duly chosen, qualified and acting officers and members of the Board of Directors as indicated therein, that each was duly and sufficiently notified officially and personally, in advance, of the time, place and purpose of such meeting, and that such Order would be introduced and considered for adoption at such meeting, and that each consented in advance, to the holding of such meeting for such purpose; that the canvassing of the officers and members of the Board of Directors present at and absent from such meeting and of the votes of each on such motion, as set forth in the above and foregoing Paragraph 2, is true and correct; that such meeting was open to the public as required by law; and that sufficient and timely notice of the hour, date, place and subject of such meeting was given and posted as required by Chapter 551, Government Code, as amended.

SIGNED AND SEALED the 22nd day of August, 2018.



 Ann Snyder
 Secretary, Board of Directors

ORDER NO. 011-18
ORDER LEVYING AD VALOREM TAXES (MAINTENANCE & OPERATIONS)

WHEREAS, The Woodlands Township (the "Township"), successor by name change to Town Center Improvement District of Montgomery County, Texas, has been heretofore created and established under and operates pursuant to Chapter 289, Acts of the 73rd Texas Legislature, Regular Session, 1993, as amended (the "Act"); and

WHEREAS, pursuant to an election duly passed under the authority of Section 9(h)(3) of the Act, the Township has been authorized to levy and assess an ad valorem tax for general revenue purposes; and

WHEREAS, the Board of Directors has concluded that a tax to provide funds for the general revenue purposes of the Township should be levied for the tax year 2018; Now, therefore,

BE IT ORDERED BY THE BOARD OF DIRECTORS OF THE WOODLANDS TOWNSHIP, THAT:

Section 1: There is hereby levied for the year 2018 an ad valorem tax of \$0.2103 on each \$100 of taxable value within the Township for general revenue purposes. All taxes collected pursuant to this levy, after paying the costs of levying, assessing and collecting same, shall be deposited into the Township's General Fund and shall be used for authorized Township purposes.

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

THE TAX RATE WILL EFFECTIVELY BE RAISED BY 0.10 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY <\$2.30>.

Section 2: This Order was duly introduced for the consideration of the Board of Directors. It was then duly moved and seconded that such Order be adopted and, after due discussion, such motion, carrying with it the adoption of such Order, prevailed and carried by the following vote:

Director	Yes	No
Gordy Bunch	☒	☐
John McMullan	☒	☐
Ann Snyder	☒	☐
Brian Boniface	☒	☐
John Anthony Brown	☒	☐
Bruce Rieser	☒	☐
Carol Stromatt	☐	☒

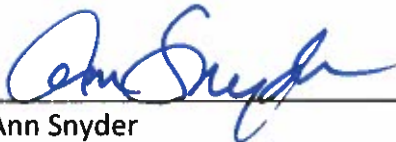
Section 3: This Order shall be effective from and after its adoption.

PASSED AND APPROVED this 22nd day of August 2018.



Gordy Bunch
Chairman, Board of Directors

ATTEST:



Ann Snyder
Secretary, Board of Directors

CERTIFICATE FOR ORDER 010-18

THE STATE OF TEXAS §
 §
COUNTIES OF MONTGOMERY §
AND HARRIS §

I, the undersigned member of the Board of Directors of The Woodlands Township (the "Township"), hereby certify as follows:

1. That I am the duly qualified and acting Secretary of the Board of Directors of the Township, and that as such, I have custody of the minutes and records of the Township.

2. That the Board of Directors of the Township convened in Regular Session, at 4:00 p.m., on August 22, 2018, at the regular meeting place thereof, within the boundaries of the Township, and the roll was called of the duly constituted officers and members of the Board of Directors, to-wit:

Gordy Bunch	Chairman
John McMullan	Vice Chairman
Ann Snyder	Secretary
John Anthony Brown	Treasurer
Brian Boniface	Director
Bruce Rieser	Director
Carol Stromatt	Director

and all of said persons were present, except Director(s) _____, thus constituting a quorum, whereupon, among other business, the following was transacted at such meeting: a written

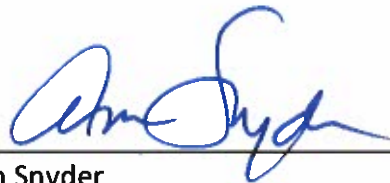
ORDER NO. 010-18
ORDER LEVYING AD VALOREM TAXES FOR DEBT SERVICE

was duly introduced for the consideration of the Board of Directors. It was then duly moved and seconded that such Order be adopted and, after due discussion, such motion, carrying with it the adoption of such Order, prevailed and carried by the following vote:

Director	Yes	No
Gordy Bunch	☒	☐
John McMullan	☒	☐
Ann Snyder	☒	☐
Brian Boniface	☒	☐
John Anthony Brown	☒	☐
Bruce Rieser	☒	☐
Carol Stromatt	☒	☐

3. That a true and correct copy of such Order adopted at such meeting is attached to and follows this certificate; that such Order has been duly recorded in the minutes of the Board of Directors for such meeting; that the persons named in the above and foregoing Paragraph 2 were the duly chosen, qualified and acting officers and members of the Board of Directors as indicated therein, that each was duly and sufficiently notified officially and personally, in advance, of the time, place and purpose of such meeting, and that such Order would be introduced and considered for adoption at such meeting, and that each consented in advance, to the holding of such meeting for such purpose; that the canvassing of the officers and members of the Board of Directors present at and absent from such meeting and of the votes of each on such motion, as set forth in the above and foregoing Paragraph 2, is true and correct; that such meeting was open to the public as required by law; and that sufficient and timely notice of the hour, date, place and subject of such meeting was given and posted as required by Chapter 551, Government Code, as amended.

SIGNED AND SEALED the 22nd day of August, 2018.



Ann Snyder
Secretary, Board of Directors

ORDER NO. 010-18
ORDER LEVYING AD VALOREM TAXES (DEBT SERVICE)

WHEREAS, The Woodlands Township (the "Township"), successor by name change to Town Center Improvement District of Montgomery County, Texas, has been heretofore created and established under and operates pursuant to Chapter 289, Acts of the 73rd Texas Legislature, Regular Session, 1993, as amended (the "Act"); and

WHEREAS, pursuant to an election duly passed under the authority of Section 9(h)(3) of the Act, the Township has been authorized to levy and assess an ad valorem tax for general revenue purposes; and

WHEREAS, the Board of Directors has concluded that a tax to provide funds for the general revenue purposes of the Township should be levied for the tax year 2018; and

WHEREAS, pursuant to an election held within and for the Township on November 6, 2007, the Township was authorized to issue its bonds payable from ad valorem taxes levied by the Township; and

WHEREAS, the Township, has heretofore issued and has outstanding its bonds payable from ad valorem taxes, and the Board of Directors has concluded that a tax to provide interest and principal payments for the Township's outstanding bonds should be levied for the tax year 2018; Now, therefore,

BE IT ORDERED BY THE BOARD OF DIRECTORS OF THE WOODLANDS TOWNSHIP, THAT:

Section 1: There is hereby levied for the year 2018 an additional ad valorem tax of \$0.0170 on each \$100 of taxable property within the Township for debt service purposes. All taxes collected pursuant to this levy, after paying the costs of levying, assessing and collecting same, shall be deposited into the Township debt service fund(s) established for payment of the Township's outstanding bonds payable, in whole or in part, from ad valorem taxes and shall be used only for the purposes permitted in the resolution(s) or order(s) authorizing issuance of such outstanding bonds.

Section 2: This Order was duly introduced for the consideration of the Board of Directors. It was then duly moved and seconded that such Order be adopted and, after due discussion, such motion, carrying with it the adoption of such Order, prevailed and carried by the following vote:

Director	Yes	No
Gordy Bunch	☒	☐
John McMullan	☒	☐
Ann Snyder	☒	☐
Brian Boniface	☒	☐
John Anthony Brown	☒	☐
Bruce Rieser	☒	☐
Carol Stromatt	☒	☐

Section 3: This Order shall be effective from and after its adoption.

PASSED AND APPROVED this 22nd day of August 2018.



 Gordy Bunch
 Chairman, Board of Directors

ATTEST:



 Ann Snyder
 Secretary, Board of Directors

Revenue Sources



Sales & Use Tax

Sales and use tax revenue is generated by a tax levy on the sale of taxable goods and services within The Woodlands Township and is subject to applicable provisions of the Texas Tax Code.

Authorization of a Sales and Use Tax

On November 2, 1993, voters authorized the Board of Directors to levy and collect a one percent sales and use tax (the base 1%), subject to applicable provisions of the Texas Tax Code.

Expansion of the Sales and Use Tax Base

On November 6, 2007, voters authorized the Board of Directors to expand the boundaries of the Township including collection of the base 1% sales and use tax. The effective date of the imposition of the tax in the expanded boundaries was April 1, 2008.

Pursuant to regional participation agreements executed with the City of Houston and the City of Conroe, 1/16th of revenues collected from the base 1% sales tax levy within the Township's expanded boundaries are paid to the cities on a quarterly basis. The payments are used to help fund mutually agreed upon projects that benefit the region. For 2019, those amounts are estimated to total \$1.6 million for Houston and \$51,000 for Conroe.

Authorization of an Incremental Sales and Use Tax

From 2001 to 2006, the Board created several economic development zones to fund improvement projects through the imposition of an incremental sales and use tax. The additional 1% sales tax was collected within each designated zone to include funding for: the Cynthia Woods Mitchell Pavilion expansion, Town Green Park, Market Street, Waterway Square, The Woodlands Mall expansion, and Fire Station # 6 and the Emergency Training Facility. Funding obligations for the Cynthia Woods Mitchell Pavilion and Fire Station #6 / Emergency Training Facility have been fulfilled.

Expansion of the Incremental Sales and Use Tax

Following a public hearing held on November 16, 2007, the existing economic development zones were reorganized as The Woodlands Township Economic Development Zone. At that time, the Board imposed the incremental 1% sales and use tax within the boundaries of the expanded Township. Revenues are used to satisfy funding obligations for The Woodlands Fire Department and the improvement projects referenced above.

Sales and Use Tax Pledged for Debt Service

In accordance with the Township's sales and use tax and hotel occupancy tax bond covenants, ½ of 1% of the Township's base sales and use tax collections have been pledged for debt service. This pledge of sales tax is required only to the extent there is a shortfall in hotel occupancy tax receipts to meet annual debt service payments for the Convention Center and Town Hall facility bonds. For 2019, no sales tax revenue will be required to fund debt obligations.

Sales and Use Tax by Business Sector

The Township receives sales and use tax from different business industries, which are designated into sectors by the North American Industry Classification System (NAICS). Following is a chart reflecting these business sectors and the current percentage of total sales and use tax revenue each sector contributes to the Township. Retail sales tax is the largest component of the Township's sales tax base, making up 47.8% of the total.

Revenue Sources



Sales & Use Tax

Business Sector	% of Total Sales and Use Tax Revenues
Retail Trade	47.8%
Accommodation and Food Services	12.8%
Information	8.3%
Professional and Technical Services	5.1%
Manufacturing	4.5%
Wholesale Trade	4.4%
Mining and Oil and Gas Extraction	3.7%
Real Estate and Rental and Leasing	3.1%
Arts, Entertainment and Recreation	2.1%
Construction	1.9%
Administrative and Waste Management	1.6%
Utilities	1.4%
Other Services	1.2%
Other Industries	2.1%
Total	100.0%

Overview of 2019 Budget

The sales tax rate for The Township is 8.25% per \$1.00 of taxable sales, of which 6.25% is remitted to the State of Texas. Sales tax accounts for \$55.1 million (42.9%) of total revenue sources for FY 2019. The chart below summarizes projected 2019 sales tax activity.

Taxing Entity	Sales Tax Rate	Sales Tax Revenue - 2019
State of Texas	6.25%	n/a
The Woodlands Township	1.00%	\$ 27,905,433
Township Economic Dev Zone	1.00%	\$ 27,153,740
Total	8.25%	\$ 55,059,173

Sales and use tax revenue has exceeded the budget throughout the first seven months of 2018 and is projected to be \$2.3 million, or 4.4% higher than the 2018 Budget of \$51.9 million. Included in the \$2.3 million favorable variance is \$0.5 million in audit adjustments for prior periods received from the State Comptroller's Office. Exclusive of these audit adjustments, 2019 sales tax revenue is budgeted to be 2.5% higher than the 2018 forecast. The increase from 2018 to 2019 is primarily attributable to higher anticipated revenues from the retail, real estate and rental and leasing, and food services business sectors.

Revenue Sources

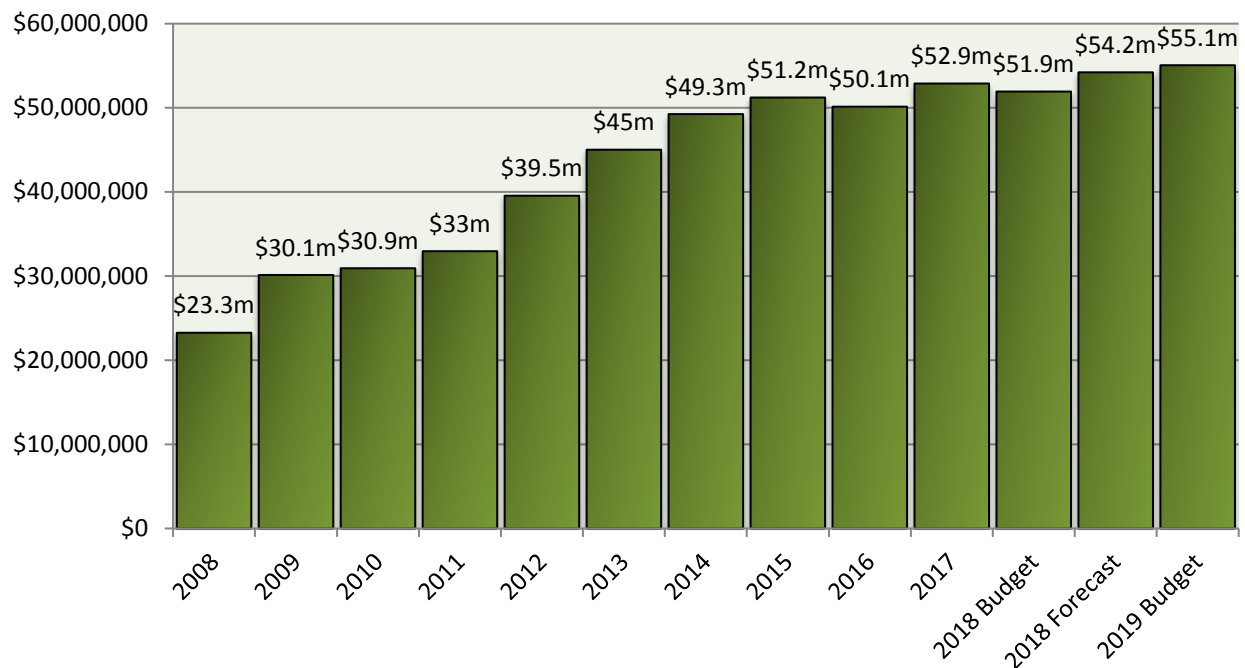


Sales & Use Tax

The following charts summarize sales and use tax revenues from 2008 – 2019.

YEAR	BASE	TWTEDZ	Project #1	Project #2	Project #3	Project #4	TOTAL
2019 Budget	\$27,905,433	\$24,033,205		\$1,526,777	\$1,574,183		\$55,059,173
2018 Forecast	\$27,474,813	\$23,716,127		\$1,489,538	\$1,535,788		\$54,216,266
2018 Budget	\$26,254,610	\$22,654,336		\$1,378,868	\$1,643,475		\$51,931,289
2017 Actual	27,209,646	22,958,216		1,447,402	1,270,324		52,885,588
2016 Actual	25,292,795	22,085,435		1,309,475	1,447,381	-	50,135,085
2015 Actual	25,736,921	22,538,403		1,385,905	1,560,987	-	51,222,215
2014 Actual	24,731,654	21,835,370	-	1,414,705	1,270,184	-	49,251,913
2013 Actual	22,662,872	19,573,910	-	1,308,245	1,473,895	-	45,018,922
2012 Actual	19,843,880	17,292,886	-	1,191,327	1,221,215	-	39,549,308
2011 Actual	17,106,447	13,763,234	154,589	1,112,007	816,610	-	32,952,887
2010 Actual	15,581,470	12,364,545	191,273	959,009	732,883	1,098,490	30,927,670
2009 Actual	15,183,344	11,804,561	206,364	918,070	804,220	1,207,591	30,124,150
2008 Actual	14,009,059	6,235,769	137,494	903,525	887,433	1,087,004	23,260,284

Historical & Projected Sales Tax Collections



*2008 - Township Boundary Expansion

Revenue Sources



Hotel Occupancy Tax

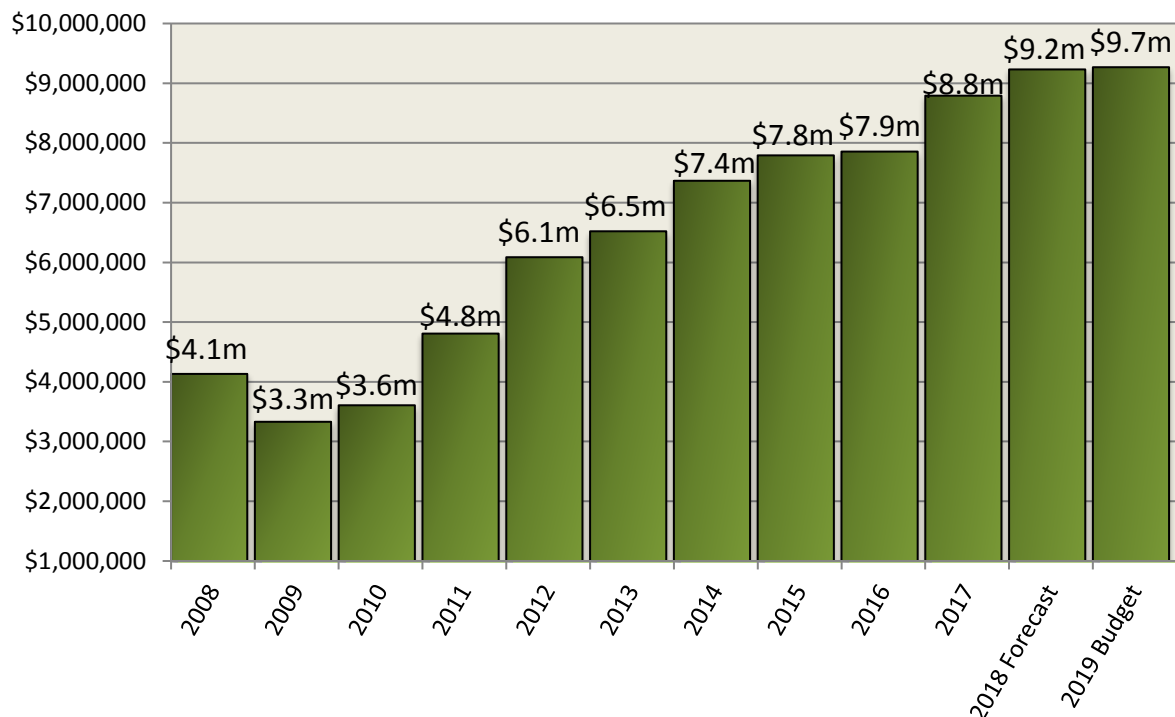
Hotel occupancy tax is levied at a rate of 15% of the price paid for a hotel room in The Woodlands Township. Hotels are required to remit 6% to the State of Texas and 9% to the Township.

Of the Township's 9% hotel occupancy tax, 7% is pledged for debt service on bonds issued for the Convention Center and Town Hall facility. Principal and interest payments for these obligations total \$4.4 million for 2019. The 7% room tax is projected to generate \$7.5 million in 2019, leaving \$3.1 million in tax revenue that can be used for purposes other than debt service.

The other 2% of the Township's hotel tax was authorized by the passage of S.B. No. 2515 in 2009. The first 1% of the supplemental tax was levied by The Woodlands Township on January 1, 2011, and the second 1% was imposed on January 1, 2012. Per the legislation, 75% of revenues generated by the supplemental tax are dedicated to funding operating expenditures for The Woodlands Convention & Visitors Bureau. In practice, 100% of the supplemental tax revenues are allocated to the CVB. For 2019, the supplemental hotel tax is projected to generate \$2.2 million.

For 2019, fourteen full-service hotels located in The Woodlands Township will offer approximately 2,253 rooms for guests. The hotels are projected to remit a total of \$9.2 million in hotel tax revenues to the Township in 2018 and estimated to increase by 5% to a total of \$9.7 million for 2019.

Historical & Projected Hotel Occupancy Tax Collections



Revenue Sources



Hotel Occupancy Tax

FY 2018 Forecast and FY 2019 Budget

During the first seven months of 2018, hotel tax revenues were \$424,165, or 8.5% above original budget estimates due to a strong local economy and targeted marketing programs.

Based on current market conditions and the outlook for the remainder of the year, the 2018 forecast for hotel tax revenues is \$9.2 million, which is approximately 10% over the original 2018 budget estimate. The 2019 budget of \$9.7 million assumes a 5% growth factor from the 2018 forecasted level based upon the data provided in the hotel occupancy analysis software utilized by the Convention and Visitors Bureau.

Hotel Occupancy Tax Collections

2019 Budget	\$9,692,427
2018 Forecast	9,230,883
2018 Budget	8,406,256
2017 Audited	8,791,317
2016 Audited	7,855,255
2015 Audited	7,791,741
2014 Audited	7,366,412
2013 Audited	6,520,692
2012 Audited	6,086,477
2011 Audited	4,807,693
2010 Audited	3,607,297
2009 Audited	3,330,819
2008 Audited	4,132,397

Hotel occupancy tax projections of \$9,692,427 are based on the following assumptions:

- 14 hotels + 1 corporate leasing company
- 822,345 approximate available room nights (2,253 rooms X 365 room nights)
- Assumes approximately 95% of room revenue is taxable
- Based on 9% local hotel occupancy tax rate

Revenue Sources



Hotel Occupancy Tax

Allocation of 2018 and 2019 Hotel Tax Revenues

The Township's hotel tax revenues are used to pay debt service on revenue bonds, fund Convention & Visitors Bureau operations, and fund phase III of trolley operations. Any remaining hotel tax revenues are currently maintained in an "Undesignated Hotel Occupancy" account within the Debt Service Fund for future use as determined by the Board of Directors.

The allocation of 2018 and 2019 hotel occupancy tax revenue is as follows:

<u>2018 Forecast</u>				<u>2019 Budget</u>			
	7 % Base Tax	2% Supplemental	Total		7 % Base Tax	2% Supplemental	Total
Debt Service	\$4,453,675	-	\$4,453,675		\$4,403,448	-	\$4,403,448
CVB	718,365	2,051,308	2,769,673		826,449	2,153,873	2,980,322
Trolley Phase III	126,830		126,830		170,695		170,695
"Excess" Hotel Tax	1,880,705	-	1,880,705		2,137,962	-	2,137,962
Total	\$7,179,575	\$2,051,308	\$9,230,883		\$7,538,554	\$2,153,873	\$9,692,427

Revenue Sources

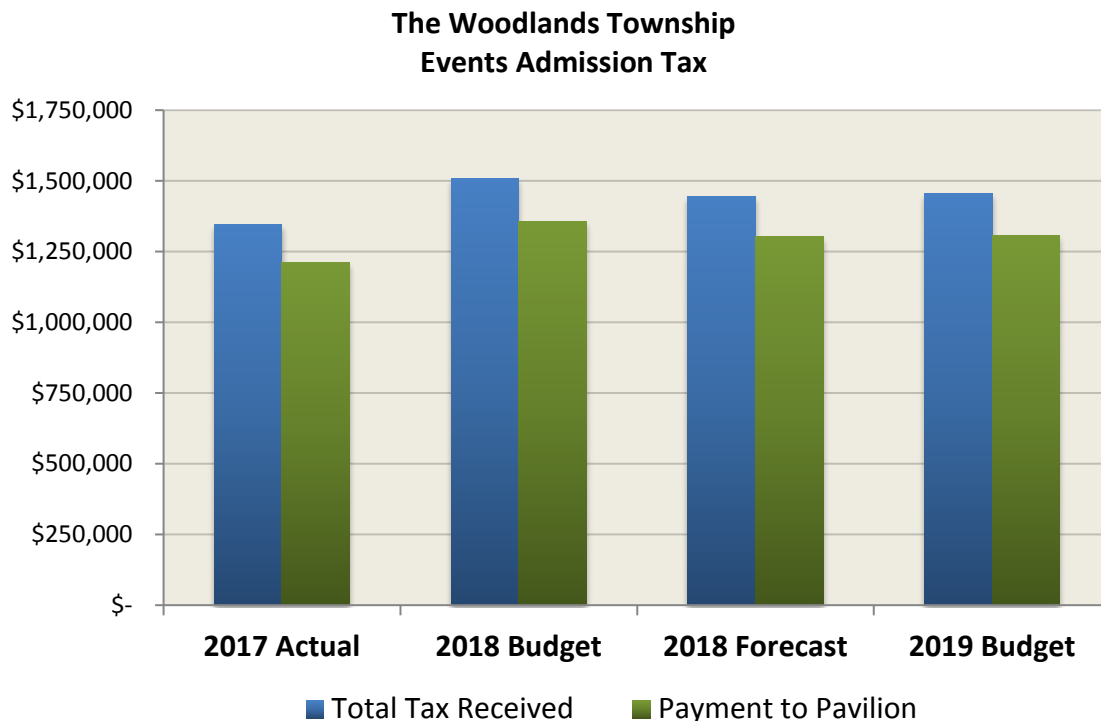


Events Admission Tax

Pursuant to Order No. 14-10, subsequently amended by Order No. 007-11 and Order No. 010-11, the Township began collecting an events admission tax on January 1, 2011. The tax is 5% of the price of a ticket sold as admission to events held at qualifying venues in the Township. To date, the Cynthia Woods Mitchell Pavilion is the only qualifying venue.

The provisions of tax legislation SB 2515 state that the proceeds of the tax are to be used “only to support cultural education in the District.” The Township has entered into an agreement with the Cynthia Woods Mitchell Pavilion to provide 90% of the collected tax revenues to the Pavilion for “costs of operations, maintenance, management, financing, funding development, capital costs, debt service, or other actual costs of production, promotion or presentation of cultural events by the Pavilion.” The remaining 10% is to be utilized by the Township for promotion, funding, and support of cultural events. Per Board Resolution 014-13, the Township is allocating these revenues to a Cultural Education Reserve to help fund cultural events or projects as they are identified and approved by the Board of Directors.

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget
Total Tax Received	\$1,345,267	\$1,506,752	\$1,446,482	\$1,453,714
Payment to Pavilion	1,210,740	1,356,077	1,301,834	1,308,343
Total Net Tax Revenue	\$134,527	\$150,675	\$144,648	\$145,371



Revenue Sources



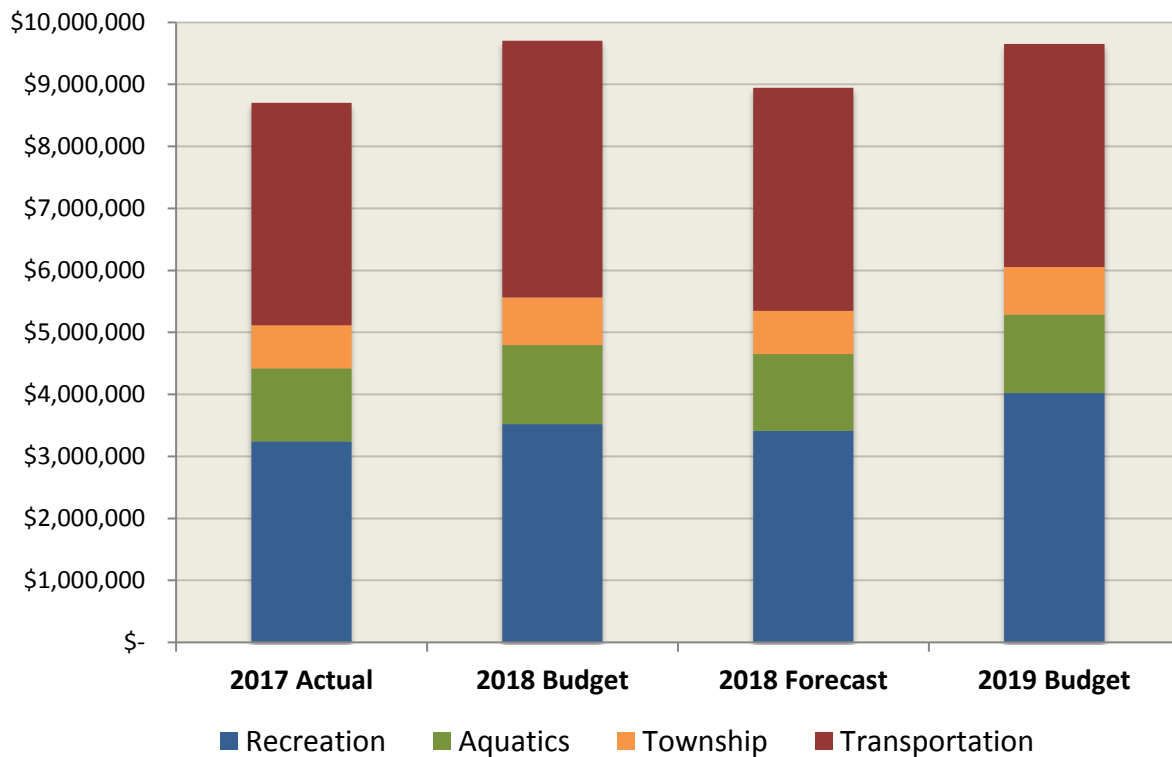
Program Revenues

Overview

Program revenues are generated from the following sources. Details for each category of program revenue are provided on the following pages.

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget
Recreation	\$3,242,986	\$3,522,760	\$3,413,783	\$4,023,764
Aquatics	1,177,928	1,272,500	1,238,000	1,262,000
Township Events	695,672	768,000	694,800	768,000
Neighborhood Services	11,530	9,000	10,250	9,000
Transportation	3,586,546	4,140,000	3,600,000	3,600,000
Total	\$8,714,662	\$9,712,260	\$8,956,833	\$9,662,764

**The Woodlands Township
Program Revenues**



Revenue Sources



Program Revenues

Recreation

The Recreation Department provides operational and program support for recreational activities for citizens of all ages. Revenue is generated from aquatic, athletic, and fitness programs; sports field and pavilion rentals; and a variety of other recreational activities. Programs are offered at the Recreation Center at Bear Branch Park and the Recreation Center at Rob Fleming Park, as well as at numerous amenities located throughout The Woodlands including parks, pools, sports fields, and the Riva Row and Lakes Edge Boat Houses. Sponsorship income is received for certain programs and events.

Following is a summary of revenues generated from recreation programs and sponsorships. For detailed information on Recreation revenues and expenditures, please refer to the Recreation Budget Plan located in the Parks and Recreation *Department Profiles* section of this binder.

Year	Revenue	\$ Change	% Change
2019 Budget	\$4,023,764	\$609,981	18%
2018 Forecast	\$3,413,783	\$170,797	5%
2017 Actual	\$3,242,986	\$133,488	4%
2016 Actual	\$3,109,498	\$98,803	3%
2015 Actual	\$3,010,695	\$455,601	18%
2014 Actual	\$2,555,094	\$321,372	14%
2013 Actual	\$2,233,722		



* The large increase in revenue for 2019 is due to the addition of the adventure course at the Recreation Center at Rob Fleming Park

2019 Program Fees	2019 Recreation Expense	% of Expense Recovered
\$4,023,784	\$4,072,027	98.8%

Revenue Sources



Program Revenues

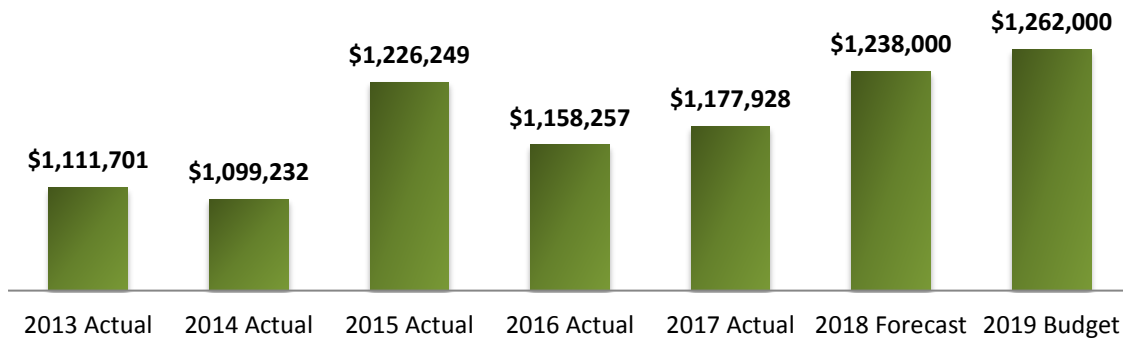
Aquatics

The Aquatics Division provides operational support to fourteen pools located throughout The Woodlands. Revenues are generated by pool memberships, guest passes, pool rentals, and concessions. For detailed information on Aquatics revenues and expenditures, please refer to the Aquatics Budget Plan located in the Parks & Recreation *Department Profiles* section of this binder.

Year	Revenue	\$ Change	% Change
2019 Budget	\$1,262,000	\$24,000	2%
2018 Forecast*	\$1,238,000	\$60,072	5%
2017 Actual*	\$1,177,928	\$19,671	2%
2016 Actual*	\$1,158,257	(\$67,992)	(6%)
2015 Actual	\$1,226,249	\$127,017	12%
2014 Actual	\$1,099,232	(\$12,469)	(1%)
2013 Actual	\$1,111,701		

*Bear Branch Pool out of service in 2016, 2017, and part of 2018

Pool Revenue



2018 Pool Fees	2018 Aquatic Expenses	% of Expense Recovered
\$1,262,000	\$2,526,304	50%

Village of Alden Bridge	Village of Cochran's Crossing	Village of Indian Springs	Village of Panther Creek
Alden Bridge Pool	Bear Branch Pool	Falconwing Pool	Creekwood Pool
Lakeside Pool	Shadow Bend Pool	Forestgate Pool	Ridgewood Pool
Windvale Pool			

Village of College Park	Village of Creekside Park	Village of Grogan's Mill	Village of Sterling Ridge
Harper's Landing Pool	Rob Fleming Aquatic Center	Sawmill Pool	Cranebrook Pool
	Wendtwoods Pool		

Revenue Sources



Program Revenues

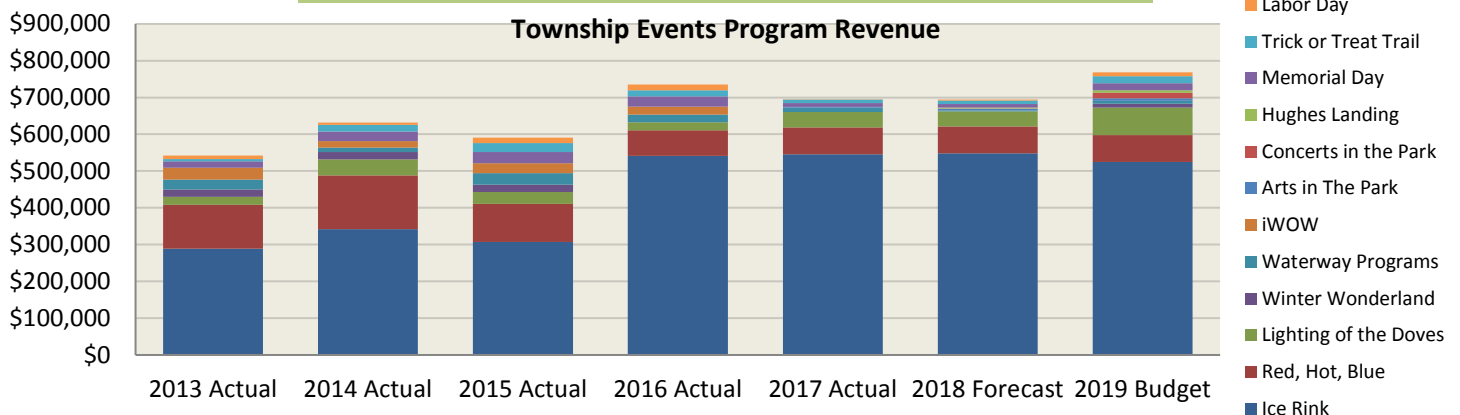
Township Events

Program revenues for Township Events include event sponsorships and sales and Ice Rink income generated by admissions, skate rentals, rink rentals, and the sale of merchandise. Prior to 2016, these events were produced by The Woodlands Convention & Visitors Bureau and accounted for in the CVB Fund. Program revenues total \$768,000, most of which is collected in the fourth quarter of the year during the holiday season. Sponsorship income is projected at \$233,000 and event sales at \$535,000 as follows:

Event	Sponsorships	Sales	Total
Red, Hot & Blue Festival	\$48,000	\$25,000	\$73,000
Lighting of the Doves	50,000	25,000	75,000
Winter Wonderland	10,000	-	10,000
Ice Rink	50,000	475,000	525,000
Waterway Square Programs	7,500	-	7,500
Arts in the Park	5,000	2,000	7,000
Concerts in the Park	15,000	-	15,000
Hughes Landing	7,500	-	7,500
Memorial Day	15,000	3,500	18,500
Trick or Treat Trail	15,000	4,500	19,500
Labor Day	10,000	-	10,000
Total	\$233,000	\$535,000	\$768,000

Total revenues generated by major community events for the period 2013 to 2019 are outlined below. The large increase in 2016 is related to revenue from the new ice rink facility.

Year	Revenue	\$ Change	% Change
2019 Budget	\$768,000	\$73,200	11%
2018 Forecast	\$694,800	(\$872)	(0.1%)
2017 Actual	\$695,672	(\$72,328)	(10%)
2016 Actual	\$735,327	144,462	24%
2015 Actual	\$590,865	(\$42,009)	(6%)
2014 Actual	\$631,874	\$89,448	16%
2013 Actual	\$542,426	\$37,860	



Revenue Sources



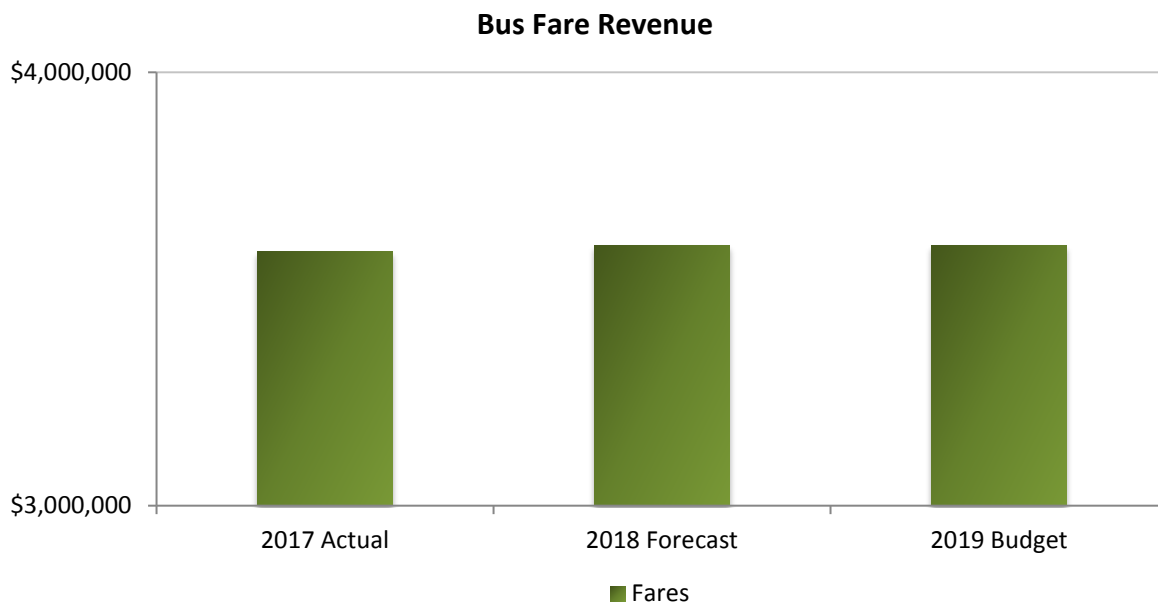
Program Revenues

Transportation Fund – Bus Fares

The Woodlands Township began accounting for passenger bus fares in 2015 when the Township assumed accounting responsibilities for the Park and Ride program associated with its designation as a Designated Recipient for the Conroe-Woodlands Urbanized Area (UZA). In prior years, bus fares and related Park and Ride program expenses were recorded by the Brazos Transit District.

Bus fares contribute \$3,600,000 (60%) of total revenue sources for the Park and Ride program in 2019. Bus fares are \$13 per round trip, and 276,923 round trips are projected for 2019. The forecast for 2018 is also \$3,600,000 and is lower than the original 2018 budget of \$4,140,000 primarily as a result of a company with a significant number of employees participating in the Park and Ride program moving its offices out of the downtown Houston area to a location that is not services by the Township's current bus routes. Passenger fares and grant proceeds fully fund the cost of program operations, meaning there are no property tax or sales tax revenues used to support the program.

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget
Fares	\$3,586,546	\$4,140,000	\$3,600,000	\$3,600,000
Total	\$3,586,546	\$4,140,000	\$3,600,000	\$3,600,000



Revenue Sources



Administrative Fees

Administrative fees include charges which are collected to recover the cost of providing certain services as well as charges for penalties and interest on delinquent property accounts remaining from the Community Associations. For 2019, administrative fees total \$239,500 and consist of the following items:

	2018 Forecast	2019 Budget
Transfer Fees	\$215,000	\$215,000
Covenant Admin Fees	24,000	24,000
Interest and Rebilling Fees	500	500
Total	\$239,500	\$239,500

Transfer Fees

Transfer fees are collected from property owners when property is sold or refinanced to recover the cost of updating property and other databases that must be accurately maintained for the provision of quality and timely services.

Covenant Administrative Fees

Fees are charged by the Covenant Administration Department to recover costs incurred to maintain properties that are in disrepair. Expenses incurred typically include lawn maintenance, debris removal and minor repairs. Also included in this budget line item are fees to recover costs incurred to replant trees or other vegetation damaged by property owners who are granted temporary access to right of way easements to facilitate the construction of a pool or other major projects on their property.

Interest and Rebilling Fees

The Township receives income from penalties and interest on delinquent assessment accounts it assumed in the governance transition with the Community Associations of The Woodlands. There are currently 37 delinquent accounts with a total balance due of \$86,674. Liens have been filed on the delinquent properties, and delinquent assessments, legal fees, penalties and interest are typically collected upon sale of the property to satisfy the lien.

Revenue Sources



Grants and Contributions

Transportation Fund

The Transportation Fund has a total of \$3,174,279 in federal and state grants budgeted for 2019. These include:

Transportation Grants	
Park & Ride Service	\$2,398,280
Trolley Service	555,999
Transportation Planning	220,000
Total	\$3,174,279

For detailed information on the Transportation Fund's revenues and expenditures, please refer to the *Transportation Fund* section of this binder.

The Woodlands Fire Department

The 2019 budget includes \$18,000 for contributions made by the Montgomery County Emergency Communications District related to a dispatcher incentive program.

Interest Income

Total projected interest income of \$864,295 includes interest on the General Fund (\$450,000), Convention & Visitors Bureau (\$500), Debt Service Fund cash balances (\$44,640) and interest earned on EDZ project priority payments (\$369,155). The average percentage yield for interest income on cash balances is projected at 1.9% for FY 2019. Interest payments from the EDZ are based on the approved financing plans and corresponding terms of each reimbursement note for the Town Green Park project (6.5% APR) and the Waterway Square project (7% APR).

Interest Income	
General Fund	\$450,000
CVB	500
Debt Service Fund	44,640
EDZ Project Payments	369,155
Total	\$864,295

Revenue Sources



Other Income

Contract Revenue

Total contract revenue for 2019 consists of the following:

Contract Revenue	
The Woodlands Fire Dept (a)	\$619,331
Shenandoah Fire Services (b)	880,054
Convention Center Lease	127,702
Environmental Services (c)	96,000
CVB Office Space (d)	69,350
CVB Contracted Staffing (d)	792,822
Other	56,000
Total	\$2,641,259

- (a) Dispatch agreements, emergency training partnerships, and Hospital District Agreement.
- (b) Provision of fire protection and emergency response services to the City of Shenandoah.
- (c) Represents 1% of solid waste contract and other revenues to be used for educational programs.
- (d) The Woodlands Convention and Visitors Bureau pays The Woodlands Township for contracted personnel expenses and office space per the terms of the Service Agreement between the two entities.

Transfers

Interfund transfers reallocate resources between the Township's various accounting funds. All transfer activity is eliminated on a consolidated fund basis. For more information on transfer activity refer to the "Summary of Operating Transfers" schedule in the *Overview* section of the budget.

Personnel



In This Section You Will Find:

Summary of Consolidated Staffing Levels 6-1

Township Fire Department Employees 6-3

 Summary of Departmental Staffing Levels..... 6-3

 Staff Positions by Department 6-4

 Salaries and Benefits by Department 6-5

Township General Employees 6-7

 Summary of Departmental Staffing Levels..... 6-7

 Staff Positions by Department 6-11

 Salaries and Benefits by Department 6-17

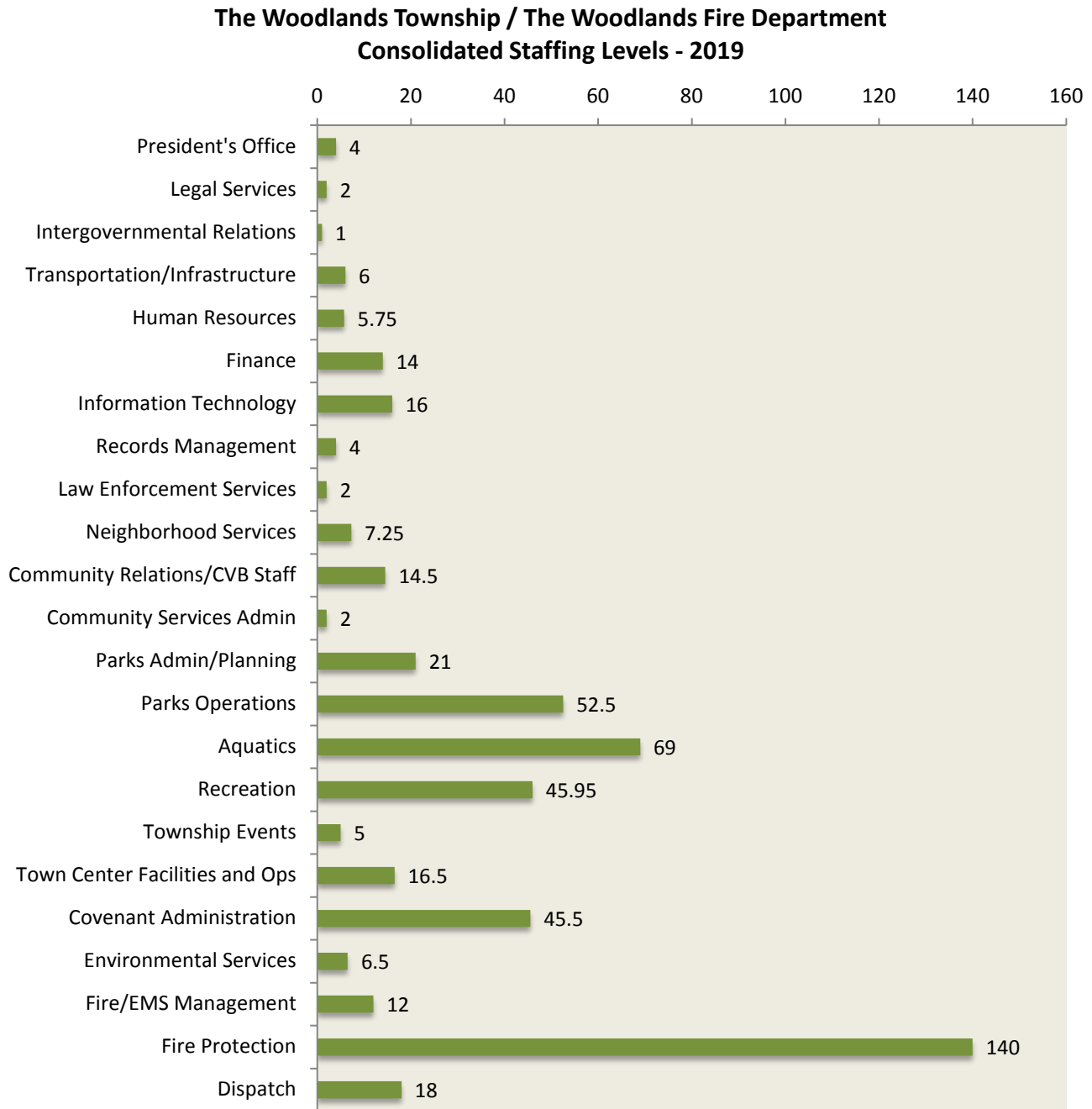
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Consolidated Staffing Levels

The 2019 Budget includes a total of 510.45 full-time equivalent (FTE) positions. The chart below illustrates staffing levels by department.



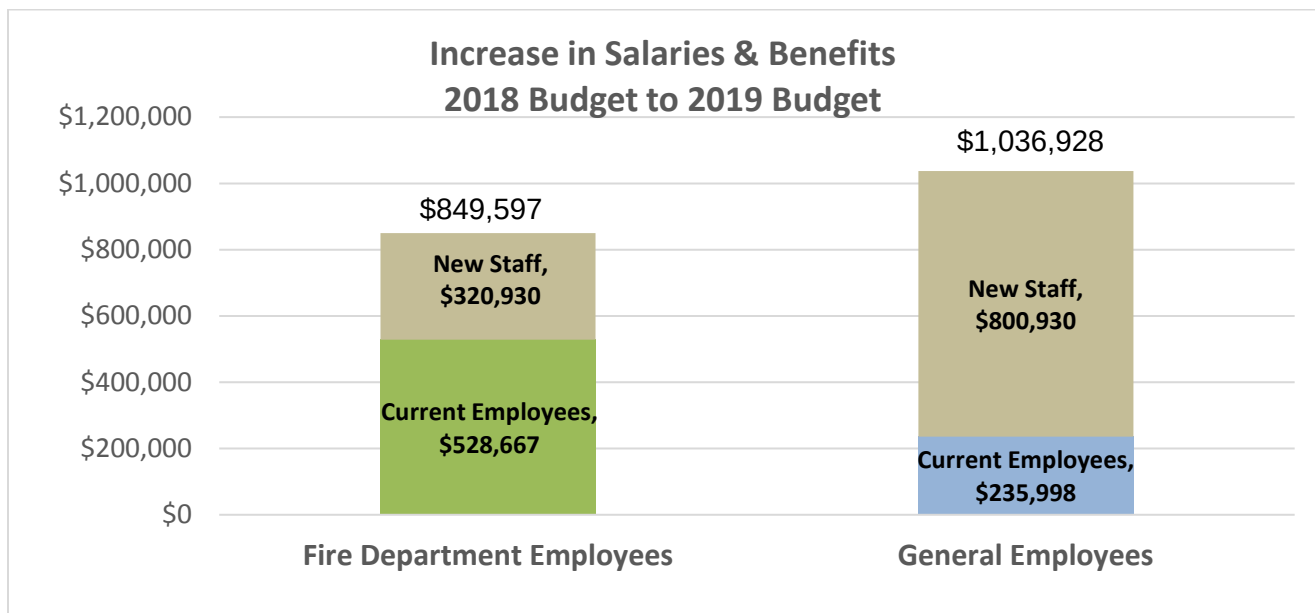


2019 Personnel Budget Summary

Fire Department Employees	2018	2019	\$ Increase	% Increase
Current Employees	\$20,606,140	\$21,134,807	\$528,667	2.6%
New Staff Requests	n/a	\$320,930	\$320,930	100%
Total	\$20,606,140	\$21,455,737	\$849,597	4.1%
Benefits as % of Salaries	41%	39%		

General Employees	2018	2019	\$ Increase	% Increase
Current Employees	\$20,073,288	\$20,309,286	\$235,998	1.2%
New Staff Requests	n/a	\$800,930	\$800,930*	100%
Total	\$20,073,288	\$21,110,216	\$1,036,928	5.2%
Benefits as % of Salaries	35%	34%		

*The total \$800,930 increase in salaries and benefits for proposed new staff includes \$439,132 for the Recreation Division, which is funded by recreation program revenues, and \$55,816 for a new CVB staff position.





Staffing Levels – Fire Department Employees

The 2019 Staffing Plan for the Fire Department includes an increase of 0.5 FTE positions for temporary dispatchers and 2.0 FTE for squad concept firefighters.

The Fire Department is also requesting incentive funds to add existing personnel to the Hazardous Materials Response Team and the Technical Rescue Team to ensure the teams are adequately staffed to respond to emergencies.

Fire Department					
Summary of Departmental Staffing Levels					
(Full-Time Equivalents)					

Department	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	Budget 18-19 Change
Fire/EMS Management	10.5	12	12	12	0.00
Fire Protection	138	138	138	140	2.00
Dispatch	16	17.5	17.5	18	0.50
Total Fire Department	164.5	167.5	167.5	170	2.50

2019 Staffing Requests

Fire Department Employees

Department	Position	FTE's
Fire Protection	Hazmat/Tech Rescue Incentive	0.00
Fire Protection	Squad Concept Firefighters	2.00
Dispatch	Dispatchers	0.50
Total		2.50

THE WOODLANDS TOWNSHIP
STAFF POSITIONS BY DEPARTMENT
FIRE DEPARTMENT EMPLOYEES

	2018 Budget	2018 Forecast	2019 Budget	Full Time Equivalents FTE Additions/(Reductions)
Fire and EMS Management				
Fire Chief	1	1	1	
Deputy Chief - Administration	1	1	1	
Deputy Chief - Operations	1	1	1	
Deputy Chief - Training	1	1	1	
Battalion Chief - Emergency Coord.	1	1	1	
Battalion Chief - Training	1	1	1	
Fire Prevention Officer	1	1	1	
Administrative Analyst	1	1	1	
Customer Service Rep	1	1	1	
Administrative Assistant II	1	1	1	
Maintenance Technician	1	1	1	
Emergency Vehicle Technician	1	1	1	
Total Fire/EMS Management	12	12	12	0.00
Fire Protection				
Battalion Chief - Operations	6	6	6	
Lieutenant	27	27	27	
Driver/Operator	27	27	27	
Firefighter	78	78	80	2.0 FTE Squad Concept Firefighters
Total Fire Protection	138	138	140	2.00
Dispatch				
Dispatch Manager	1	1	1	
Shift Supervisor	4	4	4	
Dispatcher	12.5	12.5	13	0.5 FTE Dispatchers
Total Dispatch	17.5	17.5	18	0.50
TOTAL FIRE DEPARTMENT	167.5	167.5	170	2.50

The Woodlands Township
Salary & Benefits Summary
FIRE DEPARTMENT EMPLOYEES

	2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
FIRE AND EMS MANAGEMENT						
Salaries and Wages	1,586,130	1,106,902	1,106,902	1,146,687	39,785	3.6%
Overtime	710	1,000	24,000	24,000	23,000	2300.0%
Employee Benefits - FICA	113,946	81,383	83,143	86,035	4,652	5.7%
Employee Benefits - TEC	337	2,394	2,394	2,223	(171)	-7.1%
Employee Benefits - Retirement	187,620	136,408	139,628	139,917	3,509	2.6%
Employee Benefits - Insurance	156,378	181,169	181,169	210,860	29,691	16.4%
Employee Benefits - Workers Comp	8,034	15,844	10,562	13,341	(2,503)	-15.8%
	2,053,155	1,525,100	1,547,798	1,623,063	97,963	6.4%
FIRE PROTECTION						
Salaries and Wages	9,570,344	10,739,055	10,739,055	11,211,091	472,036	4.4%
Overtime	1,671,963	1,719,768	1,719,768	1,829,366	109,598	6.4%
Ride Up Pay	54,913	50,000	50,000	50,000	-	0.0%
Employee Benefits - FICA	819,599	953,589	953,589	997,261	43,672	4.6%
Employee Benefits - TEC	1,503	23,598	23,598	23,940	342	1.4%
Employee Benefits - Retirement	1,242,062	1,429,790	1,429,790	1,519,337	89,547	6.3%
Employee Benefits - Insurance	2,039,831	2,442,277	2,310,600	2,550,325	108,048	4.4%
Employee Benefits - Workers Comp	68,099	240,710	160,474	167,505	(73,205)	-30.4%
	15,468,312	17,598,787	17,386,874	18,348,825	750,038	4.3%
DISPATCH						
Salaries and Wages	851,408	903,974	903,974	919,708	15,734	1.7%
Overtime	154,440	135,077	135,077	137,428	2,351	1.7%
Employee Benefits - FICA	72,561	78,933	78,933	80,871	1,938	2.5%
Employee Benefits - TEC	1,891	2,993	2,993	3,279	286	9.6%
Employee Benefits - Retirement	108,639	116,488	116,488	90,895	(25,593)	-22.0%
Employee Benefits - Insurance	221,243	242,099	227,600	249,843	7,744	3.2%
Employee Benefits - Workers Comp	769	2,689	1,793	1,825	(864)	-32.1%
	1,410,950	1,482,253	1,466,858	1,483,849	1,596	0.1%
TOTAL SALARIES & BENEFITS:						
Salaries and Wages	12,007,881	12,749,931	12,749,931	13,277,486	527,555	4.1%
Overtime	1,882,025	1,905,845	1,928,845	2,040,794	134,949	7.1%
Employee Benefits - FICA	1,006,106	1,113,905	1,115,665	1,164,167	50,262	4.5%
Employee Benefits - TEC	3,731	28,985	28,985	29,442	457	1.6%
Employee Benefits - Retirement	1,538,322	1,682,686	1,685,906	1,750,149	67,463	4.0%
Employee Benefits - Insurance	2,417,451	2,865,545	2,719,369	3,011,028	145,483	5.1%
Employee Benefits - Workers Comp	76,902	259,243	172,829	182,671	(76,572)	-29.5%
	18,932,418	20,606,140	20,401,530	21,455,737	849,597	4.1%
BENEFITS AS % OF SALARY & WAGES	36%	41%	39%	40%		
FTE's	161.5	164.5	164.5	167.5		
Avg Wage	86,006	89,093	89,233	91,452		
Avg Benefits	31,223	36,172	34,789	36,642		
Avg Total Compensation per FTE	117,229	125,265	124,021	128,094		

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Staffing Levels – Township General Employees

The 2019 Staffing Plan for General Employees includes an increase of 6.5 full-time equivalent (FTE) positions: 4.0 FTEs for Park Operations; 1.5 FTEs for Covenant Administration; and 1.0 FTE for Community Relations.

The 2019 staffing plan also includes 10.0 FTE staff positions for the Recreation Division, which funds 100% of its salaries and benefits cost with related recreation program revenues.

The Convention & Visitors Bureau Board of Directors approved a 1.0 FTE Tourism Specialist for 2019.

The Woodlands Township
Summary of Departmental Staffing Levels
(Full-Time Equivalents)

Department	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	Budget 18-19 Change
President's Office	4	4	4	4	0.00
Legal Services	2	2	2	2	0.00
Legislative/Government Affairs	1	1	1	1	0.00
Transportation/Infrastructure	6	6	6	6	0.00
Human Resources	5.75	5.75	5.75	5.75	0.00
Finance	14	14	14	14	0.00
Information Technology	16	16	16	16	0.00
Records Management	4	4	4	4	0.00
Law Enforcement Services	2	2	2	2	0.00
Neighborhood Services	7.25	7.25	7.25	7.25	0.00
Community Relations/CVB Staff	12.25	12.5	12.5	14.5	2.00
Community Services Administration	2	2	2	2	0.00
Parks Admin/Planning	21	21	21	21	0.00
Parks Operations	44.5	48.5	48.5	52.5	4.00
Aquatics	69	69	69	69	0.00
Recreation	33.95	35.95	35.95	45.95	10.00
Township Events	5	5	5	5	0.00
Town Center Facilities and Ops	16	16.5	16.5	16.5	0.00
Covenant Administration	43	44	44	45.5	1.50
Environmental Services	6.5	6.5	6.5	6.5	0.00
Total Township	315.2	322.95	322.95	340.45	17.50



2019 Staffing Requests

General Employees

Department	Position	FTEs
Community Relations	Social Media/Community Relations Specialist	1.00
Covenant Administration	P/T Compliance Tech (2) 0.5 FTEs	1.00
Covenant Administration	P/T Compliance Tech II to F/T Tech III	0.50
Park Operations	Facilities Foreman	1.00
Park Operations	Irrigation Technician	1.00
Park Operations	Streetscape Superintendent	1.00
Park Operations	Streetscape Admin Assistant	1.00
Information Technology	Reclass Real Estate Records Analyst to Senior GIS Analyst	0.00
Finance	Reclass Financial Analyst to Grant Administrator	0.00
	Total	6.50

Personnel



2019 Staffing Requests

Recreation Employees

Department	Position	FTEs
Recreation	Recreation Receptionist – Bear Branch	0.50
Recreation	Recreation Supervisor – Bear Branch	1.00
Recreation	Camp Counselors	0.50
Recreation	Adventure Course Recreation Coordinator	1.00
Recreation	Adventure Course Recreation Specialist	1.00
Recreation	Adventure Course Recreation Aide (PT & Seasonal)	6.00
Total		10.00

The salaries and benefits costs of all recreation employees are funded 100% by recreation program revenues.

Personnel



2019 Staffing Requests

Convention & Visitors Bureau Employees

Department	Position	FTEs
Convention & Visitors Bureau	Tourism Specialist	1.00
Total		1.00

This staff position was approved by the Convention & Visitors Bureau Board of Directors during the review of CVB's 2019 Budget.

THE WOODLANDS TOWNSHIP
STAFF POSITIONS BY DEPARTMENT
GENERAL EMPLOYEES

	2018 Budget	2018 Forecast	2019 Budget	Full Time Equivalents FTE Additions/(Reductions)
President's Office				
President	1	1	1	
Assistant to the President	1	1	1	
Executive Assistant	2	2	2	
Total President's Office	4	4	4	0.00
Legal Services				
Staff Attorney	1	1	1	
Paralegal/Legal Secretary	1	1	1	
Total Legal Services	2	2	2	0.00
Transportation/Infrastructure				
Deputy Director of Community Svcs	1	1	1	
Financial Analyst	1	1	1	
Transit Planner	1	1	1	
Engineering Technician	2	2	2	
Administrative Assistant	1	1	1	
Total Transportation/Infrastructure	6	6	6	0.00
Intergovernmental Relations				
Intergovernmental Relations Manager	1	1	1	
Total Intergovernmental Relations	1	1	1	0.00
Human Resources				
Director of Human Resources	1	1	1	
Sr. Human Resources Generalist	2	2	2	
Benefits Coordinator	1	1	1	
Administrative Assistant	1.5	1.5	1.5	
File Clerk	0.25	0.25	0.25	
Total Human Resources	5.75	5.75	5.75	0.00
Finance				
Asst. General Mgr - Finance & Admin	1	1	1	
Fiscal Services Manager	1	1	1	
Accounting Manager	1	1	1	
Financial Analyst	2	2	1	Reclass Financial Analyst to Grant Admin
Grant Administrator	0	0	1	
Purchasing Manager	1	1	1	
Sr. Purchasing Specialist	1	1	1	
Sr. Accountant	2	2	2	
Payroll Analyst	1	1	1	
Sr. A/P Specialist	2	2	2	
Accounting & Public Info Analyst	1	1	1	
Sr. Administrative Assistant	1	1	1	
Total Finance	14	14	14	0.00

THE WOODLANDS TOWNSHIP
STAFF POSITIONS BY DEPARTMENT
GENERAL EMPLOYEES

	2018 Budget	2018 Forecast	2019 Budget	Full Time Equivalents FTE Additions/(Reductions)
Information Technology				
Director of Information Technology	1	1	1	
Systems Administrator	1	1	1	
Network Administrator	1	1	1	
Systems Manager	1	1	1	
Network Manager	1	1	1	
Database Administrator	1	1	1	
R/E Records Analyst	1	1	0	Reclass R/E Records Analyst to Sr GIS Analyst
Sr. GIS Analyst	1	1	2	
GIS Coordinator	1	1	1	
Systems/Radio Analyst	1	1	1	
Sr. Systems/Radio Analyst	1	1	1	
Help Desk Supervisor	1	1	1	
Sr. Help Desk Analyst	1	1	1	
Help Desk Analyst	2	2	2	
Administrative Assistant III	1	1	1	
Total Information Technology	16	16	16	0.00
Records Management				
Corporate Records Supervisor	1	1	1	
Corporate Records Specialist	2	2	2	
Records Technician	1	1	1	
Total Records/Prop Data Mgmt	4	4	4	0.00
Law Enforcement Services				
Director of Law Enforcement	1	1	1	
Administrative Assistant II	1	1	1	
Total Law Enforcement Svcs	2	2	2	0.00
Neighborhood Services				
Program Coordinator	3	3	3	
Part-Time Program Specialist	3	3	3	
Mail Clerk	1	1	1	
Intern	0.25	0.25	0.25	
Total Neighborhood Services	7.25	7.25	7.25	0.00

THE WOODLANDS TOWNSHIP
STAFF POSITIONS BY DEPARTMENT
GENERAL EMPLOYEES

	2018 Budget	2018 Forecast	2019 Budget	Full Time Equivalents FTE Additions/(Reductions)
Community Relations / CVB Staff Svcs				
Director of Comm Relations/CVB President	1	1	1	
Community Relations Manager	1	1	1	
Assistant Director - CVB	1	1	1	
Tourism Specialist	0	0	1	1.0 FTE - Tourism Specialist
Marketing Specialist	1	1	1	
Social Media Specialist	1	1	1	
Brand Development Manager	1	1	1	
Convention Development Manager	1	1	1	
Convention Development Specialist	1	1	1	
Sr. Community Relations Specialist	1	1	1	
Community Relations Specialist	1	1	1	
Social Media/Comm.Relations Specialist	0	0	1	1.0 FTE - Social Media/Comm. Relations Specialist
Sr. Administrative Assistant	1	1	1	
Administrative Assistant II	1	1	1	
Administrative Assistant I	0.5	0.5	0.5	
Total Community Relations/CVB	12.5	12.5	14.5	2.00
Community Services Admin				
Asst. General Mgr - Community Svcs	1	1	1	
Sr. Administrative Assistant	1	1	1	
Total Community Svcs Admin	2	2	2	0.00
Parks Administration				
Director - Parks & Recreation	1	1	1	
Asst. Director - Parks & Recreation	2	2	2	
Administrative Assistant II	2	2	2	
Receptionist	2	2	2	
Lead Customer Service Rep	1	1	1	
Customer Service Rep	3	3	3	
Total Parks Administration	11	11	11	0.00
Parks Planning				
Project Manager	1	1	1	
Project Specialist	1	1	1	
Park Supervisor	1	1	1	
Foreman	1	1	1	
Parks Technician III	2	2	2	
Parks Technician II	2	2	2	
Parks Technician I	2	2	2	
Total Parks Planning	10	10	10	0.00

THE WOODLANDS TOWNSHIP
STAFF POSITIONS BY DEPARTMENT
GENERAL EMPLOYEES

	2018 Budget	2018 Forecast	2019 Budget	Full Time Equivalents FTE Additions/(Reductions)
Park Operations				
Park Superintendent	1	1	1	
Parks Supervisor	1	1	1	
Foreman - Facilities	1	1	2	1.0 FTE - Foreman - Facilities
Parks Technician III - Facilities	1	1	1	
Parks Technician II - Facilities	3	3	3	
Parks Technician I - Facilities	5	5	5	
Park Supv - Natural Resources	1	1	1	
Foreman - OSR	1	1	1	
Parks Technician II- OSR	3	3	3	
Parks Technician I - OSR	4	4	4	
Foreman - Landscape	1	1	1	
Parks Technician II - Landscape	2	2	2	
Parks Technician I - Landscape	2	2	2	
Foreman - Forestry	1	1	1	
Parks Technician II - Forestry	2	2	2	
Parks Technician I - Forestry	2	2	2	
Program Specialist - Cul-de-sac	0.5	0.5	0.5	
Foreman - Irrigation	1	1	1	
Irrigation Technician	0	0	1	1.0 FTE - Irrigation Technician
Facilities Technician I	2	2	2	
Streetscape Superintendent	0	0	1	1.0 FTE - Streetscape Superintendent
Streetscape Admin Assistant	0	0	1	1.0 FTE - Streetscape Admin Assistant
Pool Technician - Spray Grounds	1	1	1	
Park Ranger Supervisor	1	1	1	
Lead Park Ranger	1	1	1	
Park Ranger	10	10	10	
Facility Maintenance Engineer	1	1	1	
Total Park Operations	48.5	48.5	52.5	4.00

Aquatics				
Aquatics Superintendent	1	1	1	
Pool Tech Foreman	1	1	1	
Pool Technician	4	4	4	
Lifeguard Coordinator	1	1	1	
Lifeguard	60.5	60.5	60.5	
Recreation Aid - Pool Passes	1	1	1	
Administrative Assistant Seasonal	0.5	0.5	0.5	
Total Aquatics	69	69	69	0.00

THE WOODLANDS TOWNSHIP
STAFF POSITIONS BY DEPARTMENT
GENERAL EMPLOYEES

	2018 Budget	2018 Forecast	2019 Budget	Full Time Equivalents FTE Additions/(Reductions)
Recreation				
Recreation Superintendent	1	1	1	
Recreation Supervisor	1	1	2	1.0 FTE - Recreation Supervisor - Bear Branch
Recreation Program Coordinator	5	5	6	1.0 FTE - Adventure Course Coordinator
Aquatics Program Coordinator	1	1	1	
Boathouse Program Coordinator	1	1	1	
Recreation Specialist	2.5	2.5	3.5	1.0 FTE - Adventure Course Specialist
Receptionist	3.5	3.5	4	0.5 FTE - Receptionist - Bear Branch
Evening Receptionist	1	1	1	
Part-time Recreation Aide (.50)	3	3	9	6.0 FTE Adventure Course Aides
Swim Team Recreation Specialist	1.2	1.2	1.2	
Summer Camp Leaders	5.25	5.25	5.75	0.5 FTE - Summer Camp Leaders
Swim Team Coach	2	2	2	
Swim Team Clerk	0	0	0	
Learn to Swim Program	0.25	0.25	0.25	
Water Safety Instructor	3.5	3.5	3.5	
Part-time Boat House Aides	3.75	3.75	3.75	
Administrative Assistant II	1	1	1	
Total Recreation	35.95	35.95	45.95	10.00
Town Center Facilities & Operations				
Town Center Superintendent	1	1	1	
Town Center Supervisor	1	1	1	
Pool Technician	1	1	1	
Administrative Assistant II	1	1	1	
Lead Town Center Ranger	2	2	2	
Town Center Ranger	10.5	10.5	10.5	
Total Town Center	16.5	16.5	16.5	0.00
Township Events				
Development Manager	1	1	1	
Special Events Coordinator	2	2	2	
Special Events Specialist	2	2	2	
Total Township Events	5	5	5	0.00

THE WOODLANDS TOWNSHIP
STAFF POSITIONS BY DEPARTMENT
GENERAL EMPLOYEES

	2018 Budget	2018 Forecast	2019 Budget	Full Time Equivalents FTE Additions/(Reductions)
Covenant Administration				
Director - Covenant Administration	1	1	1	
Property Compliance Manager	2	2	2	
Village Property Compliance Supervisor	6	6	6	
Commercial Property Compliance Supervisor	1	1	1	
Administrative Services Supervisor	1	1	1	
Revitalization Specialist	1	1	1	
Applications Specialist	3	3	3	
Property Compliance Specialist	8	8	8	
Administrative Assistant I	0.5	0.5	0.5	
Compliance Specialist	6	6	6	
Property Compliance Technician	12.5	12.5	13.5	(2) 0.5 FTE Compliance Technicians
Property Compliance Technician II	2	2	1.5	Reclass part-time 0.5 FTE Compliance Tech II to a
Property Compliance Technician III	0	0	1	full-time 1.0 FTE Compliance Tech III
Total Covenant Administration	44	44	45.5	1.50
Environmental Services				
Environmental Svcs Manager	1	1	1	
Environmental Edu Coord.	3	3	3	
Environmental Edu Specialist	1.5	1.5	1.5	
Intern	1	1	1	
Total Environmental Svcs	6.5	6.5	6.5	0.00
TOTAL TOWNSHIP GENERAL EMPLOYEES	322.95	322.95	340.45	17.50

The Woodlands Township
Salary & Benefits Summary
(in whole dollars)

	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
PRESIDENT'S OFFICE						
Salaries and Wages	490,473	522,072	522,072	525,634	3,562	0.7%
Overtime	-	-	-	-	-	-
Employee Benefits - FICA	25,402	29,403	29,403	29,750	347	1.2%
Employee Benefits - TEC	200	684	684	684	-	0.0%
Employee Benefits - Retirement	53,483	61,767	61,767	53,932	(7,835)	-12.7%
Employee Benefits - Insurance	41,334	75,249	67,200	67,499	(7,750)	-10.3%
Employee Benefits - Workers Comp	396	1,285	857	863	(422)	-32.9%
	611,288	690,460	681,983	678,362	(12,098)	-1.8%
Legal Services						
Salaries and Wages	220,138	225,102	225,102	230,054	4,952	2.2%
Overtime	516	5,000	3,000	3,000	(2,000)	-40.0%
Employee Benefits - FICA	14,010	15,293	15,293	15,370	77	0.5%
Employee Benefits - TEC	192	342	342	342	-	0.0%
Employee Benefits - Retirement	21,858	32,214	32,214	32,628	414	1.3%
Employee Benefits - Insurance	15,634	19,021	19,021	19,063	42	0.2%
Employee Benefits - Workers Comp	179	604	402	411	(193)	-31.9%
	272,527	297,576	295,374	300,868	3,292	1.1%
TRANSPORTATION						
Salaries and Wages	298,420	431,720	356,720	439,110	7,390	1.7%
Overtime	2,938	1,000	2,000	2,000	1,000	100.0%
Employee Benefits - FICA	22,172	33,103	27,366	33,745	642	1.9%
Employee Benefits - TEC	514	1,026	1,026	1,026	-	0.0%
Employee Benefits - Retirement	35,382	50,339	47,195	59,695	9,356	18.6%
Employee Benefits - Insurance	35,612	47,355	47,355	74,809	27,454	58.0%
Employee Benefits - Workers Comp	343	1,168	778	794	(374)	-32.0%
	395,382	565,711	482,440	611,179	45,468	8.0%
LEGISLATIVE AND GOVERNMENTAL AFFAIRS						
Salaries and Wages	45,159	94,976	94,976	97,335	2,359	2.5%
Overtime	-	-	-	-	-	-
Employee Benefits - FICA	3,518	7,266	7,266	7,446	180	2.5%
Employee Benefits - TEC	103	171	171	171	-	0.0%
Employee Benefits - Retirement	6,242	13,297	-	-	(13,297)	-100.0%
Employee Benefits - Insurance	10,113	16,504	16,504	24,118	7,614	46.1%
Employee Benefits - Workers Comp	78	256	171	175	(81)	-31.7%
	65,213	132,470	119,088	129,245	(3,225)	-2.4%
HUMAN RESOURCES						
Salaries and Wages	394,154	408,363	408,363	417,832	9,469	2.3%
Overtime	659	500	700	700	200	40.0%
Employee Benefits - FICA	27,037	29,585	29,585	30,642	1,057	3.6%
Employee Benefits - TEC	443	1,115	1,115	1,174	59	5.3%
Employee Benefits - Retirement	52,863	54,514	54,514	54,456	(58)	-0.1%
Employee Benefits - Insurance	73,729	74,046	74,046	66,930	(7,116)	-9.6%
Employee Benefits - Workers Comp	327	1,091	728	745	(346)	-31.7%
	549,213	569,214	569,051	572,479	3,265	0.6%
FINANCE						
Salaries and Wages	940,075	1,050,998	998,498	1,074,514	23,516	2.2%
Overtime	3,408	5,000	5,000	5,000	-	0.0%
Employee Benefits - FICA	66,519	77,331	73,315	79,261	1,930	2.5%
Employee Benefits - TEC	1,285	2,394	2,394	2,394	-	0.0%
Employee Benefits - Retirement	124,626	145,511	138,161	138,652	(6,859)	-4.7%
Employee Benefits - Insurance	139,073	166,028	166,028	187,538	21,510	13.0%
Employee Benefits - Workers Comp	853	2,830	1,887	1,935	(895)	-31.6%
	1,275,839	1,450,092	1,385,283	1,489,294	39,202	2.7%
INFORMATION TECHNOLOGY						
Salaries and Wages	1,174,437	1,216,067	1,197,467	1,228,622	12,555	1.0%
Overtime	20,863	6,000	20,600	22,000	16,000	266.7%
Employee Benefits - FICA	86,961	92,518	92,723	94,578	2,060	2.2%
Employee Benefits - TEC	1,747	2,736	2,736	2,736	-	0.0%
Employee Benefits - Retirement	132,799	132,169	134,773	148,565	16,396	12.4%
Employee Benefits - Insurance	178,045	222,843	201,174	201,174	(21,669)	-9.7%
Employee Benefits - Workers Comp	998	3,294	2,196	2,251	(1,043)	-31.7%
	1,595,851	1,675,627	1,651,669	1,699,926	24,299	1.5%

The Woodlands Township
Salary & Benefits Summary
(in whole dollars)

	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
RECORDS/PROPERTY DATA MANAGEMENT						
Salaries and Wages	185,444	193,433	193,433	197,806	4,373	2.3%
Overtime	2,618	-	1,800	2,700	2,700	
Employee Benefits - FICA	13,051	14,798	14,936	15,339	541	3.7%
Employee Benefits - TEC	394	684	684	684	-	0.0%
Employee Benefits - Retirement	19,208	19,807	19,807	20,632	825	4.2%
Employee Benefits - Insurance	37,913	48,286	48,286	48,388	102	0.2%
Employee Benefits - Workers Comp	157	522	348	364	(158)	-30.3%
	258,785	277,530	279,294	285,913	8,383	3.0%
LAW ENFORCEMENT SERVICES						
Salaries and Wages	145,867	149,282	149,282	152,640	3,358	2.2%
Overtime	1,388	900	900	900	-	0.0%
Employee Benefits - FICA	10,929	11,486	11,486	11,746	260	2.3%
Employee Benefits - TEC	242	342	342	342	-	0.0%
Employee Benefits - Retirement	17,476	17,935	17,935	18,336	401	2.2%
Employee Benefits - Insurance	15,320	17,878	17,878	25,205	7,327	41.0%
Employee Benefits - Workers Comp	122	404	270	276	(128)	-31.8%
	191,345	198,227	198,093	209,445	11,218	5.7%
NEIGHBORHOOD SERVICES						
Salaries and Wages	320,895	333,878	327,680	337,814	3,936	1.2%
Overtime	3,616	1,800	2,400	2,400	600	33.3%
Employee Benefits - FICA	23,008	25,679	25,205	26,026	347	1.4%
Employee Benefits - TEC	352	1,702	1,702	1,702	-	0.0%
Employee Benefits - Retirement	41,895	40,321	40,321	40,779	458	1.1%
Employee Benefits - Insurance	64,770	72,933	68,700	65,396	(7,537)	-10.3%
Employee Benefits - Workers Comp	285	962	641	612	(350)	-36.4%
	454,820	477,275	466,649	474,729	(2,546)	-0.5%
PARKS & RECREATION ADMIN/PLANNING						
Salaries and Wages	1,169,271	1,050,722	1,050,722	1,084,000	33,278	3.2%
Overtime	32,037	30,000	30,000	30,000	-	0.0%
Employee Benefits - FICA	85,913	82,338	82,338	84,778	2,440	3.0%
Employee Benefits - TEC	1,490	3,762	3,762	3,762	-	0.0%
Employee Benefits - Retirement	129,544	116,884	116,884	130,048	13,164	11.3%
Employee Benefits - Insurance	248,150	284,714	275,900	284,878	164	0.1%
Employee Benefits - Workers Comp	3,665	12,937	8,625	9,253	(3,684)	-28.5%
	1,670,071	1,581,357	1,568,231	1,626,719	45,362	2.9%
PARKS AND PATHWAY OPERATIONS						
Salaries and Wages	1,743,376	1,959,401	1,934,401	2,111,917	152,516	7.8%
Overtime	103,658	75,000	90,000	90,000	15,000	20.0%
Employee Benefits - FICA	134,946	155,632	154,867	168,447	12,815	8.2%
Employee Benefits - TEC	2,257	10,089	10,089	10,773	684	6.8%
Employee Benefits - Retirement	191,480	209,855	205,475	208,085	(1,770)	-0.8%
Employee Benefits - Insurance	391,975	491,990	475,200	532,694	40,704	8.3%
Employee Benefits - Workers Comp	15,837	62,434	41,623	46,849	(15,585)	-25.0%
	2,583,528	2,964,401	2,911,655	3,168,765	204,364	6.9%
AQUATICS						
Salaries and Wages	1,373,759	1,443,352	1,398,000	1,448,051	4,699	0.3%
Overtime	17,683	20,000	18,000	18,000	(2,000)	-10.0%
Employee Benefits - FICA	105,155	111,946	111,793	112,153	207	0.2%
Employee Benefits - TEC	1,761	16,739	7,596	4,547	(12,192)	-72.8%
Employee Benefits - Retirement	24,896	24,940	24,940	23,653	(1,287)	-5.2%
Employee Benefits - Insurance	64,042	81,874	81,874	81,913	39	0.0%
Employee Benefits - Workers Comp	12,025	39,224	24,149	24,187	(15,037)	-38.3%
	1,599,321	1,738,075	1,666,352	1,712,504	(25,571)	-1.5%
RECREATION						
Salaries and Wages	943,855	1,203,250	1,203,250	1,520,737	317,487	26.4%
Overtime	21,520	10,000	22,000	22,000	12,000	120.0%
Employee Benefits - FICA	71,526	92,814	92,814	118,019	25,205	27.2%
Employee Benefits - TEC	989	6,818	6,818	9,725	2,907	42.6%
Employee Benefits - Retirement	28,978	63,480	58,620	70,088	6,608	10.4%
Employee Benefits - Insurance	93,223	170,197	162,200	215,329	45,132	26.5%
Employee Benefits - Workers Comp	6,676	21,478	14,319	20,298	(1,180)	-5.5%
	1,166,766	1,568,037	1,560,021	1,976,196	408,159	26.0%

The Woodlands Township
Salary & Benefits Summary
(in whole dollars)

	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
TOWN CENTER FACILITIES AND OPERATIONS						
Salaries and Wages	657,415	664,425	664,425	688,960	24,535	3.7%
Overtime	14,851	4,600	10,000	6,600	2,000	43.5%
Employee Benefits - FICA	49,524	51,165	51,165	53,210	2,045	4.0%
Employee Benefits - TEC	765	4,617	4,617	4,617	-	0.0%
Employee Benefits - FUTA	-	-	-	-	-	-
Employee Benefits - Retirement	63,876	60,283	60,283	63,409	3,126	5.2%
Employee Benefits - Insurance	91,476	102,350	102,350	103,360	1,010	1.0%
Employee Benefits - Workers Comp	5,353	20,591	13,727	14,384	(6,207)	-30.1%
	883,259	908,031	906,567	934,540	26,509	2.9%
TOWNSHIP EVENTS						
Salaries and Wages	76,834	254,879	251,146	258,914	4,035	1.6%
Overtime	5,395	4,000	12,400	12,400	8,400	210.0%
Employee Benefits - FICA	6,066	19,804	19,519	20,756	952	4.8%
Employee Benefits - TEC	127	855	855	-	-	0.0%
Employee Benefits - FUTA	-	-	-	-	-	-
Employee Benefits - Retirement	5,109	16,867	16,867	32,624	15,757	93.4%
Employee Benefits - Insurance	30,973	49,954	49,954	50,133	179	0.4%
Employee Benefits - Workers Comp	69	695	464	488	(207)	-29.8%
	124,575	347,054	351,205	376,170	29,116	8.4%
COMMUNITY SERVICES ADMINISTRATION						
Salaries and Wages	222,626	221,559	221,559	227,384	5,825	2.6%
Overtime	1,018	1,000	1,000	1,000	-	0.0%
Employee Benefits - FICA	13,924	13,859	13,859	14,138	279	2.0%
Employee Benefits - TEC	194	342	342	342	-	0.0%
Employee Benefits - Retirement	25,954	28,562	28,562	29,260	698	2.4%
Employee Benefits - Insurance	29,415	26,113	26,113	26,196	83	0.3%
Employee Benefits - Workers Comp	185	584	389	400	(184)	-31.5%
	293,316	292,019	291,824	298,720	6,701	2.3%
COVENANT ADMINISTRATION						
Salaries and Wages	1,874,225	2,028,806	2,028,806	2,114,771	85,965	4.2%
Overtime	22,575	16,000	21,000	21,000	5,000	31.3%
Employee Benefits - FICA	140,632	156,428	156,810	163,386	6,958	4.4%
Employee Benefits - TEC	2,933	10,431	10,431	10,773	342	3.3%
Employee Benefits - Retirement	189,791	210,210	210,910	216,550	6,340	3.0%
Employee Benefits - Insurance	225,259	308,599	279,600	292,517	(16,082)	-5.2%
Employee Benefits - Workers Comp	1,630	5,497	1,283	3,837	(1,660)	-30.2%
	2,457,045	2,735,971	2,708,840	2,822,834	86,863	3.2%
ENVIRONMENTAL SERVICES						
Salaries and Wages	329,818	341,519	302,513	308,687	(32,832)	-9.6%
Overtime	13,865	2,200	7,500	7,500	5,300	240.9%
Employee Benefits - FICA	25,677	26,295	23,716	24,188	(2,107)	-8.0%
Employee Benefits - TEC	535	1,368	1,368	1,368	-	0.0%
Employee Benefits - Retirement	29,309	34,737	34,737	31,863	(2,874)	-8.3%
Employee Benefits - Insurance	23,393	27,371	27,371	34,729	7,358	26.9%
Employee Benefits - Workers Comp	285	821	547	569	(252)	-30.7%
	422,882	434,311	397,752	408,904	(25,407)	-5.8%
COMMUNITY RELATIONS						
Salaries and Wages	350,677	366,065	366,065	418,812	52,747	14.4%
Overtime	5,693	2,000	2,000	2,000	-	0.0%
Employee Benefits - FICA	25,037	24,846	24,846	28,543	3,697	14.9%
Employee Benefits - TEC	495	855	855	1,026	171	20.0%
Employee Benefits - Retirement	30,366	42,484	42,484	44,442	1,958	4.6%
Employee Benefits - Insurance	58,957	58,346	51,700	45,030	(13,316)	-22.8%
Employee Benefits - Workers Comp	297	980	653	749	(231)	-23.6%
	471,522	495,576	488,603	540,602	45,026	9.1%
CVB STAFF SERVICES						
Salaries and Wages	452,963	505,784	505,784	563,802	58,018	11.5%
Overtime	7,364	2,000	2,000	2,000	-	0.0%
Employee Benefits - FICA	31,159	38,247	38,247	42,577	4,330	11.3%
Employee Benefits - TEC	761	1,368	1,368	1,539	171	12.5%
Employee Benefits - Retirement	31,541	50,311	50,311	53,822	3,511	7.0%
Employee Benefits - Insurance	54,948	75,211	75,211	128,074	52,863	70.3%
Employee Benefits - Workers Comp	253	1,353	902	1,008	(345)	-25.5%
	578,989	674,274	673,823	792,822	118,548	17.6%

The Woodlands Township
Salary & Benefits Summary
(in whole dollars)

	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL SALARIES & BENEFITS:						
Salaries and Wages	13,409,881	14,665,653	14,400,264	15,447,396	781,743	5.3%
Overtime	281,665	187,000	252,300	251,200	64,200	34.3%
Employee Benefits - FICA	982,167	1,109,836	1,096,552	1,174,098	64,262	5.8%
Employee Benefits - TEC	17,779	68,440	59,297	60,582	(7,858)	-11.5%
Employee Benefits - Retirement	1,256,675	1,426,487	1,396,760	1,471,519	45,032	3.2%
Employee Benefits - Insurance	1,923,354	2,436,862	2,333,665	2,574,973	138,111	5.7%
Employee Benefits - Workers Comp	50,015	179,010	114,958	130,448	(48,562)	-27.1%
	17,921,537	20,073,288	19,653,796	21,110,216	1,036,928	5.2%
BENEFITS AS % OF SALARY & WAGES	31%	35%	34%	34%		
FTE's	299.45	315.20	315.20	322.45		
Avg Wage	45,722	47,121	46,487	48,685		
Avg Benefits	14,126	16,563	15,867	16,783		
Avg Total Compensation per FTE	59,848	63,684	62,353	65,468		

General Fund



In This Section You Will Find:

General Fund Budget Overview 7-1

Statement of Revenues, Expenditures and Changes in Fund Balance..... 7-3

Operating Expenditures per Capita..... 7-5

General Fund Revenue Detail..... 7-6

Department Expenditures by Type 7-8

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The Woodlands Township

General Fund Budget Overview

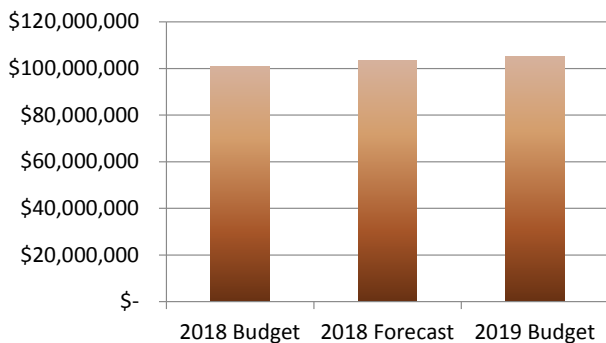
The General Fund is the Township's primary operating fund. It accounts for all financial resources of the Township except those required to be accounted for in a specific fund such as the Capital Projects Fund, the Transportation Fund, The Special Revenue Fund (EDZ), or the Debt Service Funds.

	2018 Budget	2018 Forecast	2019 Budget	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL REVENUES (A)	100,893,315	103,217,463	105,171,181	\$4,277,867	4.2%
OPERATING EXPENDITURES (B)	91,113,503	89,808,712	93,789,877	2,676,374	2.9%
TRANSFERS	8,206,587	11,968,608	8,545,198	338,611	4.1%
REVENUES OVER/(UNDER) EXPENDITURES	\$1,573,224	\$1,440,143	\$2,836,106	\$1,262,882	-80.3%
BEGINNING FUND BALANCE	23,505,523	23,505,523	\$24,945,665	1,440,143	6.1%
ENDING FUND BALANCE	\$25,078,747	\$24,945,665	\$27,781,772	\$2,703,025	10.8%

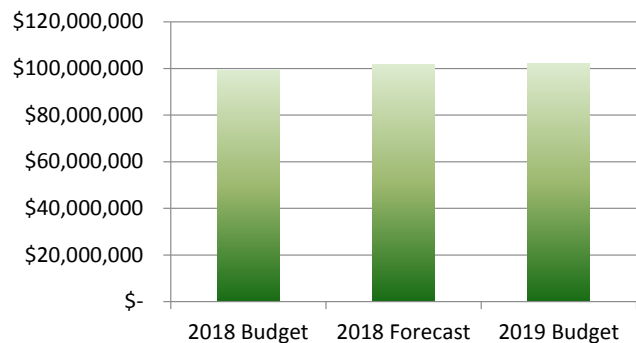
(A) The increase in revenues is due primarily to higher sales and use tax revenue, which is \$3.0 million over the 2018 budget based on continuing favorable trends within the retail, real estate rental and leasing, and food services business sectors. The budget also reflects a \$310,000 increase in property tax revenues, which is being generated by the value of new properties added to the tax roll since the last tax year. Property tax revenue is based on lowering the tax rate to the effective tax rate of \$0.2273 in the 2019 Budget. Interest income is also increasing due to higher interest rates on Township investment accounts. Finally, parks and recreation program fees and revenues from various contracts with third-party organizations are adding to the overall increase in revenues for 2019. For details regarding the Township's revenues, please reference the *Revenue Sources* section of this budget document.

(B) The increase in expenditures is due primarily to growth in the community and economic factors impacting the costs and goods of services. Higher expenses anticipated for the Fire Department (\$1.3 million) and Parks and Recreation (\$1.2 million) comprise the majority of the \$2.7 million total increase. Expenses for community maintenance have also increased to provide services to new commercial and residential properties. Please reference pages 4-9 through 4-25 in the *Budget Overview* section of this budget document for a summary of increases in budgeted expenditures and the *Department Profiles* section for details regarding departmental responsibilities and expenditures.

TOTAL REVENUES



TOTAL EXPENDITURES



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General Fund
Statement of Revenues Expenditures & Changes in Fund Balance
(in whole dollars)

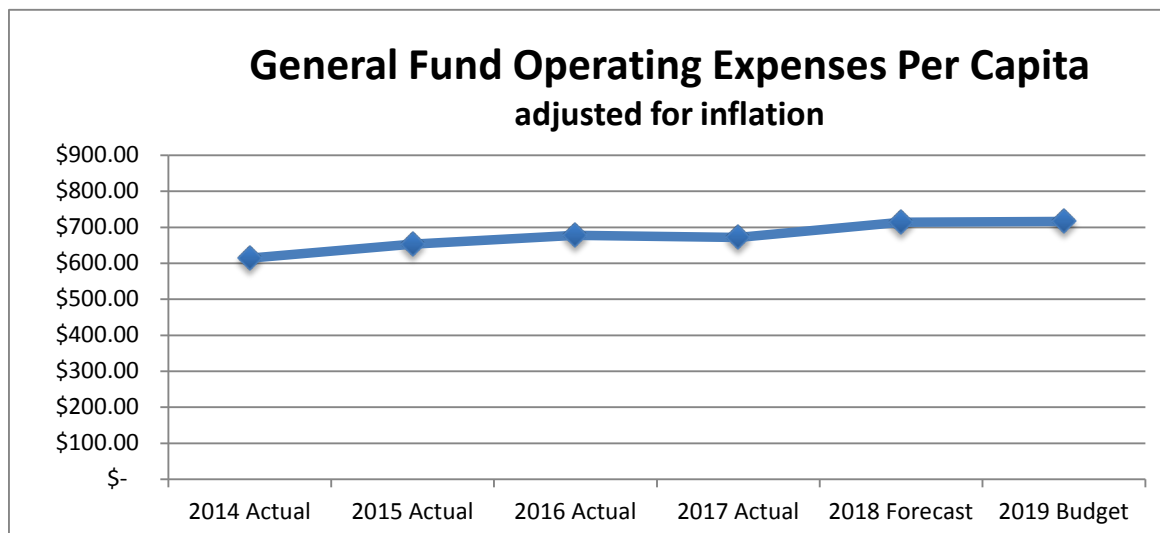
	2017	2018	2018	2019	\$	%
	Actual	Budget	Forecast	Budget	Inc/(Dec)	Inc/(Dec)
REVENUES						
Tax Revenue						
Property Tax	\$ 41,688,714	\$ 41,667,995	\$ 41,667,995	\$ 41,978,576	\$ 310,582	0.7%
Sales and Use Tax	27,209,646	26,254,610	27,474,813	27,905,433	1,650,823	6.3%
EDZ Sales and Use Tax	22,958,216	22,654,336	23,716,127	24,052,780	1,398,444	6.2%
Event Admissions Tax	1,345,267	1,506,752	1,446,482	1,453,714	(53,038)	-4%
	93,201,843	92,083,693	94,305,417	95,390,503	3,306,811	3.6%
Other Sources						
Program Revenues	5,128,116	5,572,260	5,356,833	6,062,764	490,504	8.8%
Administrative Fees	280,138	239,500	239,500	239,500	-	0.0%
Grants and Contributions	129,584	-	18,000	18,000	18,000	#DIV/0!
Interest Income	846,916	567,817	831,399	819,155	251,338	44.3%
Other Income	3,584,900	2,430,045	2,466,314	2,641,259	211,214	8.7%
TOTAL REVENUES	103,171,496	100,893,315	103,217,463	105,171,181	4,277,867	4.2%
OPERATING EXPENDITURES						
General Government						
Board of Directors	23,333	51,100	48,500	51,100	-	0.0%
President's Office	644,381	713,910	704,233	701,812	(12,098)	-1.7%
Legal Services	646,323	790,076	765,174	792,668	2,592	0.3%
Intergovernmental Relations	228,135	200,270	189,538	179,295	(20,975)	-10.5%
Human Resources	753,373	817,964	785,801	877,329	59,365	7.3%
Finance	1,497,997	1,734,792	1,659,683	1,785,194	50,402	2.9%
Information Technology	2,485,722	2,686,527	2,644,869	2,783,026	96,499	3.6%
Records/Database Mgmt	366,836	403,630	402,794	683,813	280,183	69.4%
Non-Departmental	1,417,892	1,687,400	1,628,200	1,786,900	99,500	5.9%
	8,063,992	9,085,670	8,828,791	9,641,137	555,467	6.1%
Law Enforc/Neighborhood Svcs						
Law Enforcement Services	12,017,143	14,084,892	13,868,799	13,979,417	(105,475)	-0.7%
Neighborhood Services	580,109	615,675	601,749	611,429	(4,246)	-0.7%
	12,597,253	14,700,567	14,470,548	14,590,846	(109,721)	-0.7%
Parks and Recreation						
PARD Admin/Planning	2,108,270	2,135,257	2,077,931	2,242,919	107,662	5.0%
Park & Pathway Operations	8,249,652	8,859,201	8,700,255	9,314,965	455,764	5.1%
Town Center Facilities/Operations	2,565,894	2,733,381	2,695,917	2,780,490	47,109	1.7%
Township Events	1,281,179	1,666,404	1,643,105	1,690,770	24,366	1.5%
Aquatics	2,379,244	2,535,875	2,441,952	2,533,304	(2,571)	-0.1%
Recreation	2,986,198	3,521,337	3,515,363	4,072,027	550,690	15.6%
	19,570,437	21,451,456	21,074,522	22,634,475	1,183,019	5.5%
Community Services						
Covenant Administration	2,596,651	2,953,871	2,901,140	3,050,334	96,463	3.3%
Environmental Services	559,420	696,011	630,752	597,904	(98,107)	-14.1%
Streetlighting	1,239,309	1,325,000	1,275,000	1,325,000	-	0.0%
Streetscape Maintenance	4,298,518	4,905,682	4,986,335	5,073,182	167,500	3.4%
Solid Waste Services	4,851,537	5,002,418	5,002,418	5,160,900	158,482	3.2%
Other Community Services	304,168	298,169	298,024	304,770	6,601	2.2%
	13,849,603	15,181,150	15,093,669	15,512,090	330,940	2.2%
Community Relations						
Community Relations	575,227	698,976	697,603	756,252	57,276	8.2%
CVB Staff Services	578,989	674,274	673,823	792,822	118,548	17.6%
	1,154,216	1,373,250	1,371,426	1,549,074	175,824	12.8%
Woodlands Fire Department						
Fire and EMS Management	2,492,436	2,155,100	2,200,198	2,486,363	331,263	15.4%
Fire Protection	17,588,877	19,716,263	19,472,550	20,703,701	987,438	5.0%
Dispatch	1,439,636	1,550,453	1,533,058	1,554,649	4,196	0.3%
Fire Department	21,520,949	23,421,816	23,205,806	24,744,713	1,322,897	5.6%
Other Expenditures						
Transportation	418,346	597,911	510,840	641,579	43,668	7.3%
Economic Development	301,166	263,000	247,200	259,000	(4,000)	-1.5%
Incorporation Study	-	872,500	872,500	82,000	(790,500)	-90.6%
Regional Participation	1,706,921	1,644,020	1,674,798	1,682,819	38,799	2.4%
Other Expenditures	2,242,368	2,522,164	2,458,611	2,452,144	(70,020)	-2.8%
	4,668,800	5,899,595	5,763,949	5,117,542	(782,053)	-13.3%
TOTAL OPERATING EXPENSE	81,425,250	91,113,503	89,808,712	93,789,877	2,676,374	2.9%
TRANSFERS						
Convention & Visitors Bureau	433,575	899,400	693,198	951,449	52,049	5.8%
Capital Outlay	4,895,089	3,146,073	2,493,566	2,915,230	(230,843)	-7.3%
Capital/Econ Dev Reserves	15,593,160	4,753,693	9,304,782	5,974,664	1,220,971	25.7%
Transportation	1,347,556	1,325,664	1,214,757	1,427,999	102,335	7.7%
Incorporation Reserve	-	(872,500)	(872,500)	(82,000)	790,500	-90.6%
Flooding/Drainage Reserve	-	-	(20,000)	(20,000)	(20,000)	0.0%
Bond Redemption Reserve	-	-	-	500,000	500,000	0.0%
Debt Service/Debt Service Reserve	(538,044)	(1,045,743)	(845,195)	(3,122,144)	(2,076,401)	198.6%
	21,731,336	8,206,587	11,968,608	8,545,198	338,611	4.1%
TOTAL EXPENDITURES	103,156,587	99,320,090	101,777,320	102,335,075	3,014,985	3.0%
REV OVER/(UNDER) EXP	14,910	1,573,224	1,440,143	2,836,106	1,262,882	-80.3%
BEGINNING FUND BALANCE	23,490,613	23,505,523	23,505,523	24,945,665	1,440,143	6.1%
ENDING FUND BALANCE	\$ 23,505,523	\$ 25,078,747	\$ 24,945,665	\$ 27,781,772	\$ 2,703,025	10.8%

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The Woodlands Township
General Fund Operating Expenses Per Capita
From 2014 to 2019

	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Forecast	2019 Budget
Operating Expenses	\$ 69,250,721	\$ 75,436,667	\$ 81,010,646	\$ 81,425,250	\$ 89,808,712	\$ 93,789,877
Population	109,679	112,505	114,625	116,278	118,310	120,100
Per Capita	\$ 631.39	\$ 670.52	\$ 706.75	\$ 700.26	\$ 759.10	\$ 780.93
Per Capita, adjusted for inflation	\$ 614.26	\$ 653.34	\$ 677.87	\$ 671.65	\$ 713.64	\$ 716.25



Expenses per capita (adjusted for inflation) has grown 16.6% over the five year period 2014-2019.

Increases in operating expenses per capita during this time period are due primarily to:

1. Substantial community growth, including commercial areas
2. Enhanced streetscape and community maintenance
3. Funding for transportation initiatives / Pedestrian and Bicycle Master Plan projects
4. Maintenance, insurance, utility and other costs associated with new park and pathway amenities
5. Forestry management expenses to maintain the health of the forest
6. Covenant enforcement staffing and other costs to address increasing applications and matters related to aging neighborhoods
7. Increases in certain expenditures that are directly offset by related increases in revenue
 (Regional Participation Agreement payments and event admission tax payments, for example)

Adjustments for inflation based on Bureau of Labor Statistics Consumer Price Index - All Urban Consumers / all items / not seasonally adjusted / for the Houston-The Woodlands-Sugar Land region

**The Woodlands Township
Revenue Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES							
Tax Revenue							
Property Tax	100-190-4010-0000-10	41,688,714	41,667,995	41,667,995	41,978,576	310,582	0.7%
Sales and Use Tax	100-190-4020-0000-10	27,209,646	26,254,610	27,474,813	27,905,433	1,650,823	6.3%
Event Admissions Tax	100-190-4040-0000-10	1,345,267	1,506,752	1,446,482	1,453,714	(53,038)	-3.5%
		70,243,627	69,429,357	70,589,290	71,337,723	1,908,367	2.7%
Program Revenues							
Aquatic Program - Hurricane Swim T	100-330-4100-3000-10	46,316	52,000	48,000	49,000	(3,000)	-5.8%
Aquatic Program - Rip Tides Swim T	100-330-4100-3001-10	17,865	37,000	25,000	26,000	(11,000)	-29.7%
Aquatic Program - Waves Swim Tea	100-330-4100-3002-10	41,416	48,000	44,000	45,000	(3,000)	-6.3%
Aquatic Program - Misc	100-330-4100-3099-10	273,668	275,000	280,000	290,000	15,000	5.5%
Athletic Program - Basketball	100-330-4101-3100-10	11,103	26,000	26,000	40,000	14,000	53.8%
Athletic Program - Soccer	100-330-4101-3103-10	99,988	85,000	85,000	95,000	10,000	11.8%
Athletic Program - Softball	100-330-4101-3104-10	46,735	40,000	40,000	40,000	-	0.0%
Athletic Program - Tennis Leagues	100-330-4101-3105-10	170,038	25,000	90,000	90,000	65,000	260.0%
Athletic Program - Tennis Group Les	100-330-4101-3106-10	333,801	350,000	350,000	350,000	-	0.0%
Athletic Program - Tennis Individ. Le	100-330-4101-3107-10	200,015	250,000	246,400	246,400	(3,600)	-1.4%
Athletic Program - Misc	100-330-4101-3199-10	27,299	5,000	5,000	8,000	3,000	60.0%
Athletic Program - Muddy Fest	100-330-4102-3200-10	43,013	50,000	39,600	39,000	(11,000)	-22.0%
Athletic Program - Ten for Texas	100-330-4102-3202-10	136,617	136,000	136,000	136,000	-	0.0%
Athletic Program - Triathlon	100-330-4102-3203-10	148,885	144,000	113,023	129,000	(15,000)	-10.4%
Recreation Program - Boat House	100-330-4103-3301-10	3,995	5,600	3,800	4,000	(1,600)	-28.6%
Recreation Program - D&D Dinner D	100-330-4103-3303-10	36,374	38,000	45,000	45,000	7,000	18.4%
Recreation Program - Day Camps	100-330-4103-3304-10	322,281	375,000	375,000	425,000	50,000	13.3%
Recreation Program - Family Camps	100-330-4103-3305-10	16,968	19,000	19,000	20,000	1,000	5.3%
Recreation Program - Contractor Cai	100-330-4103-3315-10	66,084	120,000	80,000	80,000	(40,000)	-33.3%
Recreation Program - Fitness	100-330-4103-3308-10	20,936	35,000	35,000	35,000	-	0.0%
Recreation Program - Gorilla Hole	100-330-4103-3309-10	6,631	9,000	9,000	9,000	-	0.0%
Recreation Program - Haunting	100-330-4103-3310-10	36,705	25,000	25,000	30,000	5,000	20.0%
Recreation Program - Preschool	100-330-4103-3311-10	98,980	85,000	100,000	120,000	35,000	41.2%
Recreation Program - Crush/Teen	100-330-4103-3312-10	-	10,000	10,000	25,000	15,000	150.0%
Recreation Program - Outdoor Advet	100-330-4103-3318-10	-	10,000	10,000	20,000	10,000	100.0%
Recreation Program - RF Special Ev	100-330-4103-3319-10	-	-	-	-	-	-
Recreation Program - Misc	100-330-4103-3399-10	103,145	225,000	175,000	220,000	(5,000)	-2.2%
Vendor Fees	100-330-4104-0000-10	33	2,500	2,500	2,500	-	0.0%
Concessions - Boat House	100-330-4104-3630-10	8,976	12,000	12,000	12,000	-	0.0%
Concessions - Contracts	100-330-4104-3632-10	20,865	18,500	18,500	18,500	-	0.0%
Concessions - Adventure Course	100-330-4104-3634-10	-	-	-	16,364	16,364	-
Rental - Boat House	100-330-4105-3620-10	380,019	405,000	385,000	390,000	(15,000)	-3.7%
Rental - Facility	100-330-4105-3622-10	29,869	20,000	20,000	25,000	5,000	25.0%
Rental - Field	100-330-4105-3623-10	276,636	300,000	300,000	300,000	-	0.0%
Rental - Pavilion	100-330-4105-3624-10	98,571	90,000	90,000	90,000	-	0.0%
Rental - RF Indoor Rentals	100-330-4105-3628-10	3,950	25,440	25,440	35,000	9,560	37.6%
Rental - RF Outdoor Rentals	100-330-4105-3629-10	708	18,720	18,720	12,000	(6,720)	-35.9%
Rental - Northshore Kayak Storage	100-330-4105-3633-10	-	5,000	5,000	5,000	-	0.0%
Memberships - Recreation Center	100-330-4106-3612-10	18,155	20,000	20,000	30,000	10,000	50.0%
Guest Fees - Recreation Center	100-330-4107-3602-10	1,026	2,000	2,000	2,000	-	0.0%
Guest Fees - Adventure Course Dail	100-330-4107-3634-10	-	-	-	220,000	220,000	-
Guest Fees - Adventure Course(Gro	100-330-4107-3635-10	-	-	-	125,000	125,000	-
Sponsorships - Muddy Trails	100-330-4108-3200-10	18,910	22,000	14,000	22,000	-	0.0%
Sponsorships - Ten for Texas	100-330-4108-3202-10	26,062	39,000	26,000	39,000	-	0.0%
Sponsorships - Triathlon	100-330-4108-3203-10	38,100	55,000	51,800	55,000	-	0.0%
Sponsorships - Haunting	100-330-4108-3310-10	-	5,000	5,000	5,000	-	0.0%
Sponsorships - Hughes Landing	100-330-4108-3317-10	12,000	-	-	-	-	-
Sponsorships - Misc	100-330-4108-3399-10	250	3,000	3,000	3,000	-	0.0%
Sponsorships - Arts in the Park	100-350-4108-3300-10	1,575	5,000	1,500	5,000	-	0.0%
Sponsorships - Concerts in the Park	100-350-4108-3302-10	-	15,000	500	15,000	-	0.0%
Sponsorships - Hughes Landing	100-350-4108-3317-10	-	7,500	2,750	7,500	-	0.0%
Sponsorships - Red, Hot & Blue	100-350-4108-4001-10	41,500	48,000	41,500	48,000	-	0.0%
Sponsorships - LOTD	100-350-4108-4002-10	16,000	50,000	16,000	50,000	-	0.0%
Sponsorships - Ice Rink	100-350-4108-4003-10	50,000	50,000	53,000	50,000	-	0.0%
Sponsorships - Winter Wonderland	100-350-4108-4004-10	-	10,000	-	10,000	-	0.0%
Sponsorships - Waterway	100-350-4108-4013-10	12,250	7,500	2,750	7,500	-	0.0%
Sponsorships - Memorial Day	100-350-4108-4008-10	6,079	15,000	5,000	15,000	-	0.0%
Sponsorships - Labor Day	100-350-4108-4009-10	1,500	10,000	3,000	10,000	-	0.0%
Sponsorships - Trick or Treat Trail	100-350-4108-4011-10	4,000	15,000	4,000	15,000	-	0.0%
Sales Income - Arts in the Park	100-350-4109-3300-10	-	2,000	3,000	2,000	-	0.0%
Sales Income - Red, Hot & Blue	100-350-4109-4001-10	31,814	25,000	31,800	25,000	-	0.0%
Sales Income - LOTD	100-350-4109-4002-10	25,710	25,000	25,000	25,000	-	0.0%
Sales Income - Memorial Day	100-350-4109-4008-10	4,800	3,500	4,800	3,500	-	0.0%
Sales Income - Ice Rink	100-350-4109-4003-10	495,244	475,000	495,000	475,000	-	0.0%
Sales Income - Trick or Treat Trail	100-350-4109-4011-10	5,200	4,500	5,200	4,500	-	0.0%
Sponsorships - Public Safety Heroes	100-210-4108-3504-10	6,100	6,500	6,500	6,500	-	0.0%
Sponsorships - Hurricane Preparedn	100-210-4108-3406-10	3,500	2,500	3,750	2,500	-	0.0%
Sponsorships - National Night Out	100-210-4108-3409-10	1,930	-	-	-	-	-
		3,950,188	4,299,760	4,118,833	4,800,764	501,004	11.7%
Pool Fees							
Concessions - Pool	100-320-4104-3631-10	17,668	22,500	18,000	18,000	(4,500)	-20.0%
Guest Fees - Pool	100-320-4107-3601-10	515,687	530,000	545,000	561,000	31,000	5.8%
Memberships - Pool	100-320-4106-3611-10	492,061	555,000	492,000	500,000	(55,000)	-9.9%
Rental - Pool	100-320-4105-3621-10	152,512	165,000	183,000	183,000	18,000	10.9%
		1,177,928	1,272,500	1,238,000	1,262,000	(10,500)	-0.8%

**The Woodlands Township
Revenue Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
Administrative Fees							
Document Transfer Fees	100-160-4210-0000-10	254,600	215,000	215,000	215,000	-	0.0%
Penalties and Interest	100-190-4200-0000-10	3,054	500	500	500	-	0.0%
Covenant Maintenance Fees	100-410-4240-0000-10	22,484	24,000	24,000	24,000	-	0.0%
Vehicle Storage Fees	100-430-4220-0000-10	-	-	-	-	-	-
		<u>280,138</u>	<u>239,500</u>	<u>239,500</u>	<u>239,500</u>	<u>-</u>	<u>0.0%</u>
Grants and Contributions							
MCECD PSAP Improvement Program	100-810-4300-0000-10	87,809	-	-	-	-	-
Miscellaneous Contributions (Dispatch)	100-190-4310-0000-10	15,350	-	18,000	18,000	18,000	-
MCHD Station 2	100-190-4310-0000-10	24,625	-	-	-	-	-
Gifts for Our Community	100-190-4315-0000-10	1,800	-	-	-	-	-
		<u>129,584</u>	<u>-</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>-</u>
Interest Income							
General	100-190-4400-0000-10	454,099	175,000	450,000	450,000	275,000	157.1%
Priority Pmt - Town Green Park	100-190-4410-0000-10	283,026	283,026	288,422	294,170	11,144	6.4%
Priority Pmt - Waterway Square	100-190-4420-0000-10	109,791	109,791	92,977	74,985	(34,806)	-12.3%
		<u>846,916</u>	<u>567,817</u>	<u>831,399</u>	<u>819,155</u>	<u>251,338</u>	<u>228.9%</u>
Other Income							
Convention Center Lease	100-190-4500-0000-10	122,888	125,531	125,038	127,702	2,171	1.7%
EMS Housing Agreement - MCHD	100-810-4530-0000-10	36,000	36,000	36,000	36,000	-	0.0%
EMS Housing Agreement - Cypress	100-810-4530-0000-10	12,000	12,000	12,000	12,000	-	0.0%
Montgomery County Dispatch Agreement	100-810-4540-0000-10	445,685	467,970	467,970	515,045	47,075	10.1%
Shenandoah Fire Services Agreement	100-810-4546-0000-10	858,236	876,920	877,983	880,054	3,134	0.4%
Emergency Training Center	100-810-4550-0000-10	55,320	54,100	54,100	56,286	2,186	4.0%
Garage Replacement Reserve	100-190-4570-0000-10	6,515	6,000	6,000	6,000	-	0.0%
Insurance Proceeds	100-190-4580-0000-10	1,239,483	-	-	-	-	-
Sale of Property	100-190-4590-0000-10	18,744	-	-	-	-	-
Other Income - Environmental Services	100-420-4599-0000-10	89,005	57,900	94,050	96,000	38,100	65.8%
Other Income - Woodlands Fire Department	100-810-4599-0000-10	15	-	-	-	-	-
Other Income - CVB Contracted Station	100-510-4595-0000-10	578,989	674,274	673,823	792,822	118,548	17.6%
Other Income - CVB Office Lease	100-190-4595-0000-10	32,592	69,350	69,350	69,350	-	0.0%
Other Income - Recreation	100-330-4599-0000-10	1,350	-	-	-	-	-
Other Income	100-190-4599-0000-10	88,079	50,000	50,000	50,000	-	0.0%
		<u>3,584,900</u>	<u>2,430,045</u>	<u>2,466,314</u>	<u>2,641,259</u>	<u>211,214</u>	<u>422.4%</u>
Transfers In							
EDZ #5 Sales Tax Transfer (WFD)	100-190-4800-8060-10	22,958,216	22,654,336	23,716,127	24,052,780	1,398,444	6.2%
Debt Service Reserve	100-190-4800-8099-10	67,703	-	-	-	-	-
Debt Service (HOT for CVB funding)	100-190-4800-8050-10	538,044	924,567	718,365	951,449	26,882	2.9%
Economic Development Reserve	100-190-4800-8020-10	-	-	-	-	-	-
The Woodlands CVB	100-190-4800-8080-10	91,593	25,167	25,167	-	(25,167)	-100.0%
Trolleys Phase III Funding	100-190-4800-8096-10	-	121,176	126,830	170,695	49,519	40.9%
Transportation Release of Funds	100-190-4800-8099-10	-	-	100,000	-	-	-
Debt Service (Operating Reserve)	100-190-4800-8099-10	-	-	-	2,000,000	2,000,000	-
Drainage Engineering Funding	100-190-4800-8099-10	-	-	-	20,000	20,000	-
Incorporation Study Funding	100-190-4800-8099-10	-	872,500	872,500	82,000	(790,500)	-90.6%
Cultural Education Reserve Transfer	100-190-4800-8099-10	-	50,000	50,000	-	(50,000)	-100.0%
		<u>23,655,556</u>	<u>24,647,746</u>	<u>25,628,989</u>	<u>27,276,924</u>	<u>2,629,178</u>	<u>10.7%</u>
		<u>103,868,836</u>	<u>102,886,725</u>	<u>105,130,325</u>	<u>108,395,325</u>	<u>5,508,601</u>	<u>5.4%</u>
TOTAL REVENUES							
GENERAL FUND SUMMARY BY REVENUE TYPE:							
Ad Valorem Tax		41,688,714	41,667,995	41,667,995	41,978,576	310,582	0.7%
Sales and Use Tax		27,209,646	26,254,610	27,474,813	27,905,433	1,650,823	6.3%
Event Tax		1,345,267	1,506,752	1,446,482	1,453,714	(53,038)	-3.5%
Program Revenues		5,128,116	5,572,260	5,356,833	6,062,764	490,504	8.8%
Administrative Fees		280,138	239,500	239,500	239,500	-	0.0%
Grants and Contributions		129,584	-	18,000	18,000	18,000	-
Interest Income		846,916	567,817	831,399	819,155	251,338	44.3%
Other Income		3,584,900	2,430,045	2,466,314	2,641,259	211,214	8.7%
Transfers In		23,655,556	24,647,746	25,628,989	27,276,924	2,629,178	10.7%
		<u>103,868,836</u>	<u>102,886,725</u>	<u>105,130,325</u>	<u>108,395,325</u>	<u>5,508,601</u>	<u>5.4%</u>
% OF TOTAL BY REVENUE TYPE:							
Ad Valorem Tax		40.1%	40.5%	39.6%	38.7%		
Sales and Use Tax		26.2%	25.5%	26.1%	25.7%		
Program Revenues		4.9%	5.4%	5.1%	5.6%		
Administrative Fees		0.3%	0.2%	0.2%	0.2%		
Grants and Contributions		0.1%	0.0%	0.0%	0.0%		
Interest Income		0.8%	0.6%	0.8%	0.8%		
Other Income		3.5%	2.4%	2.3%	2.4%		
Transfers In		22.8%	24.0%	24.4%	25.2%		
		<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>		

**The Woodlands Township
Department Detail by Type
(in whole dollars)**

	<u>Actual 2017</u>	<u>Budget 2018</u>	<u>Forecast 2018</u>	<u>Budget 2019</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
BOARD OF DIRECTORS						
Salaries and Benefits	-	-	-	-	-	
Staff/Board Development	19,644	36,700	36,700	36,700	-	0%
Facility Expense	-	-	-	-	-	
Equipment Expense	-	3,400	3,400	3,400	-	0%
Contracted Services	-	-	-	-	-	
Maintenance Expense	-	-	-	-	-	
Program Expense	2,622	8,000	6,400	8,000	-	0%
Public Education/Relations	-	-	-	-	-	
Administrative Expense	1,067	3,000	2,000	3,000	-	0%
	<u>23,333</u>	<u>51,100</u>	<u>48,500</u>	<u>51,100</u>	<u>-</u>	<u>0%</u>
PRESIDENT'S OFFICE						
Salaries and Benefits	611,288	690,460	681,983	678,362	(12,098)	-2%
Staff/Board Development	1,880	11,000	10,000	11,000	-	0%
Facility Expense	-	-	-	-	-	
Equipment Expense	2,409	4,250	4,250	4,250	-	0%
Contracted Services	19,817	-	-	-	-	
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	8,987	8,200	8,000	8,200	-	0%
	<u>644,381</u>	<u>713,910</u>	<u>704,233</u>	<u>701,812</u>	<u>(12,098)</u>	<u>-2%</u>
LEGAL SERVICES						
Salaries and Benefits	272,527	297,576	295,374	300,868	3,292	1%
Staff/Board Development	3,365	6,500	6,300	6,300	(200)	-3%
Facility Expense	-	-	-	-	-	
Equipment Expense	1,428	2,300	1,800	1,800	(500)	-22%
Contracted Services	361,716	472,500	452,500	472,500	-	0%
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	7,288	11,200	9,200	11,200	-	0%
	<u>646,323</u>	<u>790,076</u>	<u>765,174</u>	<u>792,668</u>	<u>2,592</u>	<u>0%</u>
INTERGOVERNMENTAL RELATIONS						
Salaries and Benefits	65,213	132,470	119,088	129,245	(3,225)	-2%
Staff/Board Development	521	1,500	2,100	2,400	900	60%
Facility Expense	-	-	-	-	-	
Equipment Expense	503	850	850	850	-	0%
Contracted Services	159,678	62,000	62,000	40,000	(22,000)	-35%
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	2,220	3,450	5,500	6,800	3,350	97%
	<u>228,135</u>	<u>200,270</u>	<u>189,538</u>	<u>179,295</u>	<u>(20,975)</u>	<u>-10%</u>
HUMAN RESOURCES						
Salaries and Benefits	549,213	569,214	569,051	572,479	3,265	1%
Staff/Board Development	69,594	61,200	61,000	50,800	(10,400)	-17%
Facility Expense	-	-	-	-	-	
Equipment Expense	1,438	2,850	2,850	2,850	-	0%
Contracted Services	111,387	128,900	128,900	228,900	100,000	78%
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	5,071	10,000	6,000	10,000	-	0%
Administrative Expense	16,670	45,800	18,000	12,300	(33,500)	-73%
	<u>753,373</u>	<u>817,964</u>	<u>785,801</u>	<u>877,329</u>	<u>59,365</u>	<u>7%</u>
FINANCE						
Salaries and Benefits	1,275,839	1,450,092	1,385,283	1,489,294	39,202	3%
Staff/Board Development	557	8,600	5,500	7,500	(1,100)	-13%
Facility Expense	-	-	-	-	-	
Equipment Expense	2,605	4,200	3,600	3,600	(600)	-14%
Contracted Services	208,510	257,600	251,600	270,900	13,300	5%
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	10,486	14,300	13,700	13,900	(400)	-3%
	<u>1,497,997</u>	<u>1,734,792</u>	<u>1,659,683</u>	<u>1,785,194</u>	<u>50,402</u>	<u>3%</u>

**The Woodlands Township
Department Detail by Type
(in whole dollars)**

	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
INFORMATION TECHNOLOGY						
Salaries and Benefits	1,595,851	1,675,627	1,651,669	1,699,926	24,299	1%
Staff/Board Development	30,453	30,600	33,600	36,600	6,000	20%
Facility Expense	176,697	187,000	180,000	184,000	(3,000)	-2%
Equipment Expense	161,309	138,300	134,300	120,800	(17,500)	-13%
Contracted Services	519,189	652,400	642,400	738,400	86,000	13%
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	2,223	2,600	2,900	3,300	700	27%
	<u>2,485,722</u>	<u>2,686,527</u>	<u>2,644,869</u>	<u>2,783,026</u>	<u>96,499</u>	<u>4%</u>
RECORDS/PROPERTY DATA MANAGEMENT						
Salaries and Benefits	258,785	277,530	279,294	285,913	8,383	3%
Staff/Board Development	2,741	3,500	3,500	3,500	-	0%
Facility Expense	-	-	-	-	-	-
Equipment Expense	-	1,000	600	1,000	-	0%
Contracted Services	104,225	119,500	117,500	391,500	272,000	228%
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	1,085	2,100	1,900	1,900	(200)	-10%
	<u>366,836</u>	<u>403,630</u>	<u>402,794</u>	<u>683,813</u>	<u>280,183</u>	<u>69%</u>
NON-DEPARTMENTAL						
Salaries and Benefits	-	-	-	-	-	-
Staff/Board Development	-	-	-	-	-	-
Facility Expense	291,017	290,500	305,500	300,500	10,000	3%
Equipment Expense	126,703	107,900	105,400	102,900	(5,000)	-5%
Contracted Services	467,311	507,900	531,200	677,600	169,700	33%
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	532,862	781,100	686,100	705,900	(75,200)	-10%
	<u>1,417,892</u>	<u>1,687,400</u>	<u>1,628,200</u>	<u>1,786,900</u>	<u>99,500</u>	<u>6%</u>
LAW ENFORCEMENT SERVICES						
Salaries and Benefits	191,345	198,227	198,093	209,445	11,218	6%
Staff/Board Development	2,638	7,600	5,100	6,100	(1,500)	-20%
Facility Expense	-	-	-	-	-	-
Equipment Expense	544,304	631,420	1,157,420	778,320	146,900	23%
Contracted Services	11,276,358	13,230,845	12,492,086	12,969,252	(261,593)	-2%
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	1,012	12,000	12,000	12,000	-	0%
Administrative Expense	1,486	4,800	4,100	4,300	(500)	-10%
	<u>12,017,143</u>	<u>14,084,892</u>	<u>13,868,799</u>	<u>13,979,417</u>	<u>(105,475)</u>	<u>-1%</u>
NEIGHBORHOOD SERVICES						
Salaries and Benefits	454,820	477,275	466,649	474,729	(2,546)	-1%
Staff/Board Development	753	4,000	2,200	3,700	(300)	-8%
Facility Expense	-	-	-	-	-	-
Equipment Expense	4,391	8,700	6,500	7,500	(1,200)	-14%
Contracted Services	-	-	-	-	-	-
Maintenance Expense	-	-	-	-	-	-
Program Expense	103,687	106,400	109,100	106,400	-	0%
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	16,458	19,300	17,300	19,100	(200)	-1%
	<u>580,109</u>	<u>615,675</u>	<u>601,749</u>	<u>611,429</u>	<u>(4,246)</u>	<u>-1%</u>
PARKS & RECREATION ADMIN/PLANNING						
Salaries and Benefits	1,670,071	1,581,357	1,568,231	1,626,719	45,362	3%
Staff/Board Development	44,592	48,800	47,800	49,800	1,000	2%
Facility Expense	104,538	133,200	118,600	133,200	-	0%
Equipment Expense	236,071	275,200	283,300	337,200	62,000	23%
Contracted Services	23,396	60,000	26,000	60,000	-	0%
Maintenance Expense	-	-	-	-	-	-
Program Expense	1,885	3,000	3,000	3,000	-	0%
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	27,717	33,700	31,000	33,000	(700)	-2%
	<u>2,108,270</u>	<u>2,135,257</u>	<u>2,077,931</u>	<u>2,242,919</u>	<u>107,662</u>	<u>5%</u>

**The Woodlands Township
Department Detail by Type
(in whole dollars)**

	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
PARKS AND PATHWAY OPERATIONS						
Salaries and Benefits	2,583,528	2,964,401	2,911,655	3,168,765	204,364	7%
Staff/Board Development	8,957	8,000	8,000	8,000	-	0%
Facility Expense	795,902	653,000	710,000	732,600	79,600	12%
Equipment Expense	55,997	97,000	83,000	95,000	(2,000)	-2%
Contracted Services	3,928,877	4,311,700	4,181,500	4,426,500	114,800	3%
Maintenance Expense	785,451	725,100	726,100	754,100	29,000	4%
Program Expense	90,910	100,000	80,000	130,000	30,000	30%
Public Education/Relations	-	-	-	-	-	
Administrative Expense	30	-	-	-	-	
	<u>8,249,652</u>	<u>8,859,201</u>	<u>8,700,255</u>	<u>9,314,965</u>	<u>455,764</u>	<u>5%</u>
AQUATICS						
Salaries and Benefits	1,599,321	1,738,075	1,666,352	1,712,504	(25,571)	-1%
Staff/Board Development	16,405	23,800	20,800	21,800	(2,000)	-8%
Facility Expense	634,355	632,000	622,000	657,000	25,000	4%
Equipment Expense	88,181	97,000	89,000	97,000	-	0%
Contracted Services	20,599	22,000	21,000	22,000	-	0%
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	20,383	23,000	22,800	23,000	-	0%
	<u>2,379,244</u>	<u>2,535,875</u>	<u>2,441,952</u>	<u>2,533,304</u>	<u>(2,571)</u>	<u>0%</u>
RECREATION						
Salaries and Benefits	1,166,766	1,568,037	1,560,021	1,976,196	408,159	26%
Staff/Board Development	7,850	16,000	12,300	21,600	5,600	35%
Facility Expense	178,319	203,800	202,800	210,800	7,000	3%
Equipment Expense	52,103	85,800	71,400	91,000	5,200	6%
Contracted Services	166,100	180,000	177,000	198,080	18,080	10%
Maintenance Expense	-	-	-	-	-	
Program Expense	1,361,122	1,400,000	1,429,742	1,510,251	110,251	8%
Public Education/Relations	-	-	-	-	-	
Administrative Expense	53,938	67,700	62,100	64,100	(3,600)	-5%
	<u>2,986,198</u>	<u>3,521,337</u>	<u>3,515,363</u>	<u>4,072,027</u>	<u>550,690</u>	<u>16%</u>
TOWN CENTER FACILITIES AND OPERATIONS						
Salaries and Benefits	883,259	908,031	906,567	934,540	26,509	3%
Staff/Board Development	14,339	21,000	19,000	20,000	(1,000)	-5%
Facility Expense	318,845	355,300	319,000	339,000	(16,300)	-5%
Equipment Expense	22,940	26,000	25,000	26,000	-	0%
Contracted Services	1,061,747	1,124,800	1,122,100	1,153,700	28,900	3%
Maintenance Expense	34,777	57,000	57,500	58,000	1,000	2%
Program Expense	224,718	238,000	242,000	244,000	6,000	3%
Public Education/Relations	-	-	-	-	-	
Administrative Expense	5,269	3,250	4,750	5,250	2,000	62%
	<u>2,565,894</u>	<u>2,733,381</u>	<u>2,695,917</u>	<u>2,780,490</u>	<u>47,109</u>	<u>2%</u>
TOWNSHIP EVENTS						
Salaries and Benefits	124,575	347,054	351,205	376,170	29,116	8%
Staff/Board Development	-	-	-	-	-	
Facility Expense	-	-	-	-	-	
Equipment Expense	3,079	5,800	5,300	5,800	-	0%
Contracted Services	-	-	-	-	-	
Maintenance Expense	-	-	-	-	-	
Program Expense	1,153,526	1,313,550	1,286,600	1,308,800	(4,750)	0%
Public Education/Relations	-	-	-	-	-	
Administrative Expense	-	-	-	-	-	
	<u>1,281,179</u>	<u>1,666,404</u>	<u>1,643,105</u>	<u>1,690,770</u>	<u>24,366</u>	<u>1%</u>
COMMUNITY SERVICES ADMINISTRATION						
Salaries and Benefits	293,316	292,019	291,824	298,720	6,701	2%
Staff/Board Development	1,038	1,900	1,800	1,800	(100)	-5%
Facility Expense	-	-	-	-	-	
Equipment Expense	1,079	2,000	2,000	2,000	-	0%
Contracted Services	-	-	-	-	-	
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	1,990	2,250	2,400	2,250	-	0%
	<u>297,424</u>	<u>298,169</u>	<u>298,024</u>	<u>304,770</u>	<u>6,601</u>	<u>2%</u>

The Woodlands Township
Department Detail by Type
(in whole dollars)

	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
COVENANT ADMINISTRATION						
Salaries and Benefits	2,457,045	2,735,971	2,708,840	2,822,834	86,863	3%
Staff/Board Development	3,662	11,000	8,800	11,000	-	0%
Facility Expense	-	-	-	-	-	-
Equipment Expense	22,257	36,500	32,500	44,500	8,000	22%
Contracted Services	-	24,000	24,000	24,000	-	0%
Maintenance Expense	-	-	-	-	-	-
Program Expense	60,400	75,000	60,000	75,000	-	0%
Public Education/Relations	-	6,000	2,500	6,000	-	0%
Administrative Expense	53,288	65,400	64,500	67,000	1,600	2%
	2,596,651	2,953,871	2,901,140	3,050,334	96,463	3%
ENVIRONMENTAL SERVICES						
Salaries and Benefits	422,882	434,311	397,752	408,904	(25,407)	-6%
Staff/Board Development	3,610	9,600	7,400	7,600	(2,000)	-21%
Facility Expense	-	-	-	-	-	-
Equipment Expense	4,458	4,800	4,800	5,100	300	6%
Contracted Services	-	68,000	68,000	3,000	(65,000)	-96%
Maintenance Expense	-	-	-	-	-	-
Program Expense	121,502	171,500	145,500	165,500	(6,000)	-3%
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	6,969	7,800	7,300	7,800	-	0%
	559,420	696,011	630,752	597,904	(98,107)	-14%
VEHICLE STORAGE						
Salaries and Benefits	-	-	-	-	-	-
Staff/Board Development	-	-	-	-	-	-
Facility Expense	-	-	-	-	-	-
Equipment Expense	-	-	-	-	-	-
Contracted Services	500	-	-	-	-	-
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	6,244	-	-	-	-	-
	6,744	-	-	-	-	-
OTHER CONTRACTED SERVICES						
Streetlighting	1,239,309	1,325,000	1,275,000	1,325,000	-	0%
Streetscape Maintenance	4,298,518	4,905,682	4,986,335	5,073,182	167,500	3%
Solid Waste Services	4,851,537	5,002,418	5,002,418	5,160,900	158,482	3%
	10,389,364	11,233,100	11,263,753	11,559,082	325,982	3%
COMMUNITY RELATIONS						
Salaries and Benefits	471,522	495,576	488,603	540,602	45,026	9%
Staff/Board Development	1,535	5,500	3,300	4,400	(1,100)	-20%
Facility Expense	-	-	-	-	-	-
Equipment Expense	3,398	6,500	5,500	7,000	500	8%
Contracted Services	60,214	115,400	137,400	130,450	15,050	13%
Maintenance Expense	-	-	-	-	-	-
Program Expense	544	1,500	1,500	1,500	-	0%
Public Education/Relations	27,602	51,000	43,000	49,000	(2,000)	-4%
Administrative Expense	10,413	23,500	18,300	23,300	(200)	-1%
	575,227	698,976	697,603	756,252	57,276	8%
CVB STAFF SERVICES						
Salaries and Benefits	578,989	674,274	673,823	792,822	118,548	18%
Staff/Board Development	-	-	-	-	-	-
Facility Expense	-	-	-	-	-	-
Equipment Expense	-	-	-	-	-	-
Contracted Services	-	-	-	-	-	-
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	-	-	-	-	-	-
	578,989	674,274	673,823	792,822	118,548	18%

**The Woodlands Township
Department Detail by Type
(in whole dollars)**

	<u>Actual 2017</u>	<u>Budget 2018</u>	<u>Forecast 2018</u>	<u>Budget 2019</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
TRANSPORTATION						
Salaries and Benefits	395,382	565,711	482,440	611,179	45,468	8%
Staff/Board Development	3,417	7,900	4,600	6,600	(1,300)	-16%
Facility Expense	-	-	-	-	-	-
Equipment Expense	2,879	6,800	5,800	5,800	(1,000)	-15%
Contracted Services	-	-	-	-	-	-
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	16,669	17,500	18,000	18,000	500	3%
	<u>418,346</u>	<u>597,911</u>	<u>510,840</u>	<u>641,579</u>	<u>43,668</u>	<u>7%</u>
ECONOMIC DEVELOPMENT						
Salaries and Benefits	-	-	-	-	-	-
Staff/Board Development	-	5,700	3,700	4,000	(1,700)	-30%
Facility Expense	-	-	-	-	-	-
Equipment Expense	-	-	-	-	-	-
Contracted Services	175,000	175,000	175,000	175,000	-	0%
Maintenance Expense	-	-	-	-	-	-
Program Expense	107,706	40,000	40,000	40,000	-	0%
Public Education/Relations	17,210	35,000	26,000	35,000	-	0%
Administrative Expense	1,250	7,300	2,500	5,000	(2,300)	-32%
	<u>301,166</u>	<u>263,000</u>	<u>247,200</u>	<u>259,000</u>	<u>(4,000)</u>	<u>-2%</u>
FIRE AND EMS MANAGEMENT						
Salaries and Benefits	2,053,155	1,525,100	1,547,798	1,623,063	97,963	6%
Staff/Board Development	35,452	51,200	45,400	51,200	-	0%
Facility Expense	-	-	-	-	-	-
Equipment Expense	74,635	100,800	91,000	98,300	(2,500)	-2%
Contracted Services	284,884	400,200	450,200	638,200	238,000	59%
Maintenance Expense	-	-	-	-	-	-
Program Expense	6,697	26,000	20,000	26,000	-	0%
Public Education/Relations	5,045	8,100	6,100	8,100	-	0%
Administrative Expense	32,568	43,700	39,700	41,500	(2,200)	-5%
	<u>2,492,436</u>	<u>2,155,100</u>	<u>2,200,198</u>	<u>2,486,363</u>	<u>331,263</u>	<u>15%</u>
FIRE PROTECTION						
Salaries and Benefits	15,468,312	17,598,787	17,386,874	18,348,825	750,038	4%
Staff/Board Development	279,614	205,700	225,700	275,000	69,300	34%
Facility Expense	949,283	912,000	886,400	931,000	19,000	2%
Equipment Expense	891,651	999,776	973,576	1,148,876	149,100	15%
Contracted Services	-	-	-	-	-	-
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	16	-	-	-	-	-
	<u>17,588,877</u>	<u>19,716,263</u>	<u>19,472,550</u>	<u>20,703,701</u>	<u>987,438</u>	<u>5%</u>
DISPATCH						
Salaries and Benefits	1,410,950	1,482,253	1,466,858	1,483,849	1,596	0%
Staff/Board Development	25,705	25,200	25,200	27,800	2,600	10%
Facility Expense	-	-	-	-	-	-
Equipment Expense	2,951	42,000	40,500	42,000	-	0%
Contracted Services	-	-	-	-	-	-
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	30	1,000	500	1,000	-	0%
	<u>1,439,636</u>	<u>1,550,453</u>	<u>1,533,058</u>	<u>1,554,649</u>	<u>4,196</u>	<u>0%</u>
OTHER EXPENDITURES						
Transition	-	872,500	872,500	82,000	(790,500)	-91%
Regional Participation	1,706,921	1,644,020	1,674,798	1,682,819	38,799	2%
Other Expenditures	2,242,368	2,522,164	2,458,611	2,452,144	(70,020)	-3%
Transfers out	22,428,676	10,199,997	13,881,470	11,769,342	1,569,345	15%
	<u>26,377,964</u>	<u>15,238,681</u>	<u>18,887,379</u>	<u>15,986,305</u>	<u>747,624</u>	<u>5%</u>
	<u>103,853,926</u>	<u>101,313,500</u>	<u>103,690,182</u>	<u>105,559,219</u>	<u>4,245,719</u>	<u>4%</u>

**The Woodlands Township
Department Detail by Type
(in whole dollars)**

	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL EXPENDITURES BY TYPE:						
Salaries and Benefits	36,853,954	40,679,428 -	40,055,326 -	42,565,953 -	1,886,525	5%
Staff/Board Development	578,323	612,500 -	599,800 -	675,200 -	62,700	10%
Facility Expense	3,448,956	3,366,800	3,344,300	3,488,100	121,300	4%
Equipment Expense	2,306,768	2,691,146	3,133,646	3,032,846	341,700	13%
Contracted Services	29,338,871	33,145,845	32,324,139	34,179,064	1,033,219	3%
Maintenance Expense	820,228	782,100	783,600	812,100	30,000	4%
Program Expense	3,235,318	3,482,950	3,423,842	3,618,451	135,501	4%
Public Education/Relations	55,940	122,100	95,600	120,100	(2,000)	-2%
Administrative Expense	837,606	1,191,950	1,042,550	1,081,100	(110,850)	-9%
Incorporation Study	-	872,500	872,500	82,000	(790,500)	-91%
Regional Participation	1,706,921	1,644,020	1,674,798	1,682,819	38,799	2%
Other Expenditures	2,242,368	2,522,164	2,458,611	2,452,144	(70,020)	-3%
Transfers Out	22,428,676	10,199,997	13,881,470	11,769,342	1,569,345	15%
	<u>103,853,926</u>	<u>101,313,500</u>	<u>103,690,182</u>	<u>105,559,219</u>	<u>4,245,719</u>	<u>4%</u>
	-	-	-	-		
% OF TOTAL BY EXPENSE TYPE:						
Salaries and Benefits	35%	40%	39%	40%		
Staff/Board Development	1%	1%	1%	1%		
Facility Expense	3%	3%	3%	3%		
Equipment Expense	2%	3%	3%	3%		
Contracted Services	28%	33%	31%	32%		
Maintenance Expense	1%	1%	1%	1%		
Program Expense	3%	3%	3%	3%		
Public Education/Relations	0%	0%	0%	0%		
Administrative Expense	1%	1%	1%	1%		
Transition	0%	1%	1%	0%		
Regional Participation	2%	2%	2%	2%		
Other Expenditures	2%	2%	2%	2%		
Transfers Out	22%	10%	13%	11%		
	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>		

Department Profiles



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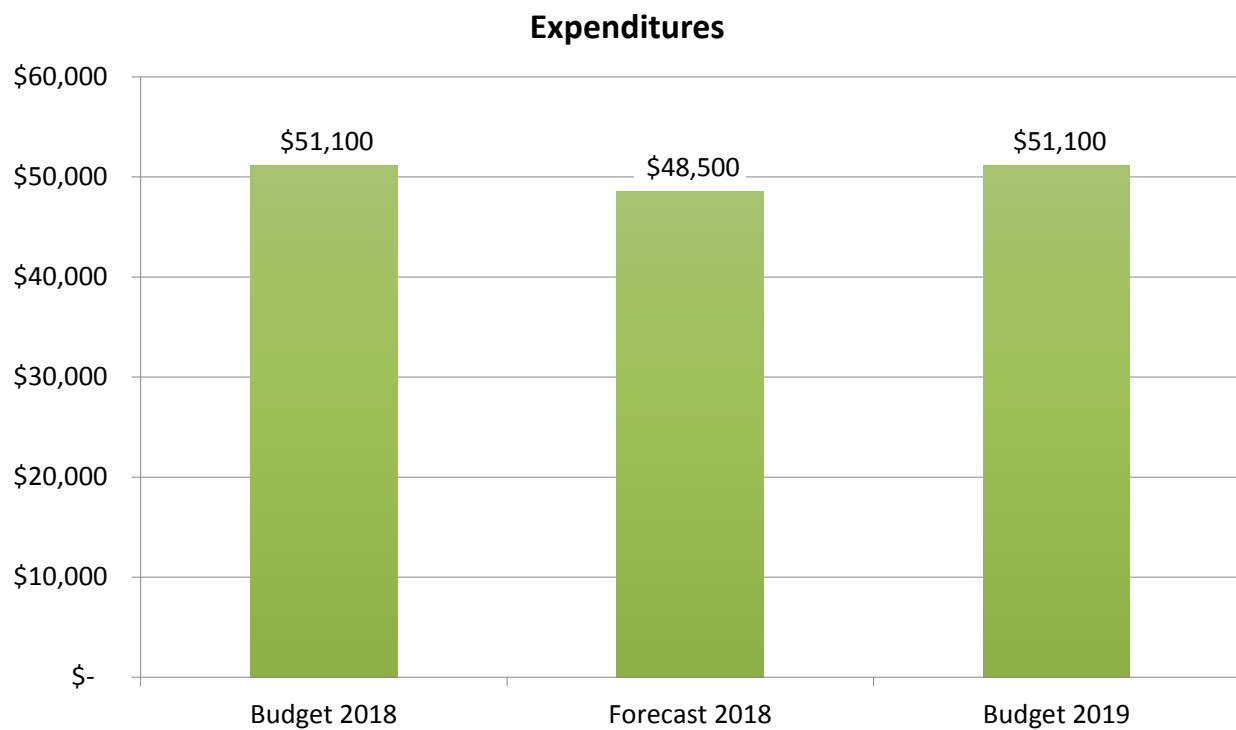


Board of Directors

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Board Development	\$ 36,700	\$ 36,700	\$ 36,700	\$ -	0.0%
Equipment Expense	3,400	3,400	3,400	-	0.0%
Program Expense	8,000	6,400	8,000	-	0.0%
Administrative Expense	3,000	2,000	3,000	-	0.0%
Total	\$ 51,100	\$ 48,500	\$ 51,100	\$ -	0.0%





Board of Directors

Budget 2019

Analysis of Expenses by Category

Board Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 14,700	\$ 14,700	\$ 14,700	\$ -	0.0%
Board Workshops	4,000	4,000	4,000	-	0.0%
Training & Conferences	18,000	18,000	18,000	-	0.0%
Total	\$ 36,700	\$ 36,700	\$ 36,700	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Data Services	\$ 3,400	\$ 3,400	\$ 3,400	\$ -	0.0%
Total	\$ 3,400	\$ 3,400	\$ 3,400	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Program Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Volunteer Appreciation Event	\$ 8,000	\$ 6,400	\$ 8,000	\$ -	0.0%
Total	\$ 8,000	\$ 6,400	\$ 8,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 3,000	\$ 2,000	\$ 3,000	\$ -	0.0%
Total	\$ 3,000	\$ 2,000	\$ 3,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



2019 Board of Directors Budget Plan



I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

2019 Board of Directors Budget Plan



I. SITUATION ANALYSIS

In accordance with the Transition Agreement signed between The Woodlands Township, The Woodlands Community Association (WCA), The Woodlands Association (TWA), The Woodlands Commercial Owners Association (WCOA), The Woodlands Community Service Corporation (WCSC), The Woodlands Fire Department (WFD), and The Woodlands Recreation Center (WRC), authority and responsibility for most municipal-type services in The Woodlands community transferred to The Woodlands Township on January 1, 2010. For effective management of The Woodlands Township's consolidated services, leadership is essential.

Leadership of The Woodlands Township requires two major elements:

- Policy, financial, and governing decisions made by the Township Board of Directors
- Management of staff and day-to-day operations by the Township President

The Woodlands Township Board of Directors' goal is to enhance and maintain the quality of life of The Woodlands' residents and businesses. The Board is committed to public safety, providing exceptional customer-friendly services, representing the community as the government for The Woodlands, and providing programs and policies to promote economic development.

The Township views its planning and operational activities in a strategic manner. Accordingly, each year's budget is prepared with the goal of achieving certain key objectives as defined in the Vision 2034 Strategic Plan adopted by the Board of Directors.

II. ACCOMPLISHMENTS OF 2018

- Continued to serve as governing body for most municipal-type services and economic development for The Woodlands community.
- Identified strategic issues and objectives in concert with planning for the 2019 Budget and five-year plan.
- Monitored governance topics and continued the annual reporting process as defined in the most recent governance planning process (completed in 2012), when the Board chose to defer an incorporation election.
- Initiated Incorporation discussion following passage of legislation in the 2017 Texas Legislative Session that provides a clearer path to incorporation.
- Initiated Future Governance/Incorporation Planning Study through the Matrix Consulting Group with parallel financial analysis through the Novak Consulting Group.
- Participated in numerous activities and events sponsored by strategic partners.

2019 Board of Directors Budget Plan



- Held regular public meetings twice per month.
- Held planning sessions twice per month to discuss the Incorporation planning study, with the second planning session of each month focusing on major reports and public feedback.
- Considered policy decisions impacting local governance and strategic planning.
- Enhanced service levels to residents and community offerings and amenity levels higher than most, at a lower local government property tax rate than most communities.
- Through financial policies and budget decision have built a financial model that provides top quality services at a low property tax rate and with sufficient reserves to provide for replacement of capital infrastructure as needed.

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

- Continue to lead the community, serving as the governing body for most municipal-type services and economic development for The Woodlands community.
- Set and affirm policies for the continuation of quality services in The Woodlands.
- Continue to offer the opportunity for public input through regular monthly meetings, budget workshops and monthly planning sessions.
- Continue to promote efforts to grow sales tax and room tax through investment in community infrastructure, which in turn lowers the overall property tax rate for residents and businesses.
- Continue established strategies and policies for exceptional public safety programs, for maintenance of the community, to upgrade community facilities as needed, to maintain a vibrant business environment, to encourage community spirit and community involvement, and for community events and promotions that generate Township revenues used to reduce the property tax rate.
- Continue to be good stewards of taxpayer dollars.
- Continue discussion of incorporation and planning for future incorporation needs.
- Continue incorporation study through consulting firms and encourage public participation throughout the process.

2019 Board of Directors Budget Plan



IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Board Development

\$36,700

- Meetings and Workshops (\$14,700)

(In accordance with Key Initiative 2.1.5 Provide ability for the public to communicate to the board; and Key Initiative 2.2.1 Hold town hall meetings)

Includes expenses related to regularly scheduled monthly meetings. This may include facility, equipment, materials, and refreshments; recognition for retiring directors; and any fees related to posting meetings or notices in accordance with State law.

- Board Planning Sessions (\$4,000)

(In accordance with Key Initiative 2.1.5 Provide ability for the public to communicate to the board; and Goal 2.2 Provide an inclusive atmosphere to enhance transparency and trust)

Includes expenses related to twice monthly planning sessions and other special strategic planning sessions as necessary. This may include facility, equipment, materials, refreshments, or a facilitator.

- Board Training and Conferences (\$18,000)

(In accordance with Key Initiative 2.1.5 Provide ability for the public to communicate to the board; Key Initiative 2.2.1 Hold town hall meetings; and Focus Area 4 Governance)

Includes training and education for board members, including new board member orientation, open meetings education, and public funds investment training for investment officers and other training for elected officials. May include travel, conference registration, or other expenses.

Equipment Expenses

\$3,400

- Data Services (\$3,400)

(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)

Includes communication expenses for the Board of Directors related to the Directors' Township-provided iPads for Township email and paperless agenda process.

Program Expenses

\$8,000

- Volunteer Appreciation Event (\$8,000)

(In accordance with Key Initiative 2.2.6 Promote and recognize volunteer and community accomplishments)

Includes annual event in recognition of volunteers. The event celebrates volunteer service to the community through Township departments and programs. This may include facility, refreshments and recognition of selected volunteers.

Administrative Expenses

\$3,000

- Supplies (\$3,000)

(In accordance with Key Initiative 2.2.4 Compile and make available Board meeting records)

Includes supplies required for creation and distribution of board agenda materials.

Total Cost for Board of Directors 2019 Budget Plan

\$51,100

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**The Woodlands Township
Department Budget Detail
(in whole dollars)**

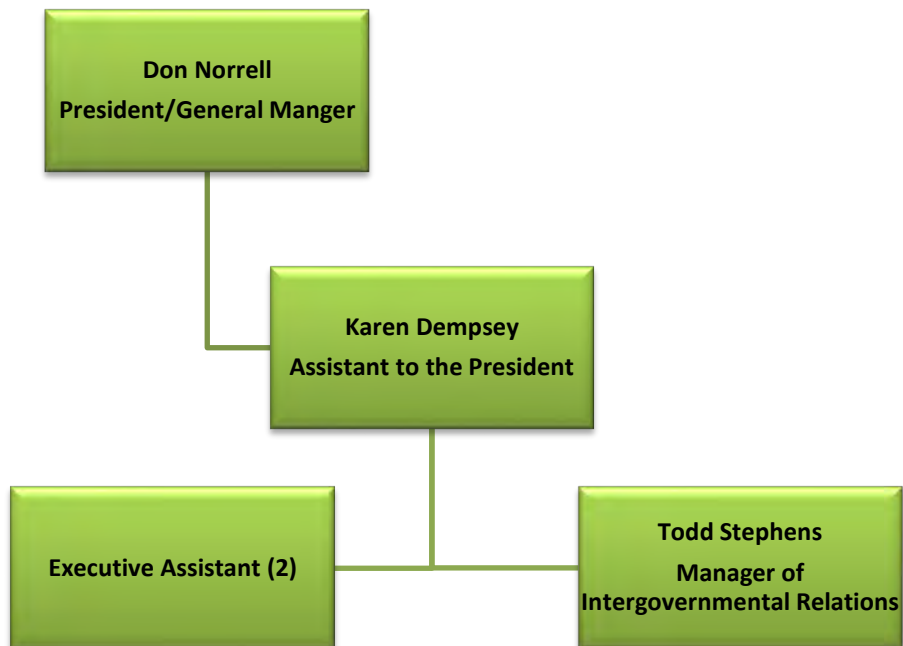
	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
BOARD OF DIRECTORS - Dept 100							
Board Development							
Meetings	100-100-5100-0000-10	14,857	14,700	14,700	14,700	-	0.0%
Board Workshops	100-100-5110-0000-10	3,629	4,000	4,000	4,000	-	0.0%
Training & Conferences	100-100-5120-0000-10	1,158	18,000	18,000	18,000	-	0.0%
		19,644	36,700	36,700	36,700	-	0.0%
Equipment Expense							
Data Services	100-100-5335-0000-10	-	3,400	3,400	3,400	-	0.0%
		-	3,400	3,400	3,400	-	0.0%
Program Expense							
Volunteer Appreciation Event	100-100-5605-3412-10	2,622	8,000	6,400	8,000	-	0.0%
		2,622	8,000	6,400	8,000	-	0.0%
Administrative Expense							
Supplies	100-100-5800-0000-10	1,067	3,000	2,000	3,000	-	0.0%
		1,067	3,000	2,000	3,000	-	0.0%
Total Board of Directors		23,333	51,100	48,500	51,100	-	0.0%

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ORGANIZATION CHART



Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
President/General Manager	1.00	1.00	0.00
Assistant to the President	1.00	1.00	0.00
Executive Assistant	2.00	2.00	0.00
Total	4.00	4.00	0.00

Summary of Personnel Changes for 2019 Budget

- No changes from 2018 Budget to 2019 Budget

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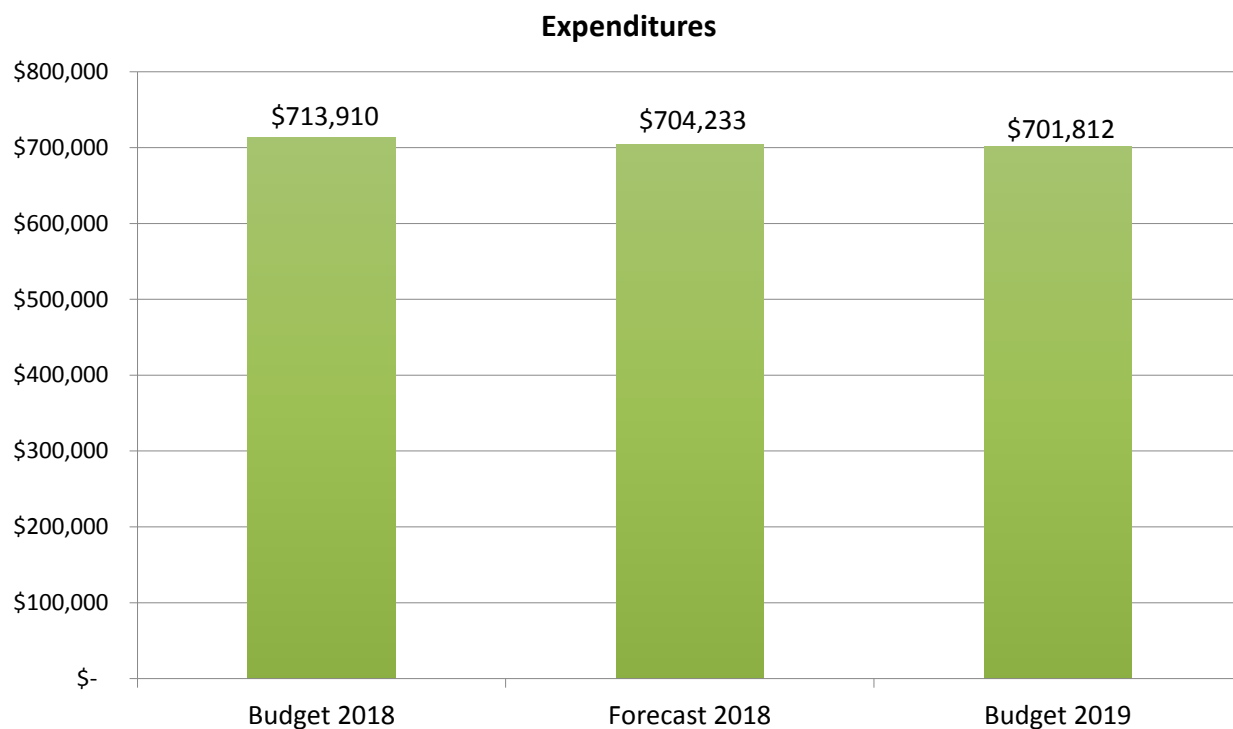


President's Office

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 690,460	\$ 681,983	\$ 678,362	\$ (12,098)	-1.8%
Staff Development	11,000	10,000	11,000	-	0.0%
Equipment Expense	4,250	4,250	4,250	-	0.0%
Administrative Expense	8,200	8,000	8,200	-	0.0%
Total	\$ 713,910	\$ 704,233	\$ 701,812	\$ (12,098)	-1.7%





President's Office

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 522,072	\$ 522,072	\$ 525,634	\$ 3,562	0.7%
Benefits	168,388	159,911	152,728	(15,660)	-9.3%
Total	\$ 690,460	\$ 681,983	\$ 678,362	\$ (12,098)	-1.8%

- Decrease in health insurance and retirement expenses resulting from some employees selecting a different benefit level than previously budgeted, partially offset by annual salary adjustment

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 3,000	\$ 2,000	\$ 3,000	\$ -	0.0%
Training & Conferences	8,000	8,000	8,000	-	0.0%
Total	\$ 11,000	\$ 10,000	\$ 11,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 1,250	\$ 1,250	\$ 1,250	\$ -	0.0%
Data Services	3,000	3,000	3,000	-	0.0%
Total	\$ 4,250	\$ 4,250	\$ 4,250	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



President's Office

Budget 2019

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.0%
Dues & Subscriptions	5,600	5,600	5,600	-	0.0%
Mileage Reimbursement	400	200	400	-	0.0%
Other	1,000	1,000	1,000	-	0.0%
Total	\$ 8,200	\$ 8,000	\$ 8,200	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

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I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET



I. SITUATION ANALYSIS

The President's Office is expected to deliver a high degree of independence, initiative, and professional expertise in the administration and day-to-day management of The Woodlands Township in accordance with policy established by the Board of Directors, enabling legislation, and County, State, and Federal laws. The President's Office directs the development and administration of the Township's budget and capital programs and oversees the development, planning, and implementation of strategic goals and objectives to meet the operational needs of the Township.

II. ACCOMPLISHMENTS OF 2018

- Continued commitment to quality of life services in accordance with Transition Agreement.
- Provided annual report on governance planning, as guided by Board of Directors.
- Initiated Future Governance/Incorporation Planning process, as guided by Board of Directors.
- Participated in numerous activities and events sponsored by strategic partners.
- Organized and conducted monthly meetings and regular planning sessions.
- Provided support to the Board of Directors.
- Organized and provided candidate school and new Director orientation.
- Led Township staff in accordance with policies and strategies established by Board of Directors.

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

- Continue to work toward achieving goals of Strategic Plan.
- Provide support to Board of Directors.
- Continue to monitor governance issues, as directed by the Board of Directors.
- Assist Board in discussions and continued planning for future incorporation.
- Coordinate Governance/Incorporation Study with consultants on behalf of the Board of Directors
- Continue to lead Township staff in accordance with policies and strategies established by Board of Directors.

2019 President's Office Budget Plan



- Ensure the continuation of quality services in The Woodlands, in accordance with Board directives, to preserve the quality of life enjoyed by residents.
- Continue to look for effectiveness and efficiency in service delivery programs.

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Salaries and Benefits

\$678,362

- President/General Manager's Office Personnel (\$678,362)
Administration for The Woodlands Township is directed from the President's Office which is responsible for the daily management and operation of the organization. Staff in the President/General Manager's Office provide administrative and professional support and serve as a liaison for the Board of Directors and staff. This budget includes salaries and benefits for four full time employees to include the President, Assistant to the President, and two Executive Assistants.

Staff Development

\$11,000

- Meetings (\$3,000)
(In accordance with Key Initiative 4.1.1 Identify participation opportunities)
Includes meetings between the President and community leaders.
- Staff Training & Conferences (\$8,000)
(In accordance with Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development)
Includes travel, conference registration, or other expenses to attend governance related conferences or seminars including Open Meetings, International City/County Management Association, Texas City Management Association, Executive Team Strategic Planning Meeting and others.

Equipment Expenses

\$4,250

- Office Equipment (\$1,250)
(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)
Includes non-capital expenses for office equipment, such as chairs, filing cabinets, scanners and printers.
- Data Services (\$3,000)
(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)
Includes communication expenses for the President and Assistant to the President.

Administrative Expense

\$8,200

- Supplies (\$1,200)
(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)
Includes basic office supplies specific to the department, such as mailing supplies, labels, name badges, and other general office supplies.
- Dues & Subscriptions (\$5,600)
(In accordance with Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development)

2019 President's Office Budget Plan



Includes organizational or individual memberships to the South Montgomery County Chamber of Commerce, Texas Municipal League, International City/County Management Association, and Texas City Management Association.

- Mileage Reimbursement (\$400)

(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)

Includes reimbursement for staff for the use of personal vehicles on company business.

- Other (\$1,000)

(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)

Includes floral arrangements for families of community leaders/Directors for the loss of immediate family members.

Total Cost for President's Office 2019 Budget Plan

\$701,812

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**The Woodlands Township
Department Budget Detail
(in whole dollars)**

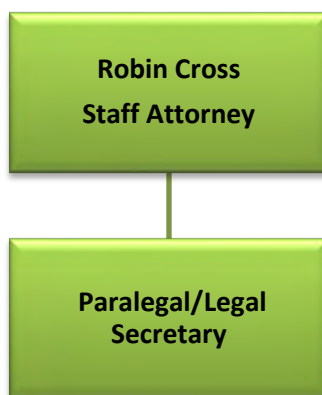
	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
PRESIDENT'S OFFICE - Dept 110							
Salaries and Benefits							
Salaries and Wages	100-110-5010-0000-10	490,473	522,072	522,072	525,634	3,562	0.7%
Employee Benefits - FICA	100-110-5020-0000-10	25,402	29,403	29,403	29,750	347	1.2%
Employee Benefits - TEC	100-110-5021-0000-10	200	684	684	684	-	0.0%
Employee Benefits - Retirement	100-110-5030-0000-10	53,483	61,767	61,767	53,932	(7,835)	-12.7%
Employee Benefits - Insurance	100-110-5031-0000-10	41,334	75,249	67,200	67,499	(7,750)	-10.3%
Employee Benefits - Workers Comp	100-110-5032-0000-10	396	1,285	857	863	(422)	-32.9%
		611,288	690,460	681,983	678,362	(12,098)	-1.8%
Staff Development							
Meetings	100-110-5100-0000-10	1,223	3,000	2,000	3,000	-	0.0%
Training & Conferences	100-110-5120-0000-10	657	8,000	8,000	8,000	-	0.0%
		1,880	11,000	10,000	11,000	-	0.0%
Equipment Expense							
Equipment	100-110-5330-0000-10	717	1,250	1,250	1,250	-	0.0%
Data Services	100-110-5335-0000-10	1,692	3,000	3,000	3,000	-	0.0%
		2,409	4,250	4,250	4,250	-	0.0%
Contracted Services							
Contract Labor	100-110-5407-0000-10	19,817	-	-	-	-	
		19,817	-	-	-	-	
Administrative Expense							
Supplies	100-110-5800-0000-10	873	1,200	1,200	1,200	-	0.0%
Dues & Subscriptions	100-110-5802-0000-10	5,932	5,600	5,600	5,600	-	0.0%
Mileage Reimbursement	100-110-5804-0000-10	-	400	200	400	-	0.0%
Other	100-110-5899-0000-10	2,182	1,000	1,000	1,000	-	0.0%
		8,987	8,200	8,000	8,200	-	0.0%
Total President's Office		644,381	713,910	704,233	701,812	(12,098)	-1.7%

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ORGANIZATION CHART



Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Staff Attorney	1.00	1.00	0.00
Paralegal/Legal Secretary	1.00	1.00	0.00
Total	2.00	2.00	0.00

Summary of Personnel Changes for 2019 Budget

- No changes from 2018 Budget to 2019 Budget

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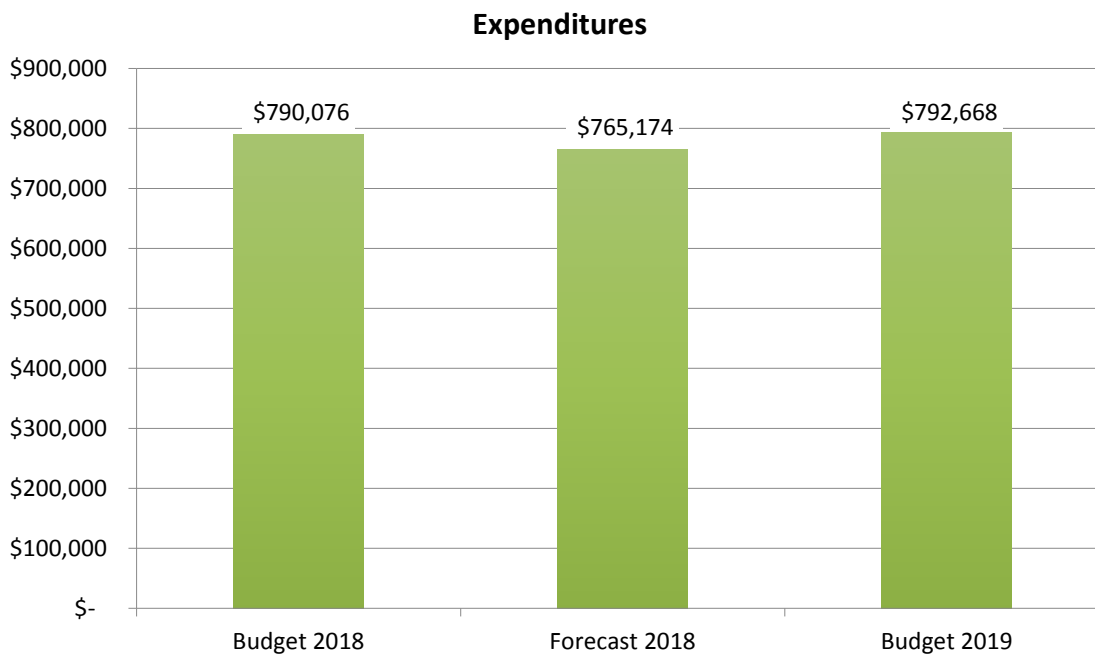


Legal Services

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 297,576	\$ 295,374	\$ 300,868	\$ 3,292	1.1%
Staff Development	6,500	6,300	6,300	(200)	-3.1%
Equipment Expense	2,300	1,800	1,800	(500)	-21.7%
Contracted Services	472,500	452,500	472,500	-	0.0%
Administrative Expense	11,200	9,200	11,200	-	0.0%
Total	\$ 790,076	\$ 765,174	\$ 792,668	\$ 2,592	0.3%





Legal Services

Budget 2019

Analysis of Expenses by Category

Salaries & Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 230,102	\$ 228,102	\$ 233,054	\$ 2,952	1.3%
Benefits	67,474	67,272	67,814	340	0.5%
Total	\$ 297,576	\$ 228,102	\$ 300,868	\$ 3,292	1.1%

- Increase due to annual salary adjustment, partially offset by decreases in overtime and workers' comp

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 500	\$ 300	\$ 300	\$ (200)	-40.0%
Training & Conferences	6,000	6,000	6,000	-	0.0%
Total	\$ 6,500	\$ 6,300	\$ 6,300	\$ (200)	-3.1%

- Meetings, (\$200): decrease based on analysis of historical and projected costs

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 1,500	\$ 1,000	\$ 1,000	\$ (500)	-33.3%
Data Services	800	800	800	-	0.0%
Total	\$ 2,300	\$ 1,800	\$ 1,800	\$ (500)	-21.7%

- Equipment, (\$500): decrease due to analysis of historical and projected costs

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Filing Fees	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
Legal	470,000	450,000	470,000	-	0.0%
Total	\$ 472,500	\$ 452,500	\$ 472,500	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



Legal Services

Budget 2019

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
Dues & Subscriptions	10,000	8,000	10,000	-	0.0%
Mileage Reimbursement	200	200	200	-	0.0%
Total	\$ 11,200	\$ 9,200	\$ 11,200	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

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2019 Legal Services Budget Plan



I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET



I. SITUATION ANALYSIS

The Township Attorney provides legal services to Township managerial employees and Board of Directors. With the highest level of integrity, the Township Attorney's Office seeks to provide quality legal services to The Woodlands Township and its elected and appointed officials and employees, to assist with accomplishing its goals and serving the community effectively.

II. ACCOMPLISHMENTS OF 2018

- Provided legal services to the Township, the Board of Directors, President/General Manager, and staff as requested or necessary, including giving written and oral opinions on various matters.
- Prepared, reviewed and negotiated contracts to which the Township is a party, including the review of non-standard and revision of standard form contracts.
- Developed, presented and/or assisted in the planning and implementation of new or revised policies, procedures and programs to meet executive management and Board of Director's goals.
- Prepared resolutions for adoption by the Board of Directors.
- Worked with outside litigation, bond and other counsel.
- Attended Board meetings and the meetings of Board committees.
- Advised President/General Manager and departments of new legislation, agency rules/regulations, court cases or regulatory opinions that may impact their operations.
- Provided guidance on matters related to the Texas Open Records Act and the Texas Open Meetings Act, specifically related to coordination of Board agendas, public notices, Board/Committee records and files, and records retention schedules.
- Performed all other duties requested by the President/General Manager.
- Coordinated all litigation support and information requests with TML Intergovernmental Risk Pool.
- Coordinated responses for Incorporation Study legal issues.



III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

- Support and advance the Township's strategic objective to provide high quality, cost effective legal services to the General Manager, staff and the Board through preventative legal advice that is timely, accurate and easy to access.
- Draft and/or review all Township contracts prior to execution, standardizing such documents when possible and reducing risk to help ensure that The Woodlands Township incurs the least risk exposure possible in such contractual matters. Develop new or enhance form agreements to expedite approval and reduce department time.
- Continue to work with the General Manager and Department Directors in ensuring that goals and projects instituted by the Board, General Manager and/or Department Directors comply with federal, state and local law.
- Advise the General Manager and staff regarding the implications of relevant legal decisions, opinions, statutes or regulatory changes which may impact Township operations or governance.
- Continue to address and coordinate Incorporation consultant's legal issues as they arise.

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Salaries and Benefits

\$300,868

(In accordance with Key Initiative 3.2.3 Provide competitive benefit and compensation packages)

- Legal Services Personnel (\$300,868)
The Woodlands Township's Legal Department provides legal services to the Township's President/General Manager, Executive Management Team, managers and supervisors, and to the Board of Directors. The Department's budget includes salaries and benefits for two full time employees.

Staff Development

\$6,300

(In accordance with Goal 3.1.2 Encourage education and training opportunities and continuing professional development)

- Meetings (\$300) - Includes miscellaneous Bar Association meetings, to include TML/TCAA.
- Staff Training & Conferences (\$6,000) - Includes travel, conference registration, or other expenses to attend government-related legal conferences or seminars. These include the Texas City Attorneys' Association Annual Conference, the International Municipal Lawyers Association Annual and Midyear Conference, and local Woodlands-Houston area seminars throughout the year, as well as training for Legal Assistant (open records training/TML).

2019 Legal Services Budget Plan



Equipment Expenses

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

\$1,800

- Office Equipment (\$1,000) - Includes non-capital expenses for office equipment, such as chairs, filing cabinets, scanners and printers.
- Data Services (\$800) - Includes communication expenses for the Attorney (mobile phone; I-Pad).

Contracted Services

(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)

\$472,500

- Filing Fees (\$2,500) – Includes expenses for filing fees.
- Legal (\$470,000) - Includes expenses for outside legal counsel for a variety of legal issues.

Administrative Expense

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

\$11,200

- Supplies (\$1,000) - Includes office supplies specific to the department, such as mailing supplies, labels and other general office supplies.
- Dues & Subscriptions (\$10,000) - Includes various annual Bar Association memberships (including SBOT, ABA, TML, TCAA, and IMLA), Westlaw (computer web-based library) and webinars.
- Mileage Reimbursement (\$200) - Includes reimbursement for staff for the use of personal vehicles on Township business.

Total Cost for Legal Services 2019 Budget Plan

\$792,668

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**The Woodlands Township
Department Budget Detail
(in whole dollars)**

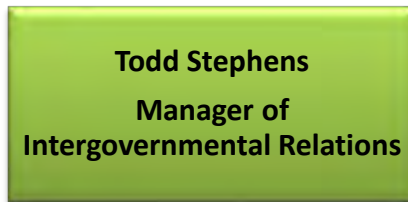
	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
LEGAL SERVICES - Dept 115							
Salaries and Benefits							
Salaries and Wages	100-115-5010-0000-10	220,138	225,102	225,102	230,054	4,952	2.2%
Overtime	100-115-5011-0000-10	516	5,000	3,000	3,000	(2,000)	-40.0%
Employee Benefits - FICA	100-115-5020-0000-10	14,010	15,293	15,293	15,370	77	0.5%
Employee Benefits - TEC	100-115-5021-0000-10	192	342	342	342	-	0.0%
Employee Benefits - Retirement	100-115-5030-0000-10	21,858	32,214	32,214	32,628	414	1.3%
Employee Benefits - Insurance	100-115-5031-0000-10	15,634	19,021	19,021	19,063	42	0.2%
Employee Benefits - Workers Comp	100-115-5032-0000-10	179	604	402	411	(193)	-31.9%
		<u>272,527</u>	<u>297,576</u>	<u>295,374</u>	<u>300,868</u>	<u>3,292</u>	<u>1.1%</u>
Staff Development							
Meetings	100-115-5100-0000-10	-	500	300	300	(200)	-40.0%
Training & Conferences	100-115-5120-0000-10	<u>3,365</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>	<u>-</u>	<u>0.0%</u>
		3,365	6,500	6,300	6,300	(200)	-3.1%
Equipment Expense							
Equipment	100-115-5330-0000-10	727	1,500	1,000	1,000	(500)	-33.3%
Data Services	100-115-5335-0000-10	<u>701</u>	<u>800</u>	<u>800</u>	<u>800</u>	<u>-</u>	<u>0.0%</u>
		1,428	2,300	1,800	1,800	(500)	-21.7%
Contracted Services							
Filing Fees	100-115-5497-0000-10	-	2,500	2,500	2,500	-	0.0%
Legal	100-115-5402-0000-10	<u>361,716</u>	<u>470,000</u>	<u>450,000</u>	<u>470,000</u>	<u>-</u>	<u>0.0%</u>
		361,716	472,500	452,500	472,500	-	0.0%
Administrative Expense							
Supplies	100-115-5800-0000-10	323	1,000	1,000	1,000	-	0.0%
Dues & Subscriptions	100-115-5802-0000-10	6,028	10,000	8,000	10,000	-	0.0%
Mileage Reimbursement	100-115-5804-0000-10	135	200	200	200	-	0.0%
Other Admin	100-120-5899-0000-10	<u>802</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
		7,288	11,200	9,200	11,200	-	0.0%
Total Legal Services		<u>646,323</u>	<u>790,076</u>	<u>765,174</u>	<u>792,668</u>	<u>2,592</u>	<u>0.3%</u>

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ORGANIZATION CHART



Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Manager of Intergovernmental Relations	1.00	1.00	0.00
Total	1.00	1.00	0.00

Summary of Personnel Changes for 2019 Budget

- No changes from 2018 Budget to 2019 Budget

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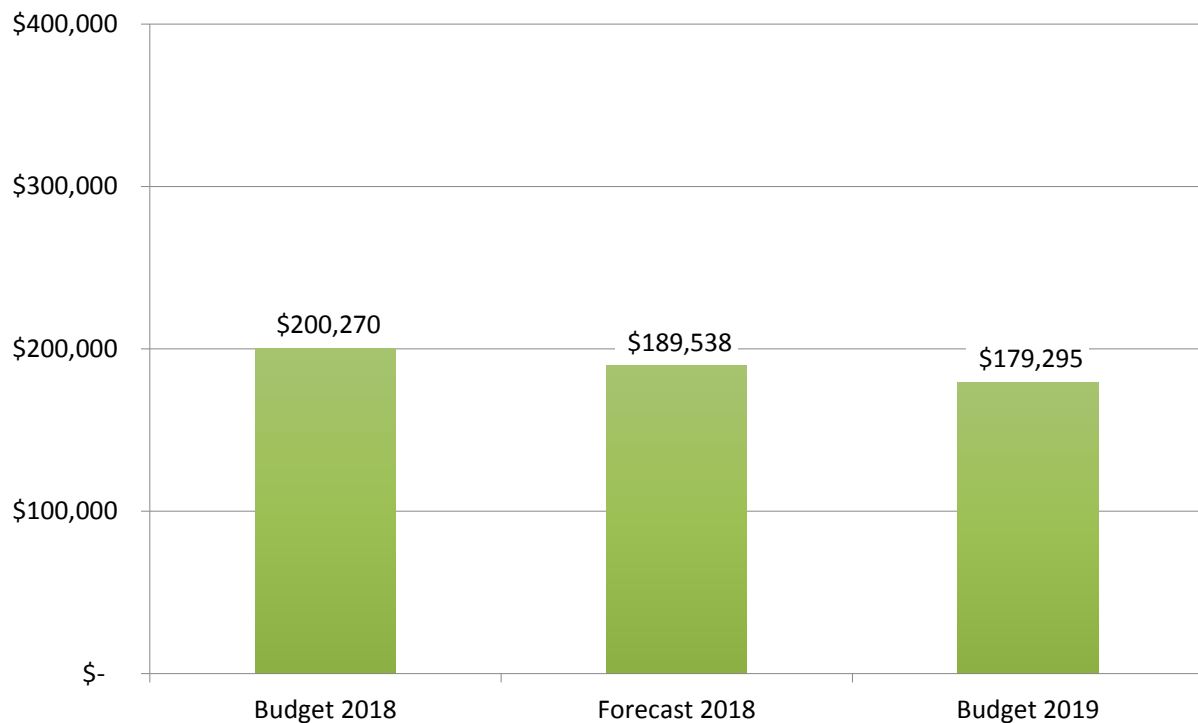
Intergovernmental Relations

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 132,470	\$ 119,088	\$ 129,245	\$ (3,225)	-2.4%
Staff Development	1,500	2,100	2,400	900	60.0%
Equipment Expense	850	850	850	-	0.0%
Contracted Services	62,000	62,000	40,000	(22,000)	-35.5%
Administrative Expense	3,450	5,500	6,800	3,350	97.1%
Total	\$ 200,270	\$ 189,538	\$ 179,295	\$ (20,975)	-10.5%

Expenditures





Intergovernmental Relations

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 94,976	\$ 94,976	\$ 97,335	\$ 2,359	2.5%
Benefits	37,494	24,112	31,910	(5,584)	-14.9%
Total	\$ 132,470	\$ 119,088	\$ 129,245	\$ (3,225)	-2.4%

- Decrease resulting from employee selecting a different benefit level than previously budgeted, partially offset by annual salary adjustment

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 300	\$ 900	\$ 1,200	\$ 900	300.0%
Training & Conferences	1,200	1,200	1,200	-	0.0%
Total	\$ 1,500	\$ 2,100	\$ 2,400	\$ 900	60.0%

- Meetings, \$900: increase based on analysis of historical and projected costs

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Data Services	\$ 850	\$ 850	\$ 850	\$ -	0.0%
Total	\$ 850	\$ 850	\$ 850	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



Intergovernmental Relations

Budget 2019

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Consulting	\$ 42,000	\$ 42,000	\$ -	\$ (42,000)	-100.0%
Legal Fees	20,000	20,000	40,000	20,000	100.0%
Total	\$ 62,000	\$ 62,000	\$ 40,000	\$ (22,000)	-35.5%

- Consulting, (\$42,000): Township Board approval of a budget initiative to remove funding for Government Relations consulting services
- Legal Fees, \$20,000: increase in legal fees for legislative year

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 150	\$ 200	\$ 200	\$ 50	33.3%
Dues & Subscriptions	2,300	2,300	3,000	700	30.4%
Mileage Reimbursement	1,000	3,000	3,600	2,600	260.0%
Total	\$ 3,450	\$ 5,500	\$ 6,800	\$ 3,350	97.1%

- Supplies, \$50: increase based on analysis of historical and projected costs
- Dues & Subscriptions, \$700: increase for subscription used to track status of legislation
- Mileage Reimbursement, \$2,600: increase based on analysis of historical and projected costs and travel to Austin during state legislative session

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I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET



I. SITUATION ANALYSIS

The Intergovernmental Relations Department serves as the front-line guardian of The Woodlands Township's interests in state and federal legislative matters, and is responsible for interfacing and working with other political subdivisions of the state as well as local, state and federal agencies and business entities regulated by the state.

The department works closely with stakeholder and partner organizations to identify and support efforts to advocate positions that are beneficial to the Township. The goal of the department is to identify emerging legislative, regulatory or business issues with the potential to impact The Woodlands Township or The Woodlands Fire Department, and as required, advocate positions to governmental bodies as well as partner organizations, to favorably resolve issues to the benefit of The Woodlands Township.

The department provides service and information in a prompt, courteous and professional manner in addressing requests or needs of the Township Board, Township Staff, stakeholder and partner organizations, as well as responding to requests from Township residents and the general public.

II. ACCOMPLISHMENTS OF 2018

Intergovernmental Relations

- Worked with local, state and federal elected officials to advocate for federal and state funding for a Montgomery County watershed study and flood mitigation projects along Spring Creek to protect the health, safety and property of Township residents. Coordinated Board trips to Washington, D.C. and Austin to secure hurricane recovery funding.
- Worked with state and federal legislators and their staff members to address legislative and regulatory issues with potential impact on the Township. Provided information as requested in support of planning efforts to address legislative or regulatory needs.
- Monitored state legislative interim committees on charges with potential impact on the Township, including special interim charges related to Hurricane Harvey. Bills will be pre-filed for 2019 Texas Legislative Session in November and December. Bills found to have a potential impact on the Township are tracked through the entire Legislative process to determine what new legislation must be addressed by Township Staff in affected departments.
- Served as liaison for Township Staff regarding questions on legislative, regulatory or other governmental body oversight concerns or issues. Served as Township liaison, and a point of contact, for state, county, municipal, and local government bodies.

2019 Intergovernmental Relations Budget Plan



- Served as liaison to the public regarding questions or concerns on governmental issues. Responded to questions and emails from Township residents regarding transportation mobility, Groundwater Reduction Pipeline monitoring and airport traffic noise.
- Developed statements and resolutions in support of Township positions used to influence government entities and mold decisions to meet the needs of the community.
- Attended meetings of Montgomery County Commissioners Court and tracked Harris County Commissioners Court agendas to identify issues of interest. Followed and reported on an exception basis to Township General Manager on significant issue development/resolution.
- Attended monthly meetings of Woodlands Road Utility District No. 1 and reported agenda discussion and actions taken to Township General Manager.
- Served as a member of The Woodlands Chamber of Commerce Business Advocacy Council and Transportation Education Council.
- Served as a member of the Transportation Advocacy Group legislative committee.
- Identified, tracked and responded to Houston-Galveston Area Council, Texas Department of Transportation, San Jacinto River Authority, The Woodlands Joint Powers Agency, Texas Commission on Environmental Quality, Public Utility Commission of Texas, and U.S. Post Office district/department/agency/committee actions that could impact the community, and provided information as requested by Township Board members, Staff or members of the public.
- Served on the Houston-Galveston Area Council (H-GAC) Transportation Air Quality Subcommittee responsible for monitoring and setting air quality goals in the H-GAC region.

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

As the local government body representing Woodlands residents, the Township and its leadership must be active participants in addressing legislative, regulatory and business issues with the potential to impact the community. The Township should be represented and visible before legislative and government bodies and partnership forums advocating the position of the Township on substantive issues.

In representing the Township, and its constituents, the Board and Staff of the Township must:

- Participate in local and regional planning and advocacy efforts (The Woodlands Township Strategic Plan Focus Area 4.1)
 1. Identify participation opportunities

2019 Intergovernmental Relations Budget Plan



2. Prioritize and assign Board and Staff representation for advocacy effort
- Ensure that The Woodlands is represented and visible at governmental and legislative bodies (The Woodlands Township Strategic Plan Focus Area 4.2)
 - Identify participation opportunities
 - Prioritize and assign Board and Staff representation for participation
- Maintain and expand local, regional, state, and federal partnerships with other governmental entities and stakeholders (The Woodlands Township Strategic Plan Focus Area 4.3)
 - Assign Staff to specific organizational entities to build relationships
 - Coordinate Township representation to ensure maximum participation

If any Special Sessions of the Legislature are called by the Governor during 2018, bills introduced must be reviewed and tracked as necessary to determine final outcome of proposed legislation.

Based on continuing evolution of the Township and the potential move toward incorporation, legislation may need to be proposed in the 2019 86th Texas Legislative Session. Planning for the introduction of legislation would be conducted in 2018. If the Township does not find it necessary to sponsor legislation, a requirement will still exist to survey bills introduced in the session, beginning with pre-filing in November 2018 to identify and follow bills that could be beneficial, or detrimental, to the Township or The Woodlands Fire Department, if passed into law.

If the Township Board of Directors determines a need to introduce legislation in the 2019 legislative session, the following actions will need to take place in 2018:

- Support development of specific language for use in Township Bill.
- Develop testimony for use by Township Staff, Board of Directors and consultant team.
- Support/sheppard delivery of relevant testimony in Legislative proceedings.
- Attend Legislative proceedings to provide testimony as required, support Bill as required, and communicate legislative actions to Township Board and Staff.

To influence the outcome of any bill considered during the legislative session, actions can include:

- Develop responsive testimony for bills being considered during the legislative session.
- Provide testimony to legislative committees in support of, or opposition to, bills being considered in Senate and House Committees.
- Attend meetings with Legislators and their Staff to address issues and work to pass legislation favorable to the Township.

2019 Intergovernmental Relations Budget Plan



- Work closely with Township legal and political consultants and attend/provide testimony at hearings at the Capitol supporting passage of proposed Township sponsored legislation.

The Department will:

Monitor and report actions of State of Texas Government Branches, Agencies and Departments that impact community operation, values or quality of life.

- Identify Executive and Legislative Branch actions on issues that impact the community.
- Prioritize issues to ensure efficient use of staff resources.
- Identify legislative initiatives for review and responsive action by The Township.

Monitor actions of local political subdivisions for impact on community values and quality of life.

- Identify local city, county and political subdivision actions that potentially impact the community.
- Identify specific local government initiatives for review and possible action by the Township.
- Provide reports, on an exception basis, to the Township Board and Staff regarding local government actions.

Develop and maintain relationships with legislative members/staff to accomplish goals.

- Maintain open lines of communication with local Legislators and staff.
- Educate local Legislators and staff on issues of significance to the Township.
- Gain Legislator support in advancing legislative initiatives of the Township.
- Work with legislative committees/staff that control legislation of significance to the Township.

Maintain and develop beneficial relationships with local government and private entities to advance legislative or regulatory agenda of the Township.

- Maintain open lines of communication with local governmental bodies, quasi-public organizations, partner organizations and private entities that have the ability to influence the organization, operation or quality of life of the Township.
- Identify areas of interest and work to accomplish common goals.
- Communicate and collaborate on legislative initiatives of local government and private entities that accommodate/enhance quality of life for Township constituents.

Work with contract political consultant in support of legislative or regulatory initiatives.

- Provide consultant direction on legislative and regulatory issues of interest to the Township.
- Establish consultant actions and goals on specific bills.
- Serve as working interface between Township Staff and consultant function.

2019 Intergovernmental Relations Budget Plan



IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Salaries and Benefits

\$129,245

- Personnel (\$129,245) - The budget includes the cost of the department manager's salary and related benefits. The manager monitors and reports actions of state and local government, non-profit and other organizations that impact community operations, values or quality of life in the Township; prioritizes issues to ensure efficient use of staff time; identifies legislative initiatives for review and responsive action by the Township; tracks legislation; and provides reports to the Township's Board of Directors and staff on proposed bills.

Staff Development

\$2,400

- Meetings (\$1,200) – Department manager develops and maintains beneficial working relationships with local governments and private entities to advance legislative or regulatory requirements of the Township. This is achieved by maintaining open lines of communication with local governmental bodies, quasi-public organizations, non-profit groups and private entities that have the ability to influence the organization, operation or quality of the Township. The manager will identify areas of interest and work to accomplish common goals by communicating and collaborating on legislative initiatives of local government and private entities that accommodate/enhance quality of life for Township constituents.
- Staff Training & Conferences (\$1,200) - Includes travel, conference registration, or other expenses to attend conferences or appropriate seminars and meetings.

Equipment Expense

\$850

- Data Services (\$850) - Includes communications expenses for the Intergovernmental Relations Manager.

Contracted Services

\$40,000

- Consulting (\$0) – Funding for government relations counsel. Intergovernmental Relations Manager interfaces with counsel on general legislative and regulatory issues of interest to the Township, determining actions and goals for specific bills or issues, and serves as the interface between Township staff and contract lobbyist function.
- Legal (\$40,000) – Includes legal consultation for matters related to state legislative session or other issues impacting local governance.

Administrative Expense

\$6,800

- Supplies (\$200) – Office supplies for department staff.
- Dues & Subscriptions (\$3,000) – Texas Legislative Service (TELICON), Quorum Report and media subscriptions.
- Mileage Reimbursement (\$3,600) - Reimbursement to department manager for the use of personal vehicle on Township business.

Total Cost for Intergovernmental Relations 2019 Budget Plan

\$179,295

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**The Woodlands Township
Department Budget Detail
(in whole dollars)**

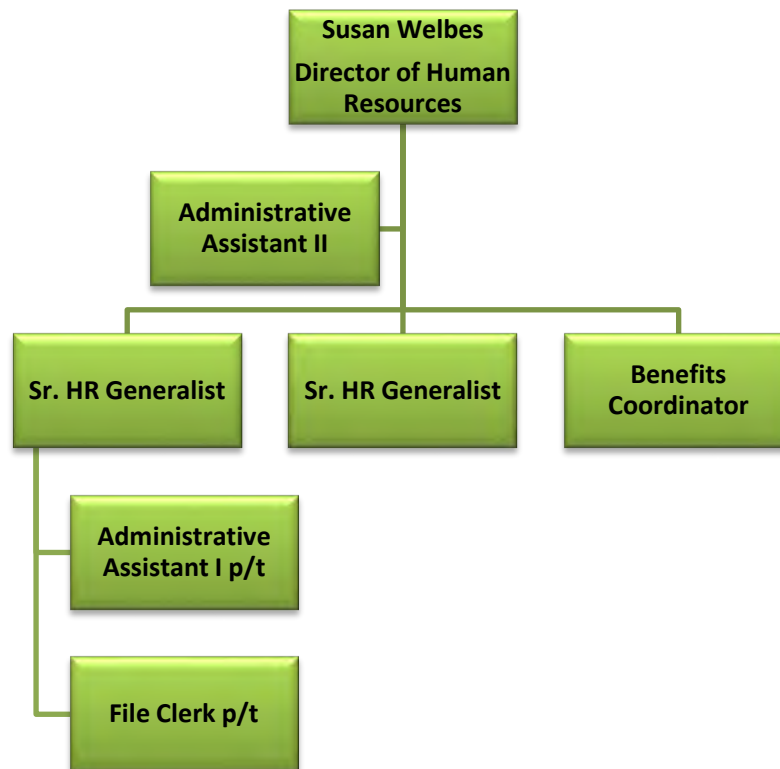
	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
INTERGOVERNMENTAL RELATIONS - Dept 120							
Salaries and Benefits							
Salaries and Wages	100-120-5010-0000-10	45,159	94,976	94,976	97,335	2,359	2.5%
Employee Benefits - FICA	100-120-5020-0000-10	3,518	7,266	7,266	7,446	180	2.5%
Employee Benefits - TEC	100-120-5021-0000-10	103	171	171	171	-	0.0%
Employee Benefits - Retirement	100-120-5030-0000-10	6,242	13,297	-	-	(13,297)	-100.0%
Employee Benefits - Insurance	100-120-5031-0000-10	10,113	16,504	16,504	24,118	7,614	46.1%
Employee Benefits - Workers Comp	100-120-5032-0000-10	78	256	171	175	(81)	-31.7%
		65,213	132,470	119,088	129,245	(3,225)	-2.4%
Staff Development							
Meetings	100-120-5100-0000-10	-	300	900	1,200	900	300.0%
Training & Conferences	100-120-5120-0000-10	521	1,200	1,200	1,200	-	0.0%
		521	1,500	2,100	2,400	900	60.0%
Equipment Expense							
Data Services	100-120-5335-0000-10	503	850	850	850	-	0.0%
		503	850	850	850	-	0.0%
Contracted Services							
Consulting	100-120-5401-0000-10	54,000	42,000	42,000	-	(42,000)	-100.0%
Legal	100-120-5402-0000-10	105,678	20,000	20,000	40,000	20,000	100.0%
		159,678	62,000	62,000	40,000	(22,000)	-35.5%
Administrative Expense							
Supplies	100-120-5800-0000-10	-	150	200	200	50	33.3%
Dues & Subscriptions	100-120-5802-0000-10	2,220	2,300	2,300	3,000	700	30.4%
Mileage Reimbursement	100-120-5804-0000-10	-	1,000	3,000	3,600	2,600	260.0%
		2,220	3,450	5,500	6,800	3,350	97.1%
Total Intergovernmental Relations		228,135	200,270	189,538	179,295	(20,975)	-10.5%

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ORGANIZATION CHART



Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Director of Human Resources	1.00	1.00	0.00
SR. Hr Generalist	2.00	2.00	0.00
Benefits Coordinator	1.00	1.00	0.00
Admin Assistant I	0.50	0.50	0.00
Admin Assistant II	1.00	1.00	0.00
File Clerk	0.25	0.25	0.00
Total	5.75	5.75	0.00

Summary of Personnel Changes for 2019 Budget

- No changes from 2018 Budget to 2019 Budget

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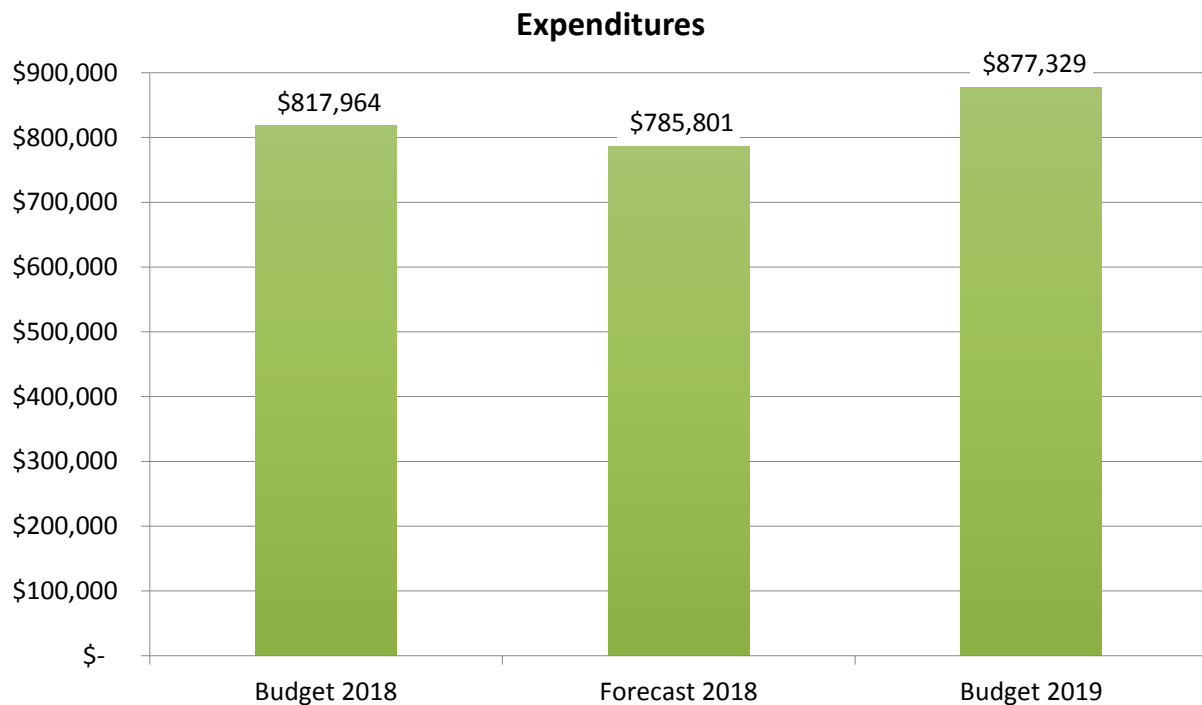


Human Resources

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 569,214	\$ 569,051	\$ 572,479	\$ 3,265	0.6%
Staff Development	61,200	61,000	50,800	(10,400)	-17.0%
Equipment Expense	2,850	2,850	2,850	-	0.0%
Contracted Services	128,900	128,900	228,900	100,000	77.6%
Public Education/Relations	10,000	6,000	10,000	-	0.0%
Administrative Expense	45,800	18,000	12,300	(33,500)	-73.1%
Total	\$ 817,964	\$ 785,801	\$ 877,329	\$ 59,365	7.3%





Human Resources

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 408,863	\$ 409,063	\$ 418,532	\$ 9,669	2.4%
Benefits	160,351	159,988	153,947	(6,404)	-4.0%
Total	\$ 569,214	\$ 569,051	\$ 572,479	\$ 3,265	0.6%

- Increase due to annual salary adjustment, partially offset by decrease in health insurance expense resulting from some employees selecting a lower level of benefits

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 800	\$ 600	\$ 600	\$ (200)	-25.0%
Training & Conferences	31,400	34,400	21,200	(10,200)	-32.5%
Tuition Reimbursement	9,000	6,000	9,000	-	0.0%
Employee Events/Recognition	20,000	20,000	20,000	-	0.0%
Total	\$ 61,200	\$ 61,000	\$ 50,800	\$ (10,400)	-17.0%

- Meetings, (\$200): decrease based on analysis of historical costs
- Training & Conferences, (\$10,200): decrease in organization-wide training needs for 2019

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
Data Services	850	850	850	-	0.0%
Total	\$ 2,850	\$ 2,850	\$ 2,850	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



Human Resources

Budget 2019

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Legal - Employee Relations	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.0%
Contract Labor	3,000	3,000	3,000	-	0.0%
Recruiting Fees	53,500	53,500	53,500	-	0.0%
Drug Testing	12,000	12,000	12,000	-	0.0%
Other	45,400	45,400	145,400	100,000	220.3%
Total	\$ 128,900	\$ 128,900	\$ 228,900	\$ 100,000	77.6%

- Other, \$100,000: increase to fund a compensation study

Public Education/Relations

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Advertising	\$ 10,000	\$ 6,000	\$ 10,000	\$ -	0.0%
Total	\$ 10,000	\$ 6,000	\$ 10,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 3,000	\$ 2,500	\$ 2,500	\$ (500)	-16.7%
Dues & Subscriptions	1,100	1,600	1,600	500	45.5%
Printing	1,100	800	1,100	-	0.0%
Affordable Care Tax	35,000	7,500	1,500	(33,500)	-95.7%
Mileage Reimbursement	600	600	600	-	0.0%
Other Admin	5,000	5,000	5,000	-	0.0%
Total	\$ 45,800	\$ 18,000	\$ 12,300	\$ (33,500)	-73.1%

- Supplies, (\$500): decrease based on analysis of historical and projected costs
- Dues & Subscriptions, \$500: increase based on analysis of historical and projected costs
- Affordable Care Tax, (\$33,500): decrease based on provisions of Affordable Care Act

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2019 Human Resources Budget Plan



I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET



I. SITUATION ANALYSIS

The goal of The Woodlands Township's Human Resources Department is to support and attract a talented and innovative staff. The primary responsibilities of the department are:

- Hire and retain qualified employees who support our vision, mission and customer service standards
- Ensure compensation practices are competitive and in line with our organizational values
- Ensure cost-effective health, welfare and retirement benefits are maintained for employees
- Ensure the organization meets and follows all federal and state employment laws
- Ensure the training needs of the organization are met
- Administer the performance evaluation process for all employees
- Promote positive employee relations and recognition
- Provide coaching to employees and supervisors to ensure performance expectations are met
- Maintain up-to-date Employee Policy Manual and Employee Handbook

The Woodlands Township will employ 473 regular full and part-time employees beginning January 1, 2018, of which 168 are fire fighting personnel. An additional 450 seasonal employees join the Township each summer.

The Woodlands Township Human Resources Department can be best described as a “high-touch” department. Most of our interactions with employees are face to face, and are often more than just a quick answer to a question. The department takes pride in serving as a source of information and expertise that provides quality customer service for employees and their ever changing needs.

II. ACCOMPLISHMENTS OF 2018

- The Township continues to maintain lower than average employee benefits costs while providing a comprehensive benefits package for its employees. Total costs for health insurance were projected to increase by 5%, even though the national trend increase in health care costs is 6.5%. Dental insurance also remained flat, with no increase projected.
- Sixty-four employees joined the Township in 2017, and fifty-three employees received promotions. The Township enjoyed a turnover rate of 10.4%.
- Each employee and supervisor attended a training seminar conducted by Joe Bontke of the Equal Employment Opportunity Commission's Houston Office titled Civility in the Workplace.
- Implemented an Employee Hotline to provide employees an anonymous method to report illegal acts, discrimination and harassment complaints and internal control and fraud reporting.
- The Woodlands Township is fully compliant with all Affordable Care Act provisions, including reporting hours by employee by pay period to the IRS, reporting total hours for the year to the IRS and providing IRS Form 1095-C to all employees.

2019 Human Resources Budget Plan



- Assisted The Woodlands Firefighters Retirement System during their audit and actuarial valuation. Director worked closely with TWFRS auditors to review plan documents, deposits and employee records. Auditors provided a report stating the pension was fully compliant and expressed their appreciation for the Township's recordkeeping.
- Implemented Online Scheduling for seasonal employees which has streamlined lifeguard scheduling. Pool Supervisors are able to regain 10 hours per week with their patrons, rather than scheduling their employees.
- Coordinated the Employee Awards Breakfast during which employees with 5, 10, 15, 20, 25 and 35 years of service were honored. More than 780 combined years of service were recognized at this event.
- Coordinated a highly successful United Way Campaign which raised \$10,639 for the Montgomery County United Way. Coordinated two Adopt-a-Families and supported Interfaith's Toy Drive during the holiday season.

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

- Provide training opportunities that support employee growth and development.
- Foster an atmosphere that attracts and retains employees who thrive in an environment that provides outstanding customer service.
- Maintain high levels of professionalism and confidentiality for our customers – the employees.
- Implement a Human Capital Management System that will enhance recruiting, compensation, benefits, performance evaluations, scheduling, absence management and learning management.
- Implement employee engagement surveys, and create action plans to address key issues and findings.
- Maintain compliance with all aspects of the Affordable Care Act.
- Utilize Profile XT for employee coaching and professional development. Each employee will receive a coaching report designed for their professional development and succession planning within the Township.
- Conduct market analysis of jobs to ensure competitiveness of our salary structure.
- Continue to ensure cost-effective health, welfare and retirement benefits are maintained for employees.

2019 Human Resources Budget Plan



- Continue to support an employee wellness initiative through group participation in low-cost, fun programs.
- Continue to ensure the Township meets and follows all federal and state employment laws.

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Salaries and Benefits

\$572,479

- Human Resources Personnel (\$572,479) – This budget line includes salary and benefits for Human Resources positions. Human Resources positions include: Director of Human Resources who oversees the work of the department, creates policies and procedures, administers employee relations for employees and ensures compliance with all federal and state laws; two Senior HR Generalists who support departments in recruitment, employee relations, training, and compensation administration; the Benefits Coordinator who is responsible for employee benefits and leave of absence issues; 1.5 FTE Administrative Assistants who provide administrative support for the department (performance evaluations, employee communications and requests); and the File Clerk who handles all personnel file maintenance. All staff persons provide personnel guidance and assistance to departments throughout the organization.

Staff Development

\$50,800

(In accordance with Goal 3.1 Provide education and training opportunities and a supportive working environment for Township staff)

- Meetings (\$600) – This line item includes supplies for meetings related to open enrollment, new employee orientation, and other employee meetings.
- Staff Training and Conferences (\$21,200) – Funds are used for professional development and training for the entire organization (\$20,000) including harassment awareness and prevention training for all supervisors, and supervisory training. Funds are also included for training and professional development specific to Human Resources Department (\$1,200) including the Texas Municipal Human Resources Association employment law and annual conference, and HR Houston's Annual Symposium.
- Employee Recognition (\$20,000) – These funds are used to produce events to acknowledge and celebrate milestones of service for all employees. An annual awards breakfast is held during which employees are honored for achieving 5, 10, 15, 20, 25, 30, 35 or more years of service. Each year the Township participates in the United Way Campaign, and holds a kick-off event for this campaign. It has become a tradition to hold a Thanksgiving potluck luncheon in the bays of the Central Fire Station for all employees. The Township provides the main course and managers serve while representatives from the United Way make presentations. Funds for the Wellness Initiative are included for annual costs of \$2,000 (fifty cents per employee per month). Funds are also included for employee retirement gifts.

2019 Human Resources Budget Plan



- Tuition Reimbursement (\$9,000) – Employees are eligible to receive reimbursement from the Township upon successful completion of college courses taken for a specific degree plan.

Equipment Expense

\$2,850

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Equipment (\$2,000) – This line item is used for office equipment specific to the HR department.
- Data Services (\$850) – Includes communication expenses for the Director of Human Resources.

Contracted Services

\$228,900

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township; and Goal 3.2 Position the Township to attract and retain high quality employees)

- Employee Relations Legal Fees (\$15,000) – These funds are used only in defense of Equal Employment Opportunity Commission claims or litigation.
- Contract Labor (\$3,000) – These funds are used for the services of a professional translator to translate policies and forms from English into Spanish.

Recruiting Fees (\$53,500) – This line item includes all expenses used to attract high quality candidates to The Woodlands Township. Several processes occur prior to employment to ensure employees possess the skills and qualities we require: computer proficiency testing, background and reference checks, and pre-employment drug testing.

- Drug Testing (\$12,000) – These funds are used to conduct random drug testing of all seasonal and safety-sensitive positions. Additionally, any time an employee has an accident which results in an injury or property damage, a post-accident drug test is administered. Finally, Park and Town Center Rangers and Lifeguards are required to have Hepatitis B vaccinations due to the likelihood of contact with blood borne pathogens.
- Other Contracted Services (\$145,400) – These funds are for fees related to the administration of flex benefits and costs of performance evaluation software.

Public Education/Relations

\$10,000

(In accordance with Goal 3.2 Position the Township to attract and retain high quality employees)

- Advertising (\$10,000) – Funds are used for recruitment advertising in the Houston Chronicle This Week, Villager, Courier, and on professional association websites including National Recreation and Parks Society, American Planning Association, and Texas Municipal League.

2019 Human Resources Budget Plan



Administrative Expense

(In accordance with Goal 3.1 Provide education and training opportunities and a supportive working environment for Township staff.)

- Supplies (\$2,500) – Funds are used for general office supplies specific to Human Resources.
- Dues & Subscriptions (\$1,600) – Exempt employees of the department are members of the Society for Human Resources Management and the Montgomery County Society Human Resource Management. The Director is also a member of the Texas Municipal Human Resources Association.
- Printing (\$1,100) – This line item is used to produce employment applications, invitations, and other documents used by Human Resources.
- Mileage Reimbursement (\$600) – This line item includes expenses incurred by Human Resources staff for travel for businesses purposes.
- Affordable Care Tax (\$1,500) – Payments for taxes related to provisions of the Patient Protection and Affordable Care Act (PPACA).
- Other Administrative Expenses (\$5,000) – Floral arrangements are sent to employees during hospitalizations, for the births of children and for the loss of immediate family members. These expenses are used according to administrative guidelines.

Total Cost for Human Resources 2019 Budget Plan

\$877,329

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**The Woodlands Township
Department Budget Detail
(in whole dollars)**

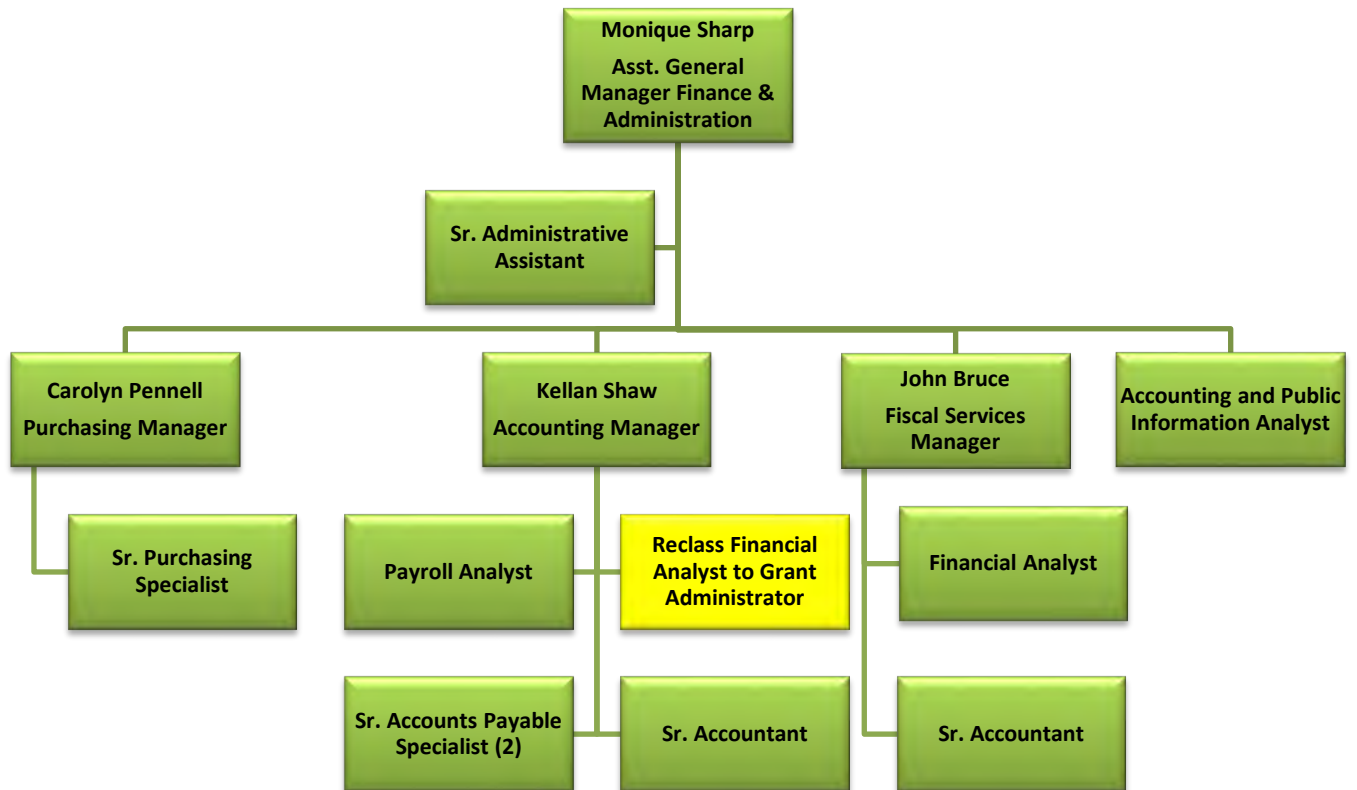
Budget Code		Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
HUMAN RESOURCES - Dept 130							
Salaries and Benefits							
Salaries and Wages	100-130-5010-0000-10	394,154	408,363	408,363	417,832	9,469	2.3%
Overtime	100-130-5011-0000-10	659	500	700	700	200	40.0%
Employee Benefits - FICA	100-130-5020-0000-10	27,037	29,585	29,585	30,642	1,057	3.6%
Employee Benefits - TEC	100-130-5021-0000-10	443	1,115	1,115	1,174	59	5.3%
Employee Benefits - Retirement	100-130-5030-0000-10	52,863	54,514	54,514	54,456	(58)	-0.1%
Employee Benefits - Insurance	100-130-5031-0000-10	73,729	74,046	74,046	66,930	(7,116)	-9.6%
Employee Benefits - Workers Comp	100-130-5032-0000-10	327	1,091	728	745	(346)	-31.7%
		549,213	569,214	569,051	572,479	3,265	0.6%
Staff Development							
Meetings	100-130-5100-0000-10	315	800	600	600	(200)	-25.0%
Training & Conferences	100-130-5120-0000-10	45,090	31,400	34,400	21,200	(10,200)	-32.5%
Tuition Reimbursement	100-130-5140-0000-10	5,417	9,000	6,000	9,000	-	0.0%
Employee Events/Recognition	100-130-5150-0000-10	18,772	20,000	20,000	20,000	-	0.0%
		69,594	61,200	61,000	50,800	(10,400)	-17.0%
Equipment Expense							
Equipment	100-130-5330-0000-10	732	2,000	2,000	2,000	-	0.0%
Data Services	100-130-5335-0000-10	706	850	850	850	-	0.0%
		1,438	2,850	2,850	2,850	-	0.0%
Contracted Services							
Legal - Employee Relations	100-130-5403-0000-10	805	15,000	15,000	15,000	-	0.0%
Contract Labor	100-130-5407-0000-10	5,105	3,000	3,000	3,000	-	0.0%
Recruiting Fees	100-130-5408-0000-10	53,262	53,500	53,500	53,500	-	0.0%
Drug Testing	100-130-5409-0000-10	11,039	12,000	12,000	12,000	-	0.0%
Other	100-130-5499-0000-10	41,176	45,400	45,400	145,400	100,000	220.3%
		111,387	128,900	128,900	228,900	100,000	77.6%
Public Education/Relations							
Advertising	100-130-5704-0000-10	5,071	10,000	6,000	10,000	-	0.0%
		5,071	10,000	6,000	10,000	-	0.0%
Administrative Expense							
Supplies	100-130-5800-0000-10	1,947	3,000	2,500	2,500	(500)	-16.7%
Dues & Subscriptions	100-130-5802-0000-10	1,575	1,100	1,600	1,600	500	45.5%
Printing	100-130-5803-0000-10	349	1,100	800	1,100	-	0.0%
Mileage Reimbursement	100-130-5804-0000-10	610	600	600	600	-	0.0%
Affordable Care Tax	100-130-5810-0000-10	7,500	35,000	7,500	1,500	(33,500)	-95.7%
Other Admin	100-130-5899-0000-10	4,689	5,000	5,000	5,000	-	0.0%
		16,670	45,800	18,000	12,300	(33,500)	-73.1%
Total Human Resources		753,373	817,964	785,801	877,329	59,365	7.3%

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ORGANIZATION CHART





Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Assistant GM - Finance & Administration	1.00	1.00	0.00
Fiscal Services Manager	1.00	1.00	0.00
Accounting Manager	1.00	1.00	0.00
Financial Analyst	2.00	1.00	-1.00
Purchasing Manager	1.00	1.00	0.00
Sr. Purchasing Specialist	1.00	1.00	0.00
Sr. Accountant	2.00	2.00	0.00
Accounting Analyst	1.00	1.00	0.00
Payroll Analyst	1.00	1.00	0.00
Sr. A/P Specialist	2.00	2.00	0.00
Sr. Admin Assistant	1.00	1.00	0.00
Grant Administrator	0.00	1.00	1.00
Total	14.00	14.00	0.00

Summary of Personnel Changes for 2019 Budget

New Positions

- 0.00 FTE – Reclass Financial Analyst to Grant Administrator

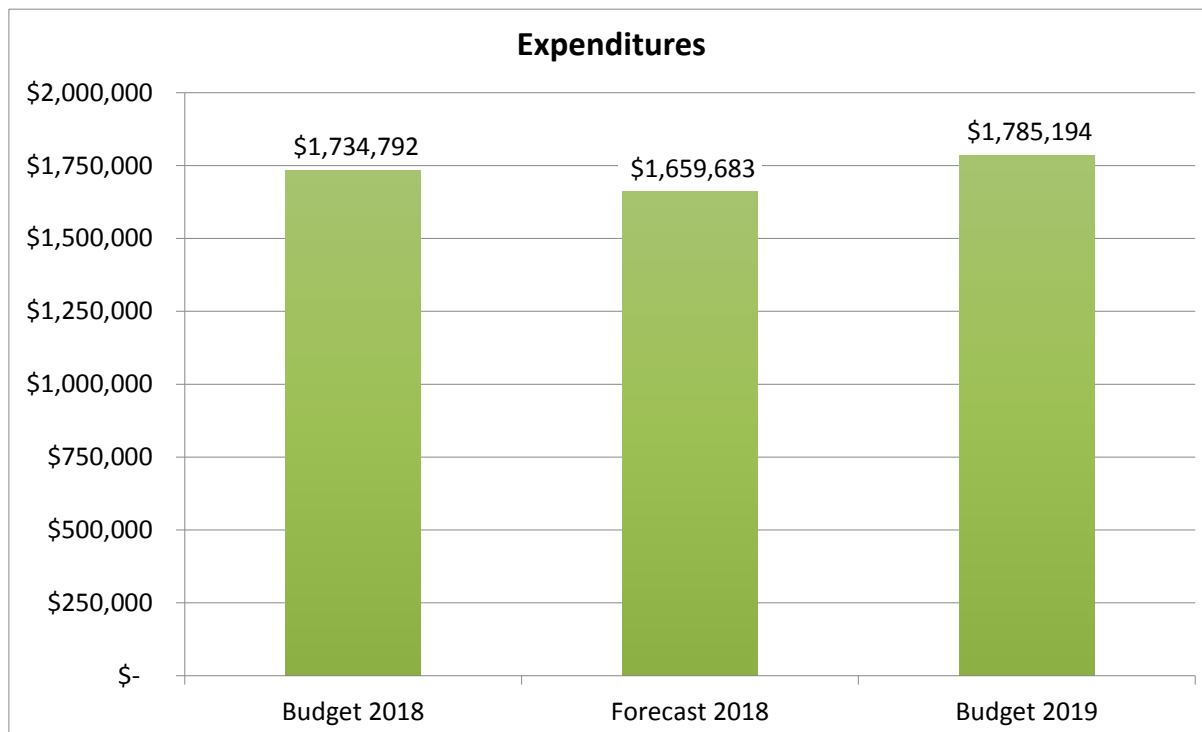


Finance

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 1,450,092	\$ 1,385,283	\$ 1,489,294	\$ 39,202	2.7%
Staff Development	8,600	5,500	7,500	(1,100)	-12.8%
Equipment Expense	4,200	3,600	3,600	(600)	-14.3%
Contracted Services	257,600	251,600	270,900	13,300	5.2%
Administrative Expense	14,300	13,700	13,900	(400)	-2.8%
Total	\$ 1,734,792	\$ 1,659,683	\$ 1,785,194	\$ 50,402	2.9%





Finance

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 1,055,998	\$ 1,003,498	\$ 1,079,514	\$ 23,516	2.2%
Benefits	394,094	381,785	409,780	15,686	4.0%
Total	\$ 1,450,092	\$ 1,385,283	\$ 1,489,294	\$ 39,202	2.7%

- Increase due to annual salary adjustment and also resulting from some employees selecting a higher level of health insurance benefits (for example, changing from employee only coverage to employee + child coverage)

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 600	\$ 500	\$ 500	\$ (100)	-16.7%
Training & Conferences	8,000	5,000	7,000	(1,000)	-12.5%
Total	\$ 8,600	\$ 5,500	\$ 7,500	\$ (1,100)	-12.8%

- Meetings, (\$100): decrease based on analysis of historical and projected costs
- Training & Conferences, (\$1,000): decrease based on analysis of historical and projected costs

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 3,000	\$ 2,400	\$ 2,400	\$ (600)	-20.0%
Data Services	1,200	1,200	1,200	-	0.0%
Total	\$ 4,200	\$ 3,600	\$ 3,600	\$ (600)	-14.3%

- Equipment, (\$600): decrease based on analysis of historical costs and projected costs



Finance

Budget 2019

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Consulting	\$ 34,000	\$ 26,000	\$ 39,000	\$ 5,000	14.7%
Audit Fees	108,600	108,600	108,600	-	0.0%
Payroll Processing	107,000	113,000	115,300	8,300	7.8%
Contract Labor	8,000	4,000	8,000	-	0.0%
Total	\$ 257,600	\$ 251,600	\$ 270,900	\$ 13,300	5.2%

- Consulting, \$5,000: increase for reserve study update
- Payroll Processing, \$8,300: increase based on projected costs and to correct low 2018 budget amount

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%
Dues & Subscriptions	5,000	5,000	5,000	-	0.0%
Mileage Reimbursement	400	200	400	-	0.0%
Bank Fees	900	500	500	(400)	-44.4%
Public Notices	1,000	1,000	1,000	-	0.0%
Total	\$ 14,300	\$ 13,700	\$ 13,900	\$ (400)	-2.8%

- Bank Fees, (\$400): decrease based on anticipated fees with depository agreement

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2019 Finance Department Budget Plan



I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET



I. SITUATION ANALYSIS

Management responsibility for The Woodlands Township's financial activities is centralized in the Finance Department. The department also provides financial services for The Woodlands Convention & Visitors Bureau and The Woodlands Township Economic Development Zone.

Financial services include the following primary areas of responsibility:

- Administration
- Accounting
- Budgeting
- Capital Assets
- Purchasing
- Tax Compliance
- Treasury/Cash Management
- Debt Management
- Risk Management
- Grant Administration

Administration

The Administrative function is responsible for financial planning; policy development, deployment and compliance; the establishment and monitoring of effective internal controls required to safeguard the Township's assets; and providing leadership for all functions of the Finance and Administration departments.

Accounting

The Accounting function is responsible for providing a financial and reporting system to account for the Township's financial activities and record transactions in accordance with generally accepted accounting practices (GAAP). This includes timely and accurate processing of all receipts and disbursements of funds; reporting financial results to the Board of Directors, management, citizens, and appropriate agencies; performing the Township's payroll functions; assisting with benefits administration; maintaining financial records for general ledger accounts, accounts payable, cash receipts and bank reconciliations; and facilitating the annual audit and preparation of the Comprehensive Annual Financial Report (CAFR).

Budgeting

The Budget function is responsible for producing the Township's annual operating and capital budgets and five-year business plan. This involves coordinating and analyzing the departments' budget submissions to develop a plan that aligns organizational resources with the strategic objectives outlined by the Board of Directors. A five-year business plan is produced to facilitate financial planning and policy development. This function ensures budgetary control by comparing actual financial results to the budget and performs detailed variance analysis.

2019 Finance Department Budget Plan



Capital Assets

This function is responsible for monitoring and recording assets and projects included in the Township's capital projects fund. This involves working closely with the departments and project managers to develop budgets, cash flows, and monthly reports for capital asset acquisitions. Monitoring and maintaining compliance with the Township's reserve study is also a key area of responsibility.

Purchasing

The Purchasing function supports the procurement requirements of all departments. It provides uniform, economical and timely purchasing practices consistent with state law, organizational policy, and budgetary authority. This includes determining service needs, developing standards and specifications, researching available products and services, and obtaining formal and informal bid quotations. Administration of the procurement card program and maintenance of the purchase requisition system are also duties of Purchasing.

Tax Compliance

Property tax, sales tax and hotel occupancy tax are major revenue sources for the Township. Monthly tax collections are closely monitored to detect reporting errors and determine the reasons for unexpected and unusual variances in tax revenues. This function develops procedures to monitor and prevent reporting errors, performs monthly variance analysis, assists with revenue forecasting, responds to taxpayer inquiries, and works closely with the State Comptroller's Office and the County Tax Assessor/Collector's Office in the administration and reporting of revenues.

Treasury/Cash Management

The Treasury/Cash Management function is responsible for the management and investment of Township funds. This includes the daily transferring and settling of depository funds, investing excess cash consistent with cash flow projections and in accordance with the Texas Public Funds Act and Township's investment policy, and ensuring funds are collateralized in accordance with the Texas Collateral Act for Public Funds. In order to facilitate these processes, maintaining productive working relationships with the Township's depository banks is essential.

Debt Management

The Debt Management function is responsible for maintaining an effective debt management strategy for the organization. This includes managing the Township's bonded and other debt obligations to ensure timely payments and compliance with debt covenants, as well as analyzing financing options when new projects are being considered. Responsibilities also include maintaining productive working relationships with lending institutions, bond counsel and credit rating agencies.

Risk Management

The Risk Management function works closely with other departments to identify risk issues facing the organization and to address those in beneficial, economical and practical methods. This includes obtaining and maintaining adequate competitively priced property, liability and workers' compensation insurance, monitoring for proper disposition, and evaluating insurance requirements for contracts, leases and activities.

2019 Finance Department Budget Plan



Grant Administration

The Grant Administration function works closely with personnel in the Transportation department to secure available local, state and federal grant funds to pay for qualifying expenditures related to Park and Ride, trolley and other transit programs managed by the Township. This function is also responsible for the required reporting and audits associated with the receipt and expenditure of grant funds.

II. ACCOMPLISHMENTS OF 2018

- Continued high standards of financial reporting as evidenced by the receipt of a *Certificate of Achievement for Excellence in Financial Reporting* from the Government Finance Officers Association.
- Produced the Comprehensive Annual Financial Report and received an unqualified opinion from the external auditors for the financial activity recorded during fiscal year 2017.
- Implemented GASB Statement No. 75, No. 80, and No. 82 related to accounting and disclosures for The Woodlands Firefighters Retirement System and other post-employment benefits.
- Continued high standards of financial planning and budgeting as evidenced by the receipt of a *Distinguished Budget Presentation Award* from the Government Finance Officers Association.
- Continued to make improvements to the annual budget and five-year business plan models to more accurately project, document and present budget and financial planning activities.
- Successfully concluded a credit agency ratings review with Moody's Investors Service that resulted in Moody's assigning an issuer rating of Aa1 to The Woodlands Township regarding general obligation bond credit strength.
- Managed debt service requirements and prepared annual disclosure filings related to the Township's 2010, 2011 and 2012 bond series.
- Worked with the Township financial consultant to analyze potential impacts of refinancing or retiring existing debt.
- Continued the development of a comprehensive capital asset management system that integrates the accounting, depreciation, risk management, geographical information system (GIS), inventory, and reserve requirements of the Township's assets.
- Continued to manage and monitor project budgets and other project activities for Federal Transit Administration (FTA) grants.



III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

- Record financial transactions and perform internal controls in a manner that results in an unqualified audit opinion.
- Maintain the high standards and levels of financial reporting recognized by the Government Finance Officers Association *Certificate of Achievement for Excellence in Financial Reporting*.
- Prepare an annual budget and five-year business plan to properly allocate resources and reports projected financial activity in accordance with the Board's policies and strategic objectives.
- Maintain the high standards and levels of financial planning and budgeting recognized by the Government Finance Officers Association *Distinguished Budget Presentation Award*.
- Continue monitoring cash management practices to ensure prudent investment and payment schedules.
- Continue monitoring debt refinancing and retirement opportunities in changing interest rate environments.
- Ensure compliance with debt covenants and reporting requirements related to the Township's debt obligations.
- Ensure the Township's assets and potential liabilities are adequately insured and that appropriate procedures are implemented and performed by staff in order to mitigate risk.
- Continue to monitor and perform accounting and administrative responsibilities associated with the Township's designation as a Designated Recipient for the Conroe-Woodlands Urbanized Area (UZA) and the receipt and expenditure of local, state and federal grant funds.
- Continue to work with IT to develop a comprehensive capital asset management system that integrates the accounting, depreciation, risk management, geographical information system (GIS), inventory and reserve requirements of the assets.
- Update the Township's capital reserve study initially prepared in 2013.
- Continue to work with all departments to ensure competitive purchasing practices that result in securing services and products at the best value for taxpayers.
- Continue to improve internal processes to maximize productivity without compromising accounting practice requirements.

2019 Finance Department Budget Plan



IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Salaries and Benefits

\$1,489,294

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township; and Key Initiative 3.2.3 Provide competitive benefit and compensation packages)

Finance Department Personnel (\$1,489,294) – Includes wages and benefits for fourteen full-time staff members providing budgeting, financial reporting, accounting, debt management, treasury, and procurement and other related services for the Township.

Staff Development

\$7,500

(In accordance with Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development; and Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Meetings (\$500) – Expenses associated with finance-related committee meetings (audit committee, investment committee) and other business meetings.
- Staff Training & Conferences (\$7,000) – Includes travel, conference registration, and other expenses for fourteen staff members to receive training related to continuing education, professional development, governmental accounting, grant management, public records and accounting software training.

Equipment Expense

\$3,600

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Office Equipment (\$2,400) – Replacement of office furniture, printers, scanners, and file cabinets as necessary.
- Data Services (\$1,200) – Communication expenses for the Assistant General Manager – Finance and Administration.

Contracted Services

\$270,900

(In accordance with Key Initiative 8.1.2 Establish reserves for appropriate working capital, replacement of capital assets, and economic development opportunities; Key Initiative 8.1.7 Maintain an effective long term debt strategy; Key Initiative 8.1.8 Conduct an annual audit of financial statements; and Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Consulting Fees (\$39,000) – Consulting services as needed for risk management, arbitrage services, debt management, asset management, auditing, treasury, capital reserves and other financial matters.

2019 Finance Department Budget Plan



- Audit Fees (\$108,600) – Annual independent auditing services and agreed upon procedure engagements for the Township, and annual auditing services for required single audits associated with federal grants.
- Payroll Processing Fees (\$115,300) – Payroll processing services provided by Paycom including automated time keeping system.
- Contract Labor (\$8,000) – Assistance during extended staff absences or vacancies as needed.

Administrative Expenses

\$13,900

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Office Supplies (\$7,000) – Office supplies specific to the Finance department including materials for reports produced in-house.
- Dues & Subscriptions (\$5,000) – Includes license renewals for CPA and CMA certificates, annual dues for TML, GFOA, AICPA and TSCPA, and resource materials for governmental accounting, budgeting, financial reporting, payroll and purchasing processes.
- Mileage Reimbursement (\$400) – Reimbursement of expenses incurred for mileage, parking and tolls when using personal vehicles for company business.
- Bank Fees - (\$500) – Bank service fees not covered by compensating balances.
- Public Notices – (\$1,000) – Fees for advertising public notices in newspapers.

Total Cost for the Finance Department's 2019 Budget Plan

\$1,785,194

**The Woodlands Township
Department Budget Detail
(in whole dollars)**

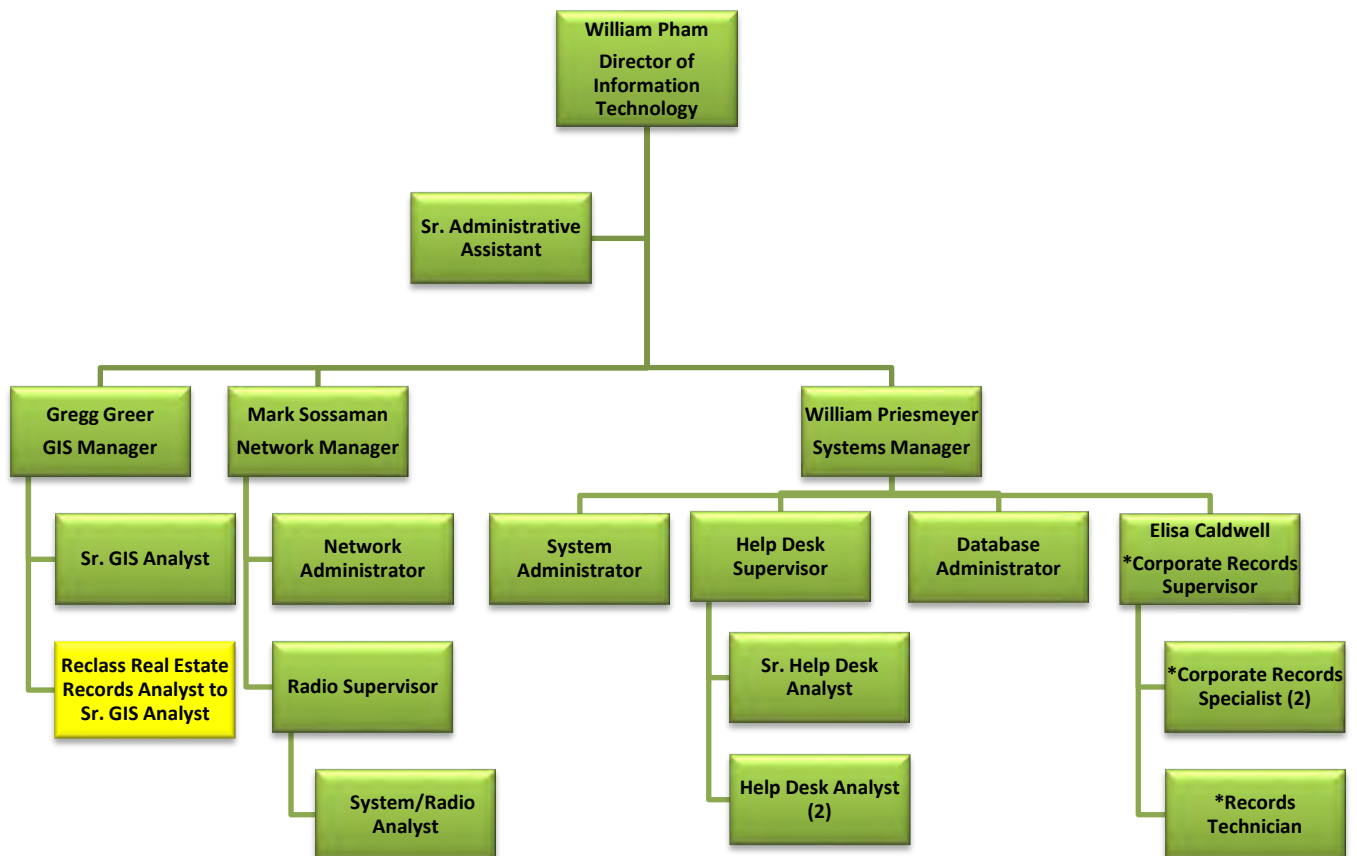
	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
FINANCE - Dept 140							
Salaries and Benefits							
Salaries and Wages	100-140-5010-0000-10	940,075	1,050,998	998,498	1,074,514	23,516	2.2%
Overtime	100-140-5011-0000-10	3,408	5,000	5,000	5,000	-	0.0%
Employee Benefits - FICA	100-140-5020-0000-10	66,519	77,331	73,315	79,261	1,930	2.5%
Employee Benefits - TEC	100-140-5021-0000-10	1,285	2,394	2,394	2,394	-	0.0%
Employee Benefits - Retirement	100-140-5030-0000-10	124,626	145,511	138,161	138,652	(6,859)	-4.7%
Employee Benefits - Insurance	100-140-5031-0000-10	139,073	166,028	166,028	187,538	21,510	13.0%
Employee Benefits - Workers Comp	100-140-5032-0000-10	853	2,830	1,887	1,935	(895)	-31.6%
		<u>1,275,839</u>	<u>1,450,092</u>	<u>1,385,283</u>	<u>1,489,294</u>	<u>39,202</u>	<u>2.7%</u>
Staff Development							
Meetings	100-140-5100-0000-10	57	600	500	500	(100)	-16.7%
Training & Conferences	100-140-5120-0000-10	500	8,000	5,000	7,000	(1,000)	-12.5%
		<u>557</u>	<u>8,600</u>	<u>5,500</u>	<u>7,500</u>	<u>(1,100)</u>	<u>-12.8%</u>
Equipment Expense							
Equipment	100-140-5330-0000-10	889	3,000	2,400	2,400	(600)	-20.0%
Data Services	100-140-5335-0000-10	1,716	1,200	1,200	1,200	-	0.0%
		<u>2,605</u>	<u>4,200</u>	<u>3,600</u>	<u>3,600</u>	<u>(600)</u>	<u>-14.3%</u>
Contracted Services							
Consulting	100-140-5401-0000-10	10,200	34,000	26,000	39,000	5,000	14.7%
Audit Fees	100-140-5404-0000-10	81,459	108,600	108,600	108,600	-	0.0%
Payroll Processing Fees	100-140-5405-0000-10	113,224	107,000	113,000	115,300	8,300	7.8%
Contract Labor	100-140-5407-0000-10	3,627	8,000	4,000	8,000	-	0.0%
		<u>208,510</u>	<u>257,600</u>	<u>251,600</u>	<u>270,900</u>	<u>13,300</u>	<u>5.2%</u>
Administrative Expense							
Supplies	100-140-5800-0000-10	6,120	7,000	7,000	7,000	-	0.0%
Dues & Subscriptions	100-140-5802-0000-10	4,174	5,000	5,000	5,000	-	0.0%
Mileage Reimbursement	100-140-5804-0000-10	167	400	200	400	-	0.0%
Bank Fees	100-140-5805-0000-10	25	900	500	500	(400)	-44.4%
Public Notices	100-140-5895-0000-10	-	1,000	1,000	1,000	-	0.0%
		<u>10,486</u>	<u>14,300</u>	<u>13,700</u>	<u>13,900</u>	<u>(400)</u>	<u>-2.8%</u>
Total Finance		<u>1,497,997</u>	<u>1,734,792</u>	<u>1,659,683</u>	<u>1,785,194</u>	<u>50,402</u>	<u>2.9%</u>

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ORGANIZATION CHART



*Note – These positions report to Director of Information Technology but are budgeted under Records Management.



Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Director of Information Technology	1.00	1.00	0.00
Network Manager	1.00	1.00	0.00
Systems Manager	1.00	1.00	0.00
Systems Administrator	1.00	1.00	0.00
Network Administrator	1.00	1.00	0.00
Database Administrator	1.00	1.00	0.00
GIS Manager	1.00	1.00	0.00
Sr. GIS Analyst	1.00	2.00	1.00
Real Estate Records Analyst	1.00	0.00	-1.00
Radio Supervisor	1.00	1.00	0.00
System/Radio Analyst	1.00	1.00	0.00
Help Desk Supervisor	1.00	1.00	0.00
Sr. Help Desk Analyst	1.00	1.00	0.00
Help Desk Analyst	2.00	2.00	0.00
Sr Administrative Assistant	1.00	1.00	0.00
Total	16.00	16.00	0.00

Summary of Personnel Changes for 2019 Budget

New Position

- 0.00 FTE – Reclass Real Estate Records Analyst to Senior GIS Analyst

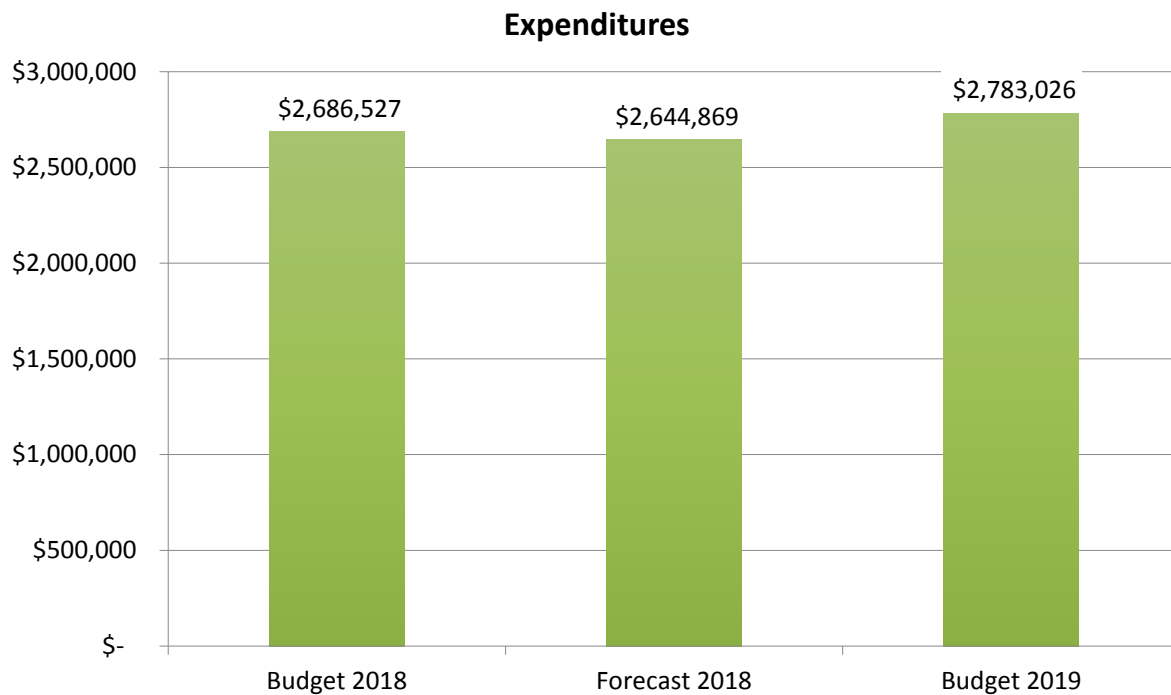


Information Technology

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 1,675,627	\$ 1,651,669	\$ 1,699,926	\$ 24,299	1.5%
Staff Development	30,600	33,600	36,600	6,000	19.6%
Facility Expense	187,000	180,000	184,000	(3,000)	-1.6%
Equipment Expense	138,300	134,300	120,800	(17,500)	-12.7%
Contracted Services	652,400	642,400	738,400	86,000	13.2%
Administrative Expense	2,600	2,900	3,300	700	26.9%
Total	\$ 2,686,527	\$ 2,644,869	\$ 2,783,026	\$ 96,499	3.6%





Information Technology

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 1,222,067	\$ 1,218,067	\$ 1,250,622	\$ 28,555	2.3%
Benefits	453,560	433,602	449,304	(4,256)	-0.9%
Total	\$ 1,675,627	\$ 1,651,669	\$ 1,699,926	\$ 24,299	1.5%

- Increase due to annual salary adjustment, partially offset by a decrease in benefits resulting from some employees selecting a lower level of health insurance coverage

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 600	\$ 600	\$ 600	\$ -	0.0%
Training & Conferences	30,000	33,000	36,000	6,000	20.0%
Total	\$ 30,600	\$ 33,600	\$ 36,600	\$ 6,000	19.6%

- Training & Conferences, \$6,000: increase based on training needs and required certifications of staff

Facility Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Telephones	\$ 187,000	\$ 180,000	\$ 184,000	\$ (3,000)	-1.6%
Total	\$ 187,000	\$ 180,000	\$ 184,000	\$ (3,000)	-1.6%

- Telephones, (\$3,000): decrease based on analysis of historical and projected costs



Information Technology

Budget 2019

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 8,400	\$ 8,400	\$ 8,400	\$ -	0.0%
Equipment - Small Hardware	43,000	43,000	43,000	-	0.0%
Equipment - Software	58,500	58,500	41,000	(17,500)	-29.9%
Data Services	16,400	16,400	16,400	-	0.0%
Equipment Repair & Maintenance	12,000	8,000	12,000	-	0.0%
Total	\$ 138,300	\$ 134,300	\$ 120,800	\$ (17,500)	-12.7%

- Equipment - Software, (\$17,500): decrease due to purchase of fleet management software in 2018

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Computer Support	\$ 504,000	\$ 504,000	\$ 546,000	\$ 42,000	8.3%
Contract Labor	48,000	38,000	38,000	(10,000)	-20.8%
Other Contracted Services	100,400	100,400	154,400	54,000	53.8%
Total	\$ 652,400	\$ 642,400	\$ 738,400	\$ 86,000	13.2%

- Computer Support, \$42,000: increase for annual software maintenance agreements/license fees due primarily to such costs being covered in the initial purchase price of software for the first three years of use, but paid annually thereafter in order to maintain support (2019 increase relates to Virtual Desktop Infrastructure software)
- Contract Labor, (\$10,000): decrease due to lower need for IT project assistance
- Other Contracted Services, \$54,000: increase due to upgrading Office 365 hosting licenses from basic to standard



Information Technology

Budget 2019

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 800	\$ 1,500	\$ 1,500	\$ 700	87.5%
Dues & Subscriptions	1,000	800	1,000	-	0.0%
Mileage Reimbursement	800	600	800	-	0.0%
Total	\$ 2,600	\$ 2,900	\$ 3,300	\$ 700	26.9%

- Supplies, \$700: increase based on analysis of historical and projected costs and to correct a low 2018 budget amount





I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET



I. SITUATION ANALYSIS

The Information Technology (IT) Department supports the design, development, implementation and management of computers as well as voice and radio communications systems. This includes data management, networking, computer support, telecommunications and Geographic Information Systems (GIS).

The IT Department maintains an infrastructure for over 458 users, 691 computers and 95 servers for The Woodlands Township and The Woodlands Fire Department; spread across 14 offices and fire stations.

The IT Department provides 24x7 technical support, with one staff member on-call at all times, from a technical support staff of 11 personnel. The Help Desk is currently maintained by four staff members responding to over 2,300 service requests a year.

The IT Department is responsible for management and development of the Township's Geographic Information System (GIS) with a dedicated staff of 3 personnel. This system provides crucial mapping tools for our First Responders as well as a land management tool for planning and geographic management of our assets.

The IT Department also supports the radio communications for The Woodlands Fire Department and Parks Department, and provides IT support for The Woodlands Fire Department (WFD) communications systems, mobile data computers, mobile mapping and network infrastructure.

The IT Department focuses on maintaining the appropriate levels of support services, infrastructure and other resources, allowing employees and first responders to carry out the functions of the Township (*Strategic Plan Initiative 1.6*).

During Emergency Operations, the IT Department provides technical, communications and logistical support for The Woodlands Emergency Operations Center.

The IT Department strives to provide effective services by forming and maintaining strategic partnerships with various organizations (*Strategic Plan Initiative 1.5*) such as the City of Shenandoah, Montgomery County Hospital District, Montgomery County 911, Greater Harris County 911, City of Conroe, Montgomery County Central Appraisal District and Montgomery County Fire Chief's Association to exchange data and information technologies.

II. ACCOMPLISHMENTS OF 2018

- Upgraded Accela Automation for Land Management, Asset Management and GIS
- Upgraded/Expanded Storage Area Network
- Upgraded desktop computers, laptops and servers
- Outfitted new Fire Apparatus with mobile data computers and communication equipment
- Initiated construction of Fire Department microwave communication towers

2019 Information Technology Budget Plan



- Upgraded WiFi systems
- Upgraded network infrastructure
- Installed IT Infrastructure at the Creekside Park Recreation Center
- Standardized Facility Access Control across Township facilities
- Upgraded Township Board Chambers A/V Equipment
- Implemented Woodlands Express Mobile Ticketing Solution
- Replaced Fire Department Mobile Data Computers
- Developed RFP for Enterprise Resource Planning Software
- Upgraded Emergency Operations Center A/V Equipment
- Upgraded Emergency Training Center A/V Equipment
- Implemented Fixed Asset Tracking system
- Implemented Digital Signatures
- Implemented Open Records Request software
- Implemented fleet management software
- Implemented VDI Software

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

- Upgrade desktop and laptop computers
- Upgrade servers and software
- Upgrade network infrastructure
- Expand Storage Area Network
- Continue the development and integration of the Accela Asset Management System
- Replace Fire Department Mobile Data Computers
- Replace Parks Mobile Data Computers
- Expand Accela Mobile Office
- Upgrade network infrastructure
- Complete standardization of video surveillance systems across all Township facilities
- Upgrade Emergency Training Center A/V Equipment
- Implement HRIS System

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Salaries and Benefits

\$1,699,926

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Information Technology Department Personnel (\$1,699,926) – Salaries and benefits for 16 staff members providing information technology support for the organization.

Staff Development

\$36,600

(In accordance with Goal 1.5 Improve local partnerships to provide effective services;

2019 Information Technology Budget Plan



Goal 4.3 Maintain and expand local, regional, state, and federal partnerships with other governmental entities and stakeholders; and Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development)

- Meetings (\$600) – Expenses for meetings related to information technology projects and initiatives, and meetings to facilitate the exchange of information technology between various public agencies in order to create networking opportunities and encourage and promote productive working relationships.
- Staff Training & Conferences (\$36,000) – Includes travel, conference registration, and other expenses for training related to Information Technology. This line item includes travel to the Texas Association of Governmental Information Technology (TAGITM) Conference for the IT Director, Systems Manager and Network Manager, and attendance at Environmental Systems Research Institute (ESRI) User Conference for the GIS Analyst and GIS Manager. This line item also includes specialized training for the Systems Manager, Systems Administrator, Database Administrator, Help Desk Supervisor, Senior Help Desk Analyst, 2 Help Desk Analysts, the Network Administrator and 2 Radio Analysts.

Facility Expense

\$184,000

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Telephone (\$184,000) – Includes expenses for phone system leases as well as local, long distance and fiber optic line charges for the Town Hall facility and disaster recovery.

Equipment Expense

\$120,800

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Equipment (\$8,400) – Includes server backup tapes for disaster recovery, printer replacements, UPS replacements and miscellaneous supplies.
- Equipment – Small Hardware (\$43,000) – Includes expenses for the purchase of non-capitalized computer hardware.
- Equipment – Software (\$41,000) – Includes expenses for the purchase of non-capitalized software and software licenses.
- Data Services (\$16,400) – Each technical staff member is on-call 24x7 for technical support. This line item includes mobile communication expenses incurred by the Information Technology Department for cell phones as well as mobile air cards for the on-call remote support.
- Equipment Repair & Maintenance (\$12,000) - Includes preventive maintenance for printers, plotters, folding machines, fax machines, and the department vehicle.

2019 Information Technology Budget Plan



Contracted Services

\$738,400

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Computer Support (\$546,000) – Annual license and maintenance fees related to network and software agreements for all Township software and IT equipment.
- Contract Labor (\$38,000) – Augmentation of information technology staffing related to GIS and temporary contract staff during peak times for projects.
- Other Contracted Services (\$154,400) – Includes Microsoft Office 365 hosting services and the purchase of digital aerial imagery of Montgomery/Harris County for GIS.

Administrative Expenses

\$3,300

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Supplies (\$1,500) – Office supplies specific to the Information Technology department.
- Dues & Subscriptions (\$1,000) – This line item includes Microsoft TechNet Membership for Microsoft technical support and technical association dues.
- Mileage Reimbursement (\$800) – Includes mileage reimbursement, parking, tolls, etc. incurred by Information Technology staff while on company business.

Total Cost for the Information Technology 2019 Budget Plan

\$2,783,026

**The Woodlands Township
Department Budget Detail
(in whole dollars)**

Budget Code		Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
INFORMATION TECHNOLOGY - Dept 150							
Salaries and Benefits							
Salaries and Wages	100-150-5010-0000-10	1,174,437	1,216,067	1,197,467	1,228,622	12,555	1.0%
Overtime	100-150-5011-0000-10	20,863	6,000	20,600	22,000	16,000	266.7%
Employee Benefits - FICA	100-150-5020-0000-10	86,961	92,518	92,723	94,578	2,060	2.2%
Employee Benefits - TEC	100-150-5021-0000-10	1,747	2,736	2,736	2,736	-	0.0%
Employee Benefits - Retirement	100-150-5030-0000-10	132,799	132,169	134,773	148,565	16,396	12.4%
Employee Benefits - Insurance	100-150-5031-0000-10	178,045	222,843	201,174	201,174	(21,669)	-9.7%
Employee Benefits - Workers Comp	100-150-5032-0000-10	998	3,294	2,196	2,251	(1,043)	-31.7%
		<u>1,595,851</u>	<u>1,675,627</u>	<u>1,651,669</u>	<u>1,699,926</u>	<u>24,299</u>	<u>1.5%</u>
Staff Development							
Meetings	100-150-5100-0000-10	674	600	600	600	-	0.0%
Training & Conferences	100-150-5120-0000-10	29,779	30,000	33,000	36,000	6,000	20.0%
		<u>30,453</u>	<u>30,600</u>	<u>33,600</u>	<u>36,600</u>	<u>6,000</u>	<u>19.6%</u>
Facility Expense							
Telephone	100-150-5210-0000-10	176,697	187,000	180,000	184,000	(3,000)	-1.6%
		<u>176,697</u>	<u>187,000</u>	<u>180,000</u>	<u>184,000</u>	<u>(3,000)</u>	<u>-1.6%</u>
Equipment Expense							
Equipment	100-150-5330-0000-10	7,319	8,400	8,400	8,400	-	0.0%
Equipment - Small Hardware	100-150-5330-9000-10	-	43,000	43,000	43,000	-	0.0%
Equipment - Software	100-150-5330-9000-10	136,024	58,500	58,500	41,000	(17,500)	-29.9%
Data Services	100-150-5335-0000-10	13,885	16,400	16,400	16,400	-	0.0%
Equipment Repair & Maintenance	100-150-5365-0000-10	4,081	12,000	8,000	12,000	-	0.0%
		<u>161,309</u>	<u>138,300</u>	<u>134,300</u>	<u>120,800</u>	<u>(17,500)</u>	<u>-12.7%</u>
Contracted Services							
Computer Support	100-150-5400-0000-10	400,914	504,000	504,000	546,000	42,000	8.3%
Contract Labor	100-150-5407-0000-10	10,928	48,000	38,000	38,000	(10,000)	-20.8%
Other Contracted Services	100-150-5499-0000-10	107,348	100,400	100,400	154,400	54,000	53.8%
		<u>519,189</u>	<u>652,400</u>	<u>642,400</u>	<u>738,400</u>	<u>86,000</u>	<u>13.2%</u>
Administrative Expense							
Supplies	100-150-5800-0000-10	1,376	800	1,500	1,500	700	87.5%
Dues & Subscriptions	100-150-5802-0000-10	456	1,000	800	1,000	-	0.0%
Mileage Reimbursement	100-150-5804-0000-10	392	800	600	800	-	0.0%
		<u>2,223</u>	<u>2,600</u>	<u>2,900</u>	<u>3,300</u>	<u>700</u>	<u>26.9%</u>
Total Information Technology		<u>2,485,722</u>	<u>2,686,527</u>	<u>2,644,869</u>	<u>2,783,026</u>	<u>96,499</u>	<u>3.6%</u>

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ORGANIZATION CHART



*Note – These positions report to Director of Information Technology but are budgeted under Records Management.

Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Corporate Records Supervisor	1.00	1.00	0.00
Corporate Records Specialist	2.00	2.00	0.00
Records Technician	1.00	1.00	0.00
Total	4.00	4.00	0.00

Summary of Personnel Changes for 2019 Budget

- No changes from 2018 Budget to 2019 Budget

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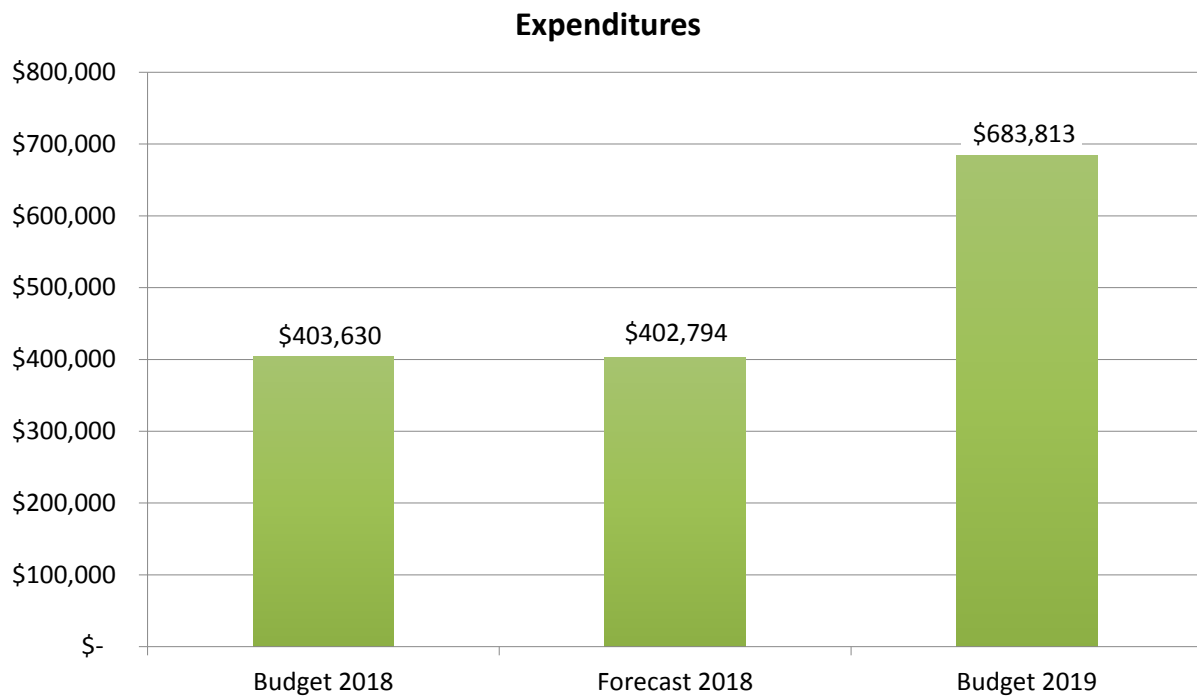


Records Management

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 277,530	\$ 279,294	\$ 285,913	\$ 8,383	3.0%
Staff Development	3,500	3,500	3,500	-	0.0%
Equipment Expense	1,000	600	1,000	-	0.0%
Contracted Services	119,500	117,500	391,500	272,000	227.6%
Administrative Expense	2,100	1,900	1,900	(200)	-9.5%
Total	\$ 403,630	\$ 402,794	\$ 683,813	\$ 280,183	69.4%





Records Management

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 193,433	\$ 195,233	\$ 200,506	\$ 7,073	3.7%
Benefits	84,097	84,061	85,407	1,310	1.6%
Total	\$ 277,530	\$ 279,294	\$ 285,913	\$ 8,383	3.0%

- Increase due to primarily to annual salary adjustment and an increase in anticipated overtime

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 100	\$ 100	\$ 100	\$ -	0.0%
Training & Conferences	3,400	3,400	3,400	-	0.0%
Total	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 1,000	\$ 600	\$ 1,000	\$ -	0.0%
Total	\$ 1,000	\$ 600	\$ 1,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



Records Management

Budget 2019

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Contract Labor	\$ 100,000	\$ 100,000	\$ 373,000	\$ 273,000	273.0%
Records Storage	12,000	12,000	12,000	-	0.0%
Other Contracted Svc.	7,500	5,500	6,500	(1,000)	-13.3%
Total	\$ 119,500	\$ 117,500	\$ 391,500	\$ 272,000	227.6%

- Contract Labor, \$273,000: increase due to approval by Board to accelerate records digitization project
- Other Contracted Services, (\$1,000): decrease in county clerk services due to analysis of historical and projected costs

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 1,500	\$ 1,300	\$ 1,300	\$ (200)	-13.3%
Dues & Subscriptions	500	500	500	-	0.0%
Mileage Reimbursement	100	100	100	-	0.0%
Total	\$ 2,100	\$ 1,900	\$ 1,900	\$ (200)	-9.5%

- Supplies, (\$200): decrease due to analysis of historical and projected costs

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I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET



I. SITUATION ANALYSIS

Information is one of the most vital strategic assets any organization possesses. Organizations depend on information to develop products and (deliver) services, make critical strategic decisions, protect property rights, propel marketing, manage projects, process transactions, serve customers, and generate revenues. In short, well-governed information is critical to the success of any organization. The Principles identify the critical hallmarks of information governance and provide both a standard of conduct for governing information and metrics by which to judge that conduct. In doing so, they give assurance to the public and society at large that organizations of every kind are meeting their responsibilities with respect to the governance of information.

Information governance, records management systems, storage, retrieval and disposition of records are maintained in accordance with State of Texas legal requirements.

The goal of the Records/Property Data Management Department will continue to be to achieve the highest standard of service delivery by providing accurate and timely information by collaborating with our internal and external customers to enhance decision making.

II. ACCOMPLISHMENTS OF 2018

- Continued excellent response to all Public Information Requests from the public.
- Implement Laserfiche Forms
- Implement Digital Signatures
- Implement Open Records software
- Completed Phase II of document digitizing project.

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

- Continued integration and implementation of Laserfiche records system that provides proper and easy access to stored information and integrates with other systems where appropriate, to improve user availability of records throughout the company for both paper and electronic documents.
- Serve as “gatekeeper” for all contracts and agreements, ensuring proper execution and entry into the records management system, and notification to management prior to contract renewal or termination dates.
- Maintain current ownership, tenant and legal description information on all properties within the Township’s boundaries.
- Digitizing historical records into the electronic records management system.
- Streamline records management processes and workflows.



IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Salaries and Benefits

\$285,913

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township; and Key Initiative 3.2.3 Provide competitive benefit and compensation packages)

- Records/Property Data Management Personnel (\$285,913) – Includes salaries and benefits for four full time staff members.

Staff Development

\$3,500

(In accordance with Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development; and Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Meetings (\$100) – Expenses for business meetings.
- Staff Training & Conferences (\$3,400) – Includes travel, conference registration and other expenses for staff members to receive training related to records and property data management including training at the Texas State Library and Archiving Commission (TSLAC) and the Laserfiche User Conference.

Equipment Expense

\$1,000

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Office Equipment (\$1,000) – Replacement of office furniture, multi-page scanners, shredders, file carts and map storage units.

Contracted Services

\$391,500

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Contract Labor (\$373,000) – Expenses for project to inventory and index records throughout organization and scan records into the electronic records management system.
- Records Storage (\$12,000) – Secure offsite storage for Township records.
- Other Contracted Services (\$6,500) – Montgomery County and Harris County Clerk Offices' recording data and index; recording real estate documents.

Administrative Expenses

\$1,900

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

2019 Records Management Budget Plan



- Office Supplies (\$1,300) – Office supplies specific to the Records/Property Data Management department.
- Dues & Subscriptions (\$500) – Funds are used for the subscription and membership to the Association of Records Managers and Administrators (ARMA) International.
- Mileage Reimbursement (\$100) – Reimbursement of expenses incurred for mileage, parking and tolls when using personal vehicles for company business.

Total Cost for Records Management 2019 Budget Plan

\$683,813

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**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
RECORDS/PROPERTY DATA MGMT - Dept 160							
Salaries and Benefits							
Salaries and Wages	100-160-5010-0000-10	185,444	193,433	193,433	197,806	4,373	2.3%
Overtime	100-160-5011-0000-10	2,618	-	1,800	2,700	2,700	
Employee Benefits - FICA	100-160-5020-0000-10	13,051	14,798	14,936	15,339	541	3.7%
Employee Benefits - TEC	100-160-5021-0000-10	394	684	684	684	-	0.0%
Employee Benefits - Retirement	100-160-5030-0000-10	19,208	19,807	19,807	20,632	825	4.2%
Employee Benefits - Insurance	100-160-5031-0000-10	37,913	48,286	48,286	48,388	102	0.2%
Employee Benefits - Workers Compensation	100-160-5032-0000-10	157	522	348	364	(158)	-30.3%
		258,785	277,530	279,294	285,913	8,383	3.0%
Staff Development							
Meetings	100-160-5100-0000-10	-	100	100	100	-	0.0%
Training & Conferences	100-160-5120-0000-10	2,741	3,400	3,400	3,400	-	0.0%
		2,741	3,500	3,500	3,500	-	0.0%
Equipment Expense							
Equipment	100-160-5330-0000-10	-	1,000	600	1,000	-	0.0%
		-	1,000	600	1,000	-	0.0%
Contracted Services							
Contract Labor	100-160-5407-0000-10	91,523	100,000	100,000	373,000	273,000	273.0%
Records Storage	100-160-5410-0000-10	7,418	12,000	12,000	12,000	-	0.0%
Other Contracted Services	100-160-5499-0000-10	5,284	7,500	5,500	6,500	(1,000)	-13.3%
		104,225	119,500	117,500	391,500	272,000	227.6%
Administrative Expense							
Supplies	100-160-5800-0000-10	1,085	1,500	1,300	1,300	(200)	-13.3%
Dues & Subscriptions	100-160-5802-0000-10	-	500	500	500	-	0.0%
Mileage Reimbursement	100-160-5804-0000-10	-	100	100	100	-	0.0%
		1,085	2,100	1,900	1,900	(200)	-9.5%
Total Records/Property Data Mgmt		366,836	403,630	402,794	683,813	280,183	69.4%

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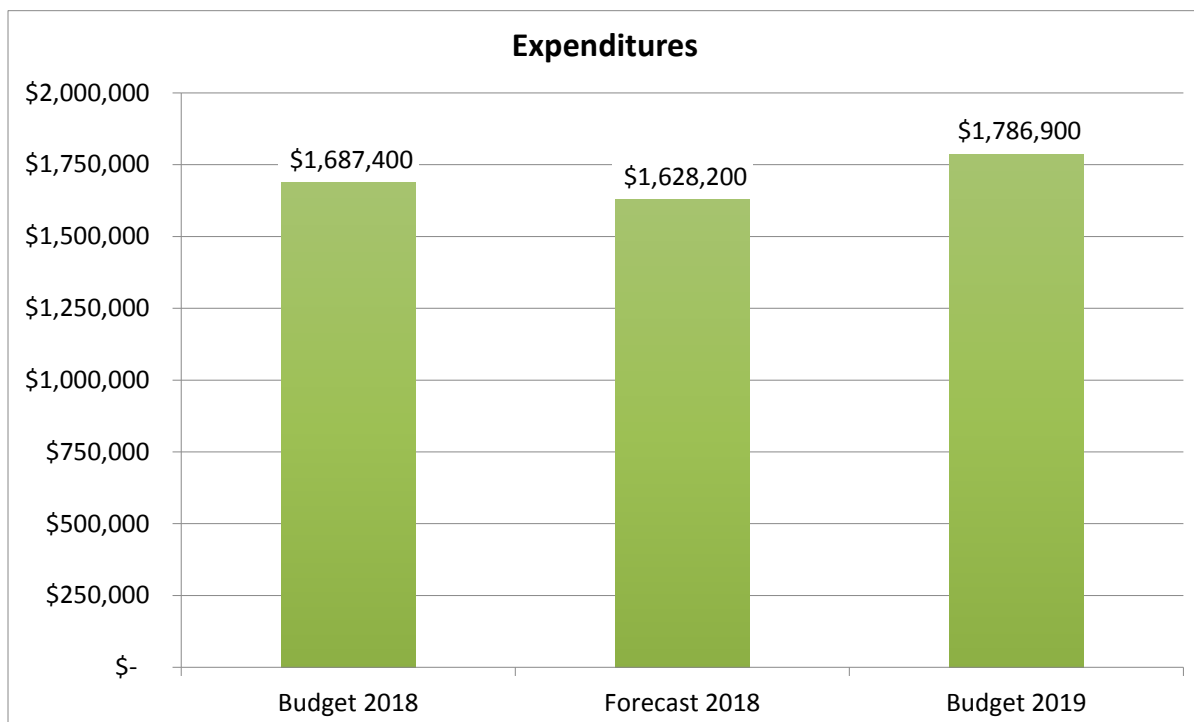


Non-Departmental

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Facility Expense	\$ 290,500	\$ 305,500	\$ 300,500	\$ 10,000	3.4%
Equipment Expense	107,900	105,400	102,900	(5,000)	-4.6%
Contracted Services	507,900	531,200	677,600	169,700	33.4%
Administrative Expense	781,100	686,100	705,900	(75,200)	-9.6%
Total	\$ 1,687,400	\$ 1,628,200	\$ 1,786,900	\$ 99,500	5.9%





Non-Departmental

Budget 2019

Analysis of Expenses by Category

Facility Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Utilities	\$ 120,000	\$ 120,000	\$ 120,000	\$ -	0.0%
Facility Repair & Maintenance	100,000	115,000	110,000	10,000	10.0%
Facility Supplies	23,000	23,000	23,000	-	0.0%
Custodial Services	47,500	47,500	47,500	-	0.0%
Total	\$ 290,500	\$ 305,500	\$ 300,500	\$ 10,000	3.4%

- Facility Repair & Maintenance, \$10,000: increase based on analysis of historical and projected costs for the Town Hall facility

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Copier Lease & Maintenance	\$ 97,700	\$ 95,200	\$ 92,700	\$ (5,000)	-5.1%
Postage Equip/Supplies/ Maintenance	10,200	10,200	10,200	-	0.0%
Total	\$ 107,900	\$ 105,400	\$ 102,900	\$ (5,000)	-4.6%

- Copier Lease & Maintenance, (\$5,000): decrease based on new lease agreement



Non-Departmental

Budget 2019

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Computer Support	\$ -	\$ -	\$ 96,700	\$ 96,700	
Election Expense	95,000	55,000	95,000	-	0.0%
Property Tax Admin Fees	396,000	459,300	469,000	73,000	18.4%
Census (Interfaith)	16,900	16,900	16,900	-	0.0%
Total	\$ 507,900	\$ 531,200	\$ 677,600	\$ 169,700	33.4%

- Computer Support, \$96,700: placeholder for costs related to potential new Human Resources system
- Property Tax Admin Fees, \$73,000: increase based on estimate received from MCAD and to correct low 2018 budget amount

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 37,500	\$ 37,500	\$ 37,500	\$ -	0.0%
Postage & Delivery	55,700	59,200	59,800	4,100	7.4%
Printing	10,000	8,000	8,000	(2,000)	-20.0%
EDZ Admin	4,000	-	-	(4,000)	-100.0%
Insurance	668,900	576,400	595,600	(73,300)	-11.0%
Other Administration	5,000	5,000	5,000	-	0.0%
Total	\$ 781,100	\$ 686,100	\$ 705,900	\$ (75,200)	-9.6%

- Postage & Delivery, \$4,100: increase based on analysis of historical and projected costs
- Printing, (\$2,000): decrease based on analysis of historical and projected costs
- EDZ Admin, (\$4,000): decrease based on analysis of historical costs
- Insurance, (\$73,300): decrease in property and liability insurance based on estimates from TMLIRP

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**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
NON-DEPARTMENTAL - Dept 190							
Facility Expense							
Utilities	100-190-5220-0000-10	113,381	120,000	120,000	120,000	-	0.0%
Facility Repair & Maintenance	100-190-5230-0000-10	119,946	100,000	115,000	110,000	10,000	10.0%
Facility Supplies	100-190-5240-0000-10	7,846	23,000	23,000	23,000	-	0.0%
Custodial Services	100-190-5280-0000-10	49,844	47,500	47,500	47,500	-	0.0%
		<u>291,017</u>	<u>290,500</u>	<u>305,500</u>	<u>300,500</u>	<u>10,000</u>	<u>3.4%</u>
Equipment Expense							
Copier Lease & Maintenance	100-190-5340-0000-10	116,748	97,700	95,200	92,700	(5,000)	-5.1%
Postage Equip/Supplies/Maint	100-190-5345-0000-10	9,955	10,200	10,200	10,200	-	0.0%
		<u>126,703</u>	<u>107,900</u>	<u>105,400</u>	<u>102,900</u>	<u>(5,000)</u>	<u>-4.6%</u>
Contracted Services							
Computer Support	100-190-5400-0000-10	-	-	-	96,700	96,700	
Consulting	100-190-5401-0000-10	13,500	-	-	-	-	
Election Expense	100-190-5411-0000-10	51,086	95,000	55,000	95,000	-	0.0%
Property Tax Admin Fees	100-190-5412-0000-10	385,825	396,000	459,300	469,000	73,000	18.4%
Census	100-190-5499-0000-10	16,900	16,900	16,900	16,900	-	0.0%
		<u>467,311</u>	<u>507,900</u>	<u>531,200</u>	<u>677,600</u>	<u>169,700</u>	<u>33.4%</u>
Administrative Expense							
Supplies	100-190-5800-0000-10	36,969	37,500	37,500	37,500	-	0.0%
Postage and Delivery	100-190-5801-0000-10	59,580	55,700	59,200	59,800	4,100	7.4%
Printing	100-190-5803-0000-10	6,535	10,000	8,000	8,000	(2,000)	-20.0%
EDZ Admin	100-190-5806-0000-10	-	4,000	-	-	(4,000)	-100.0%
Insurance	100-190-5808-0000-10	423,028	668,900	576,400	595,600	(73,300)	-11.0%
Other Admin	100-190-5899-0000-10	6,750	5,000	5,000	5,000	-	0.0%
		<u>532,862</u>	<u>781,100</u>	<u>686,100</u>	<u>705,900</u>	<u>(75,200)</u>	<u>-9.6%</u>
Total Non-Departmental		<u>1,417,892</u>	<u>1,687,400</u>	<u>1,628,200</u>	<u>1,786,900</u>	<u>99,500</u>	<u>5.9%</u>

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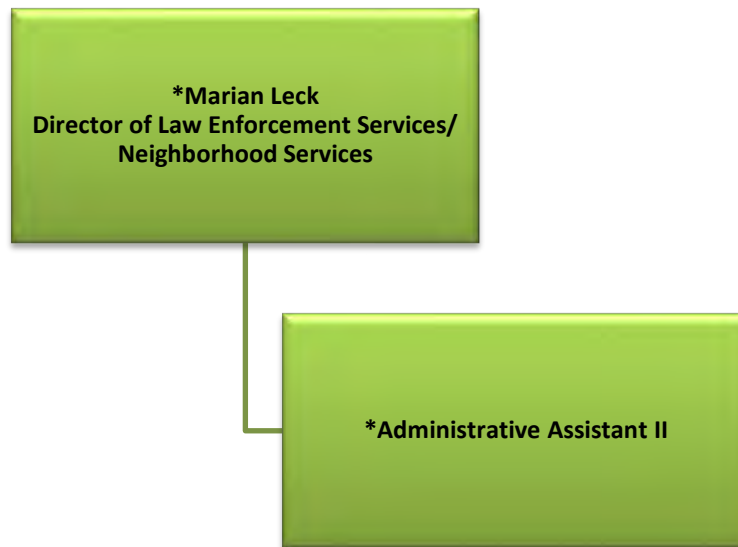


Law Enforcement Services



ORGANIZATION CHART

Law Enforcement



*Note – These positions also provide support to the Neighborhood Services Department.

Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Director of Law Enforcement	1.00	1.00	0.00
Administrative Assistant II	1.00	1.00	0.00
Total	2.00	2.00	0.00

Summary of Personnel Changes for 2019 Budget

- No changes from 2018 Budget to 2019 Budget

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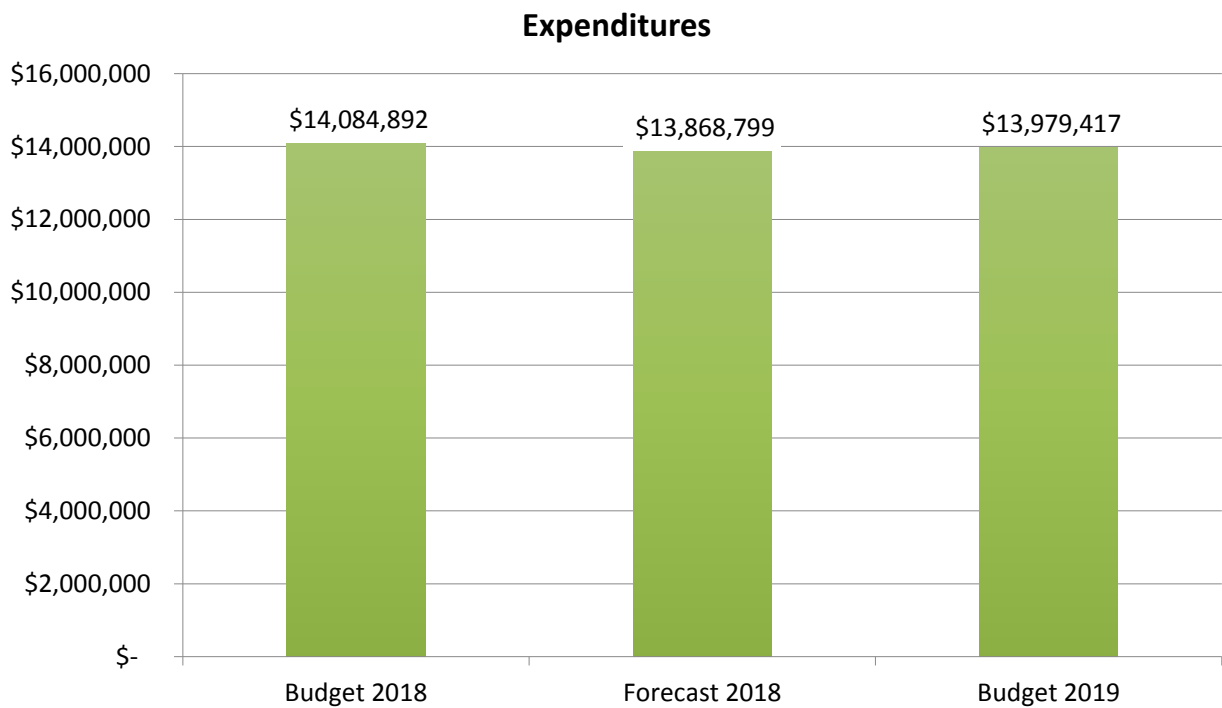


Law Enforcement Services

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 198,227	\$ 198,093	\$ 209,445	\$ 11,218	5.7%
Staff Development	7,600	5,100	6,100	(1,500)	-19.7%
Equipment Expense	631,420	1,157,420	778,320	146,900	23.3%
Contracted Services	13,230,845	12,492,086	12,969,252	(261,593)	-2.0%
Public Education/Relations	12,000	12,000	12,000	-	0.0%
Administrative Expense	4,800	4,100	4,300	(500)	-10.4%
Total	\$ 14,084,892	\$ 13,868,799	\$ 13,979,417	\$ (105,475)	-0.7%





Law Enforcement Services

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 150,182	\$ 150,182	\$ 153,540	\$ 3,358	2.2%
Benefits	48,045	47,911	55,905	7,860	16.4%
Total	\$ 198,227	\$ 198,093	\$ 209,445	\$ 11,218	5.7%

- Increase in health insurance expense resulting from some employees selecting a higher level of benefits (for example, changing from employee only coverage to employee + child coverage), and also due to annual salary adjustment

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 2,600	\$ 2,100	\$ 2,100	\$ (500)	-19.2%
Training & Conferences	5,000	3,000	4,000	(1,000)	-20.0%
Total	\$ 7,600	\$ 5,100	\$ 6,100	\$ (1,500)	-19.7%

- Meetings, (\$500): decrease based on analysis of historical and projected costs
- Training & Conferences, (\$1,000): decrease based on analysis of historical and projected costs

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Expensed Vehicles/ Equipment	\$ 586,500	\$ 1,112,500	\$ 733,400	\$ 146,900	25.0%
Data Services	720	720	720	-	0.0%
Equipment Repair & Maintenance	44,200	44,200	44,200	-	0.0%
Total	\$ 631,420	\$ 1,157,420	\$ 778,320	\$ 146,900	23.3%

- Expensed Vehicles/Equipment, \$146,900: increase in number of Montgomery County Sheriff's Office vehicles replaced annually; vehicle for new deputy stationed at Town Hall



Law Enforcement Services

Budget 2019

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
City of Shenandoah	\$ 261,069	\$ 261,386	\$ 262,002	\$ 933	0.4%
Constable Pct. 3 Internet Crimes	112,200	96,400	99,300	(12,900)	-11.5%
Harris County Constable	1,287,600	1,236,100	1,287,600	-	0.0%
MCSO/Constable Pct. 3 Safe Harbor	282,500	273,700	280,500	(2,000)	-0.7%
JP Pct. 3 Clerk	56,500	56,500	58,200	1,700	3.0%
MCSO Personnel	7,779,029	7,353,000	7,939,200	160,171	2.1%
MCSO Overtime	999,600	824,000	999,600	-	0.0%
MCSO Vehicle Fuel	291,200	267,200	291,200	-	0.0%
Mounted Patrol	2,156,147	2,123,800	1,746,650	(409,497)	-19.0%
Other Private Security	5,000	-	5,000	-	0.0%
Total	\$ 13,230,845	\$ 12,492,086	\$ 12,969,252	\$ (261,593)	-2.0%

- City of Shenandoah, \$933: increase based on terms of the Shenandoah Fire Services Agreement
- Constable Pct. 3 Internet Crimes, (\$12,900): decrease based on equipment purchased in prior year
- MCSO/ Constable Pct. 3 Safe Harbor, (\$2,000): decrease based on estimates provided by agencies
- JP Pct. 3 Clerk, \$1,700: increase due to estimated annual pay increase for staff
- MCSO Personnel, \$160,171: increase due to estimated annual pay increase for contracted personnel; additional deputy to be stationed in Town Hall lobby for office security
- Mounted Patrol, (\$409,407): decrease based on Board action to remove Cosco and Walmart from the contract, partially offset by a maximum 3% rate increase



Law Enforcement Services

Budget 2019

Public Education/Relations

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Public Safety Relations	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
Public Safety Training Programs	10,000	10,000	10,000	-	0.0%
Total	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
Dues & Subscriptions	200	200	200	-	0.0%
Printing	3,000	2,500	2,500	(500)	-16.7%
Mileage Reimbursement	600	400	600	-	0.0%
Total	\$ 4,800	\$ 4,100	\$ 4,300	\$ (500)	-10.4%

- Printing, (\$500): decrease based on analysis of historical and projected costs



2019 Law Enforcement Services Budget Plan



I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

2019 Law Enforcement Services Budget Plan



I. SITUATION ANALYSIS

Traditional values of “Public Safety First” in The Woodlands Township (Township) are the cornerstone of the 2019 Law Enforcement Services Budget. The Township will continue to be one of the safest residential, retail and commercial districts in the Houston-Galveston Area Council region.

The 28,000-acre residential and commercial development is the home to over 110,000 residents, approximately 2,000 businesses, nearly 210 miles of pathways, more than 135 parks and millions of square feet of shopping, dining, entertainment venues and commercial office space. The Township is committed to supporting the highest quality of life for its residents, businesses and visitors.

The 2019 Law Enforcement Services Plan has many pieces to address all the needs of a growing community. In the overall public safety picture it is important that all of these pieces work together to address the needs of the community.

The public safety plan includes the following components:

- Law Enforcement
- Mounted Patrol
- Neighborhood Services – The Woodlands Township Neighborhood Watch
 - Detailed in separate budget

Within each of the above categories are integrated parts. Each category works with the other on different levels, but all are needed to continue to keep the Township a safe place to live, work, visit and play.

Law Enforcement agencies such as the Montgomery County Sheriff’s Office, Harris County Precinct 4 Constable’s Office and other agencies will use community oriented and tourism oriented policing to enforce the laws of the State and County within the Township. The following is a list of such agencies which continue to be funded by the Township:

- Montgomery County Sheriff’s Office – Patrol The Woodlands Township Division
- Montgomery County Precinct 3 Constable
- Montgomery County Precinct 3 Justice of the Peace
- Harris County Precinct 4 Constable

Additional agencies that work in and around the Township, which are not funded but participate in law enforcement interlocal agreements and/or programs, include:

- Texas Department of Public Safety
- City of Shenandoah Police Department
- Conroe Independent School District’s Police Department

II. ACCOMPLISHMENTS OF 2018

- Montgomery County Sheriff’s Office – Patrol, The Woodlands Township Division, eighty-seven contract personnel which includes the Crime Prevention Unit.

2019 Law Enforcement Services Budget Plan



- Harris County Constable's Office Precinct 4 assigned eleven full time deputies and one sergeant position to Harris County portions of the Township.
- Continued to coordinate several large community events resulting with no reported major incidents.
- Continued pro-active crime prevention programming in partnership with The Woodlands Township Neighborhood Watch, which facilitated over 641 crime prevention outreach programs, presentations or meetings that reached out to over 43,000.
- Continued community and tourism oriented policing initiatives.

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

- Continue to improve the Township's Public Safety Plan involving law enforcement patrols and traffic management, and emergency incident management.
- Remain a pivotal player in building bridges among law enforcement and the many residents and businesses in the Township.
- Continue to promote, develop, encourage and maintain relationships throughout the Township by using both community oriented policing and tourism oriented policing.
- Continue to develop strategies with all public safety providers, including fire, law enforcement, emergency operation centers, private security and neighborhood villages to address public safety.

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Law Enforcement Services Salaries and Benefits **\$209,445**

(In accordance with Key Initiative 1.1.1 Maintain and continue to explore options to provide a high level of proactive law enforcement visibility, effectiveness, availability and awareness)

- Law Enforcement Services Department Personnel (\$209,445) – salaries and benefits for the Director of Law Enforcement and Administrative Assistant II positions. These positions manage the Township's public safety contracts and coordinate law enforcement programs, security assignments and public safety for large Township events.

Staff Development **\$6,100**

(In accordance with Key Initiative 1.1.2 Support law enforcement public safety efforts with other kinds of security support in public areas)

- Meetings (\$2,100) – This budget line includes cost for meetings with the Montgomery County Sheriff's Office, Harris County Constable's Office – Precinct 4, and other public safety meetings.

2019 Law Enforcement Services Budget Plan



- Staff Training & Conferences (\$4,000) - This budget line covers staff training and conferences for continuation of professional certifications and additional public safety or security training.

Equipment Expenses

\$778,320

(In accordance with Key Initiative 1.1.2 Support law enforcement public safety efforts with other kinds of security support in public areas)

- Expensed Vehicles/Equipment (\$733,400) - Funds to replace ten patrol vehicles, purchase one new patrol vehicle, MDT (portable computers), LIDAR and other equipment per terms of the interlocal agreement with Montgomery County.
- Data Services – Law Enforcement (\$720) - Communication expenses for the Director of Law Enforcement.
- Equipment and Maintenance (\$44,200) – Includes monthly air card costs for patrol vehicle MDTs and bicycle equipment and repair as needed for “bike patrol”.

Contracted Services

\$12,969,252

(In accordance with Key Initiative 1.1.2 Support law enforcement public safety efforts with other kinds of security support in public areas)

- Montgomery County Sheriff’s Office (\$7,939,200) - The Montgomery County Sheriff’s Office (MCSO) continues to be the primary law enforcement provider for enhanced patrol services within the Montgomery County boundaries of the Township. The interlocal agreement with Montgomery County provides funding for the salaries and benefits of 88 MCSO personnel. This includes one new officer for the Town Hall building.
- Montgomery County Sheriff’s Office – Overtime Programs (\$999,600) - Overtime programs included in the 2019 Budget provide for additional patrols to include vehicular and pedestrian traffic assistance and enforcement, expanded police presence during high volume activities, and increases in police presence in the residential, business areas and village centers. Specific programs include: Village Shopping Center Patrol, Woodlands Targeted Overtime Program, Holiday Patrol, Night Village Patrol, Foot-patrol Waterway Square and Hughes Landing, and a Traffic Enforcement Program.
- Montgomery County Sheriff’s Office – Vehicle Fuel (\$291,200) – Fuel costs for Montgomery County Sheriff’s Office, Patrol The Woodlands Township Division.
- Harris County Constable Precinct 4 (\$1,287,600) - The 2019 Budget reflects the cost of contracting with Harris County Precinct 4 for eleven full-time deputies and one sergeant assigned to the Village of Creekside Park. The budget also includes an additional 1,000 hours through independent contracts with Harris County Precinct 4 personnel for overtime programs and targeted crime prevention initiatives.

2019 Law Enforcement Services Budget Plan



- MCSO/Constable Pct 3 Safe Harbor Program (\$280,500) – The 2019 Budget reflects the cost of contracting with Montgomery County Sheriff's Office for one investigator position and with Montgomery County Constable Pct. 3 for two investigator positions.
- Mounted Patrol (\$1,746,650) - The Alpha & Omega (A&O) Mounted Patrol continues to be an integral part of the Township's Tourism Oriented Policing Program. Routine patrols will continue in areas of The Woodlands Waterway®, The Woodlands Mall, Pinecroft Center, Waterway Square, Market Street, Hughes Landing, College Park 242/I-45 corridor and other commercial and residential areas.
- Other Private Security (\$5,000) – Funding to be used throughout the year for unscheduled programs.
- Montgomery County Precinct 3 Internet Crimes Investigator (\$99,300) - The 2019 Budget reflects the cost of one Internet Crimes Investigator, provided through the Montgomery County Constable Precinct 3.
- Justice of the Peace Precinct 3 (\$58,200) - The 2019 Budget reflects the continued supplemental funding of a full-time clerk for the Justice of the Peace Office.
- City of Shenandoah (\$262,002) – Cost of law enforcement services provided by Shenandoah to the Township as defined in the Fire Services Agreement.

Public Education/Relations

\$12,000

(In accordance with Key Initiative 1.1.2 Support law enforcement public safety efforts with other kinds of security support in public areas)

- Public Safety Relations (\$2,000) – Program expenses for public safety relations, recognition and awards.
- Public Safety Training Programs (\$10,000) – Expenses for public safety seminars, crime prevention training, bike patrol training and other training support that may be identified through the course of the year.

Administrative Expenses

\$4,300

(In accordance with Key Initiative 1.1.2 Support law enforcement public safety efforts with other kinds of security support in public areas)

- Supplies (\$1,000) – Office supplies, postage and deliveries specific to the department.
- Dues and Subscriptions (\$200) – Includes professional memberships and public safety related research materials and crime reports.

2019 Law Enforcement Services Budget Plan



- Printing (\$2,500) – Includes business cards for MCSO and Harris County deputies and printing for the Public Safety Reference Card and other public safety information distribution.
- Mileage Reimbursement (\$600) - Includes reimbursement for staff for the use of personal vehicles on company business.

Total Cost for Law Enforcement Services 2019 Budget Plan

\$13,979,417

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**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
LAW ENFORCEMENT SERVICES - Dept 200							
Salaries/Benefits - Administration							
Salaries and Wages	100-200-5010-0000-10	145,867	149,282	149,282	152,640	3,358	2.2%
Overtime	100-200-5011-0000-10	1,388	900	900	900	-	0.0%
Employee Benefits - FICA	100-200-5020-0000-10	10,929	11,486	11,486	11,746	260	2.3%
Employee Benefits - TEC	100-200-5021-0000-10	242	342	342	342	-	0.0%
Employee Benefits - Retirement	100-200-5030-0000-10	17,476	17,935	17,935	18,336	401	2.2%
Employee Benefits - Insurance	100-200-5031-0000-10	15,320	17,878	17,878	25,205	7,327	41.0%
Employee Benefits - Workers Comp	100-200-5032-0000-10	122	404	270	276	(128)	-31.8%
		191,345	198,227	198,093	209,445	11,218	5.7%
Staff Development							
Meetings	100-200-5100-0000-10	1,294	2,600	2,100	2,100	(500)	-19.2%
Training & Conferences	100-200-5120-0000-10	1,344	5,000	3,000	4,000	(1,000)	-20.0%
		2,638	7,600	5,100	6,100	(1,500)	-19.7%
Equipment Expense							
Expensed Vehicles/Equipment	100-200-5330-9000-10	473,717	586,500	1,112,500	733,400	146,900	25.0%
Data Services	100-200-5335-0000-10	606	720	720	720	-	0.0%
Equipment Repair & Maintenance	100-200-5365-0000-10	69,982	44,200	44,200	44,200	-	0.0%
		544,304	631,420	1,157,420	778,320	146,900	23.3%
Contracted Services							
City of Shenandoah	100-200-5415-5002-10	261,623	261,069	261,386	262,002	933	0.4%
Constable Pct 3 Internet Crimes	100-200-5415-5011-10	101,257	112,200	96,400	99,300	(12,900)	-11.5%
Harris County Constable	100-200-5415-5020-10	1,122,857	1,287,600	1,236,100	1,287,600	-	0.0%
MCSO/Constable Pct 3 Safe Harbor	100-200-5415-5025-10	231,834	282,500	273,700	280,500	(2,000)	-0.7%
JP Pct 3 Clerk	100-200-5415-5030-10	55,136	56,500	56,500	58,200	1,700	3.0%
MCSO Personnel	100-200-5415-5040-10	6,715,998	7,779,029	7,353,000	7,939,200	160,171	2.1%
MCSO Overtime	100-200-5415-5041-10	488,495	999,600	824,000	999,600	-	0.0%
MCSO Vehicle Fuel	100-200-5415-5042-10	212,869	291,200	267,200	291,200	-	0.0%
Mounted Patrol	100-200-5416-0000-10	2,086,289	2,156,147	2,123,800	1,746,650	(409,497)	-19.0%
Other Private Security	100-200-5416-0000-10	-	5,000	-	5,000	-	0.0%
		11,276,358	13,230,845	12,492,086	12,969,252	(261,593)	-2.0%
Public Education/Relations							
Public Safety Relations	100-200-5700-0000-10	1,012	2,000	2,000	2,000	-	0.0%
Public Safety Training Programs	100-200-5701-0000-10	-	10,000	10,000	10,000	-	0.0%
		1,012	12,000	12,000	12,000	-	0.0%
Administrative Expense							
Supplies	100-200-5800-0000-10	661	1,000	1,000	1,000	-	0.0%
Dues & Subscriptions	100-200-5802-0000-10	30	200	200	200	-	0.0%
Printing	100-200-5803-0000-10	395	3,000	2,500	2,500	(500)	-16.7%
Mileage Reimbursement	100-200-5804-0000-10	400	600	400	600	-	0.0%
		1,486	4,800	4,100	4,300	(500)	-10.4%
Total Law Enforcement Services		12,017,143	14,084,892	13,868,799	13,979,417	(105,475)	-0.7%

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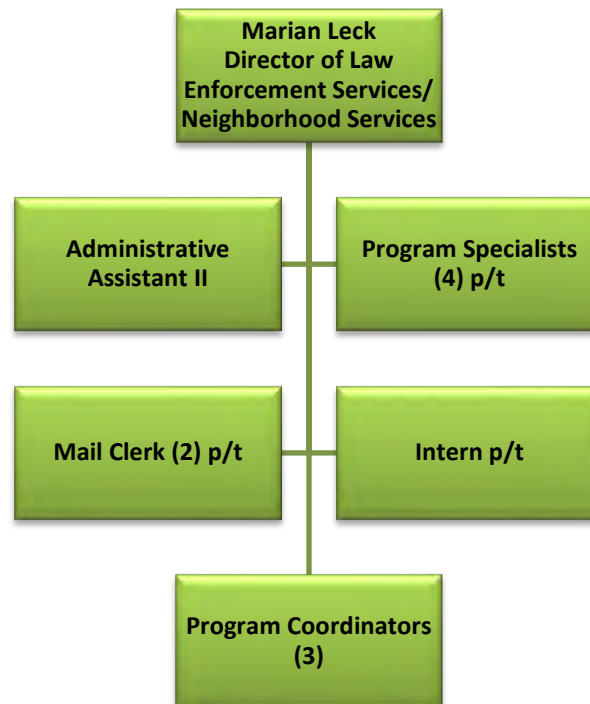


Neighborhood Services



ORGANIZATION CHART

Law Enforcement/Neighborhood Services



*Note – The Director of Law Enforcement/Neighborhood Services and the Administrative Assistant II are budgeted under Law Enforcement Services but also provide support to the Neighborhood Services Department.

Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Program Coordinator	3.00	3.00	0.00
Program Specialist	3.00	3.00	0.00
Mail Clerk	1.00	1.00	0.00
Intern	0.25	0.25	0.00
Total	7.25	7.25	0.00

Summary of Personnel Changes for 2019 Budget

- No changes from 2018 Budget to 2019 Budget

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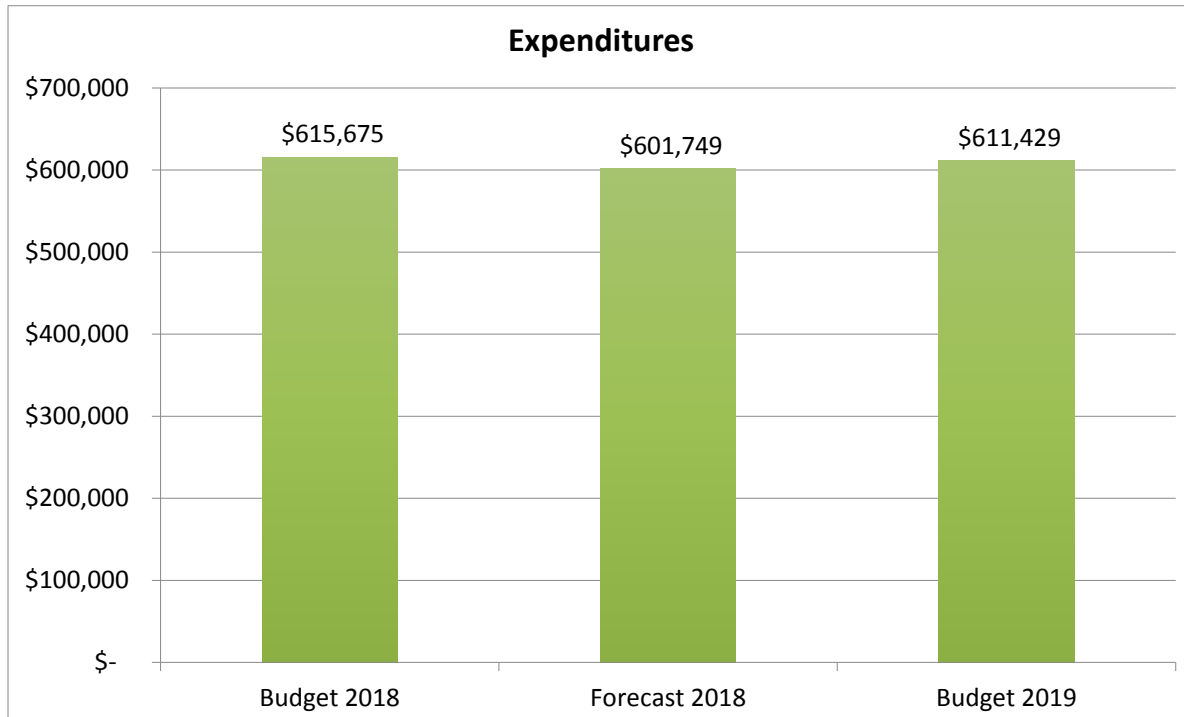


Neighborhood Services

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 477,275	\$ 466,649	\$ 474,729	\$ (2,546)	-0.5%
Staff Development	4,000	2,200	3,700	(300)	-7.5%
Equipment Expense	8,700	6,500	7,500	(1,200)	-13.8%
Program Expense	106,400	109,100	106,400	-	0.0%
Administrative Expense	19,300	17,300	19,100	(200)	-1.0%
Total	\$ 615,675	\$ 601,749	\$ 611,429	\$ (4,246)	-0.7%





Neighborhood Services

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 335,678	\$ 330,080	\$ 340,214	\$ 4,536	1.4%
Benefits	141,597	136,569	134,515	(7,082)	-5.0%
Total	\$ 477,275	\$ 466,649	\$ 474,729	\$ (2,546)	-0.5%

- Decrease in health insurance expense resulting from some employees selecting a lower level of benefits, partially offset by annual salary adjustment

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 1,000	\$ 500	\$ 700	\$ (300)	-30.0%
Training & Conferences	2,000	1,000	2,000	-	0.0%
Uniforms	1,000	700	1,000	-	0.0%
Total	\$ 4,000	\$ 2,200	\$ 3,700	\$ (300)	-7.5%

- Meetings, (\$300): decrease based on analysis of historical and projected costs

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 4,200	\$ 2,000	\$ 3,000	\$ (1,200)	-28.6%
Data Services	4,500	4,500	4,500	-	0.0%
Total	\$ 8,700	\$ 6,500	\$ 7,500	\$ (1,200)	-13.8%

- Equipment, (\$1,200): decrease based on analysis of historical and projected costs



Neighborhood Services

Budget 2019

Program Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Community Involvement	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
Hurricane Preparedness	4,500	4,500	4,500	-	0.0%
National Night Out	24,400	24,400	24,400	-	0.0%
Watch Programs	25,500	25,500	25,500	-	0.0%
Public Safety Heroes	50,000	52,700	50,000	-	0.0%
Total	\$ 106,400	\$ 109,100	\$ 106,400	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 2,000	\$ 1,700	\$ 2,000	\$ -	0.0%
Dues & Subscriptions	500	300	300	(200)	-40.0%
Printing	10,500	9,000	10,500	-	0.0%
Mileage Reimbursement	6,300	6,300	6,300	-	0.0%
Total	\$ 19,300	\$ 17,300	\$ 19,100	\$ (200)	-1.0%

- Dues & Subscriptions, (\$200): decrease based on analysis of historical and projected costs

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2019 Neighborhood Services Budget Plan



I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET



I. SITUATION ANALYSIS

The Woodlands is a planned community that has placed the safety and security of its residents as a major priority in its development. To create a sense of community and safety, through education and partnerships, the Neighborhood Services Department has developed a series of outreach programs for the residents and businesses of The Woodlands.

The Neighborhood Services Department has developed a Neighborhood Watch Program that focuses on “neighbor knowing neighbor” through participation in The Woodlands Township Neighborhood Watch. Additionally, neighborhood watch promotes crime prevention by tailoring to the specific needs of businesses, apartments, seniors, parks and campuses. The Department also provides emergency preparedness education through the Get Ready – The Woodlands Program.

The program specialists provide a link between the Township and the Village Associations. Program specialists attend monthly Village Association Meetings bringing information from The Woodlands Township, collecting information on resident issues and questions, and reporting those to the appropriate Township department. Additionally, they provide Township information – events to the Village Associations.

The program specialists are also the point of contact for residents with any issue or question they may have. The program specialist facilitates either getting the answer or getting the resident the contact information of the correct source to address their issue or question.

In 2015, two (2) mail clerk positions were added to the Neighborhood Services Department.

II. ACCOMPLISHMENTS OF 2018

- Received crime prevention award for National Night Out, placing 1st in the nation in the population category of 100,000-300,000 through the National Association of Town Watch.
- Promoted The Woodlands Township Neighborhood Watch with updated educational/promotional material, which included changing the names of programs to better define them in order to increase attendance and participation.
- Worked with the Harris County Constable’s Office, Precinct 4 and Montgomery County Sheriff’s Office, Crime Prevention and Crime Reduction Units, through crime prevention Safety Meetings to address areas where crime concerns or crime occurred to reduce targeted activity.
- The Woodlands Township Neighborhood Watch continued outreach through social media (BLOG, eNewsletter and calendar subscribers) to promote all programming, increasing the Neighborhood Watch social media outreach by 99%.

2019 Neighborhood Services Budget Plan



- Continued Dog Walker Watch and other unique crime prevention programming throughout the community. Presentations are tailored to the needs or requirements of each unique community or as requested.
- Watch membership included 26,060 members from throughout the community, a 2% increase from the previous year.
- Facilitated two-way communication and strengthened partnerships between the Township and Village Associations by attending monthly meetings, and when appropriate, Village Association events.
- Facilitated or supported 641 crime prevention outreach programs, presentations or meetings that reached over 43,000 residents including National Night Out, Community Safety Expo, Community Emergency Preparedness Event, Safety Awareness Days, Safety Meetings, Watch Talk Wednesday, Public Safety Open House at WFD stations, apartment maintenance personnel training, Dog Walker Watch and Village Association monthly meetings (this list is not all inclusive of all the events we produce and/or participate in). The Woodlands Township Neighborhood Watch provided programming for businesses, students and residential areas including neighborhoods, parks, apartments and senior communities.
- Continued excellent customer service and communication efforts for The Woodlands Township.

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

- Promote The Woodlands Township Neighborhood Watch and continue to update materials and programming to establish greater awareness of crime prevention initiatives provided to the community.
- Continue to provide educational crime prevention and neighborhood watch programming to all residential areas including senior and apartment communities, as well as business and student communities. Crime prevention and neighborhood watch programming/education is done in partnership with law enforcement.
- Continue the award-winning annual National Night Out crime prevention program, strengthening our police-community partnerships.
- Continue to promote Emergency Preparedness presentations as well as other educational programs to all residents, businesses and organizations.
- Continue to work with law enforcement and public safety agencies to provide accurate and professional crime prevention presentations, materials and crime data.
- Continue Dog Walker Watch and other unique crime prevention initiatives.

2019 Neighborhood Services Budget Plan



- Continue to facilitate two-way communication and strengthen partnerships between the Township and Village Associations by attending monthly meetings, and when appropriate, Village Association events.
- Continue social media outreach, blog, eNewsletter and calendar subscribers to promote all Watch programming.
- Promote neighborhood watch programming at a fixed audience and/or pre-existing events/groups/associations, to broaden awareness and partner with other Township departments to promote crime prevention.

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Salaries and Benefits

\$474,729

(In accordance with Key Initiative 3.2.3 Provide competitive benefit and compensation packages)

- Neighborhood Services Personnel (\$474,729) – The budget includes three full-time program coordinator positions, four full-time program specialist positions, two part-time mail clerks and a part-time intern.

Staff Development

\$3,700

(In accordance with Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development)

- Meetings (\$700) – Includes meetings with Watch volunteers, Watch Coordinator trainings and other Watch related activities.
- Staff Training & Conferences (\$2,000) – Includes travel, registration and expenses to attend conferences, seminars and/or training events related to crime prevention, safety and security. This also includes training in CPR/AED and computer classes.
- Uniforms (\$1,000) – Staff shirts with company logo.

Equipment Expense

\$7,500

(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)

- Equipment (\$3,000) – Non-capital equipment including canopies, portable tables and display boards for events.
- Data Services (\$4,500) – Communication expenses for staff working in the field or outside of Township office facilities.

Program Expenses

\$106,400

(In accordance with Key Initiative 1.1.3 Explore, develop, and implement options that improve safety and educate residents on the role they can play in making their community safer)

2019 Neighborhood Services Budget Plan



- National Night Out (\$24,400) - This is an annual event that showcases our multi-level working relationship with area law enforcement and public safety agencies. This program gives The Woodlands residents the opportunity to interact with law enforcement officers from local, county, state and federal levels in a relaxed and non-stressful environment.
- Watch Programs (\$25,500) – The Woodlands Township Neighborhood Watch is a community based program that strives to educate residents what role they play in community policing to keep their home and neighborhood safe. Crime prevention initiatives are tailored to the needs of residential, park, business and school communities. Residential areas include single-home neighborhoods, parks, senior and apartment communities. Volunteer neighborhood watch Coordinators play an important communication role, between the neighborhoods, public safety and the Township.
- Community Involvement (\$2,000) - This is funding used in support of the Covenant Administration Department and Property Revitalization Program.
- Hurricane Preparedness (\$4,500) – “*Get Ready - The Woodlands*” is The Woodlands Emergency Preparedness Program. Presentations are given to a wide variety of groups and organizations that include watch groups, parent teacher organizations, veterans organizations, service clubs, churches and others. These presentations are to prepare residents for a wide variety of both natural and man-made emergencies. A community-wide Preparedness Event is presented annually.
- Public Safety Heroes Event (\$50,000) – Event honoring the Public Safety community.

Administrative Expenses

\$19,100

(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)

- Supplies (\$2,000) – Office supplies specific to the Neighborhood Services department.
- Dues & Subscriptions (\$300) – Professional periodicals and memberships including the National Association of Town Watch.
- Printing (\$10,500) – In support of department programs and rebranding of The Woodlands Township Neighborhood Watch.
- Mileage Reimbursement (\$6,300) – Reimbursement for use of personal vehicles on company business.

Total Cost for Neighborhood Services 2019 Budget Plan

\$611,429

**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
NEIGHBORHOOD SERVICES - Dept 210							
Salaries and Benefits							
Salaries and Wages	100-210-5010-0000-10	320,895	333,878	327,680	337,814	3,936	1.2%
Overtime	100-210-5011-0000-10	3,616	1,800	2,400	2,400	600	33.3%
Employee Benefits - FICA	100-210-5020-0000-10	23,008	25,679	25,205	26,026	347	1.4%
Employee Benefits - TEC	100-210-5021-0000-10	352	1,702	1,702	1,702	-	0.0%
Employee Benefits - Retirement	100-210-5030-0000-10	41,895	40,321	40,321	40,779	458	1.1%
Employee Benefits - Insurance	100-210-5031-0000-10	64,770	72,933	68,700	65,396	(7,537)	-10.3%
Employee Benefits - Workers Comp	100-210-5032-0000-10	285	962	641	612	(350)	-36.4%
		454,820	477,275	466,649	474,729	(2,546)	-0.5%
Staff Development							
Meetings	100-210-5100-0000-10	344	1,000	500	700	(300)	-30.0%
Training & Conferences	100-210-5120-0000-10	-	2,000	1,000	2,000	-	0.0%
Uniforms	100-210-5130-0000-10	409	1,000	700	1,000	-	0.0%
		753	4,000	2,200	3,700	(300)	-7.5%
Equipment Expense							
Equipment	100-210-5330-0000-10	1,959	4,200	2,000	3,000	(1,200)	-28.6%
Data Services	100-210-5335-0000-10	2,432	4,500	4,500	4,500	-	0.0%
		4,391	8,700	6,500	7,500	(1,200)	-13.8%
Program Expense							
Community Involvement	100-210-5605-3401-10	1,940	2,000	2,000	2,000	-	0.0%
Hurricane Preparedness	100-210-5605-3406-10	4,126	4,500	4,500	4,500	-	0.0%
National Night Out	100-210-5605-3409-10	24,389	24,400	24,400	24,400	-	0.0%
Watch Programs	100-210-5605-3414-10	23,937	25,500	25,500	25,500	-	0.0%
Public Safety Heroes Event	100-210-5612-3504-10	49,295	50,000	52,700	50,000	-	0.0%
		103,687	106,400	109,100	106,400	-	0.0%
Administrative Expense							
Supplies	100-210-5800-0000-10	1,600	2,000	1,700	2,000	-	0.0%
Dues & Subscriptions	100-210-5802-0000-10	124	500	300	300	(200)	-40.0%
Printing	100-210-5803-0000-10	8,839	10,500	9,000	10,500	-	0.0%
Mileage Reimbursement	100-210-5804-0000-10	5,895	6,300	6,300	6,300	-	0.0%
		16,458	19,300	17,300	19,100	(200)	-1.0%
Total Neighborhood Services		580,109	615,675	601,749	611,429	(4,246)	-0.7%

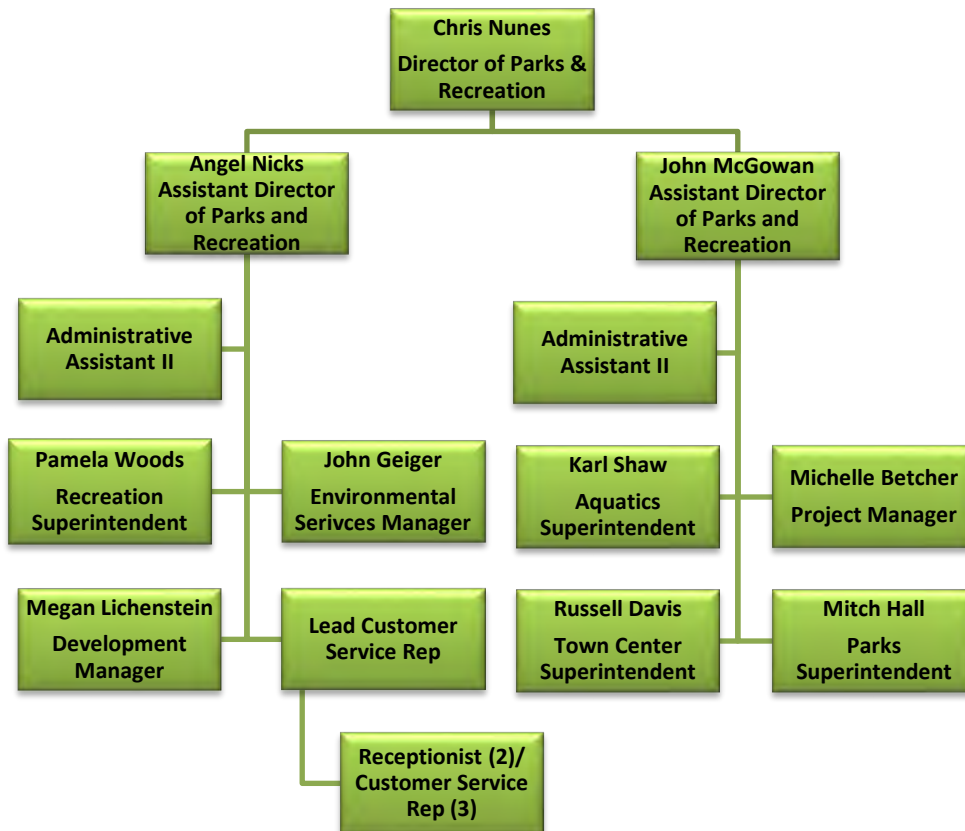
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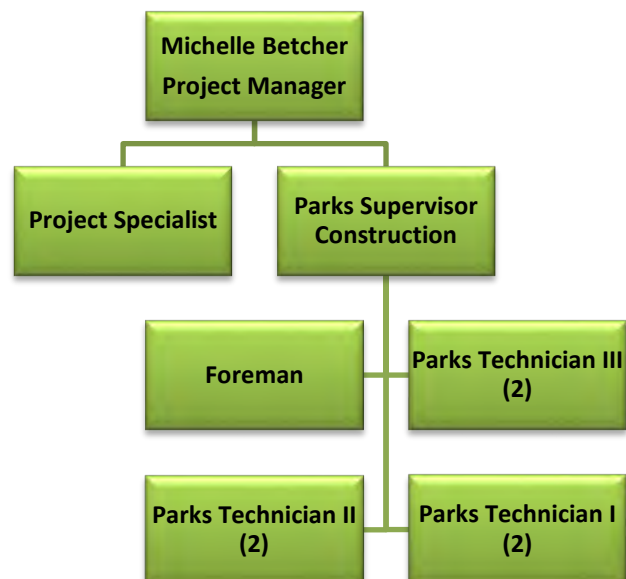


ORGANIZATION CHARTS

Parks Administration



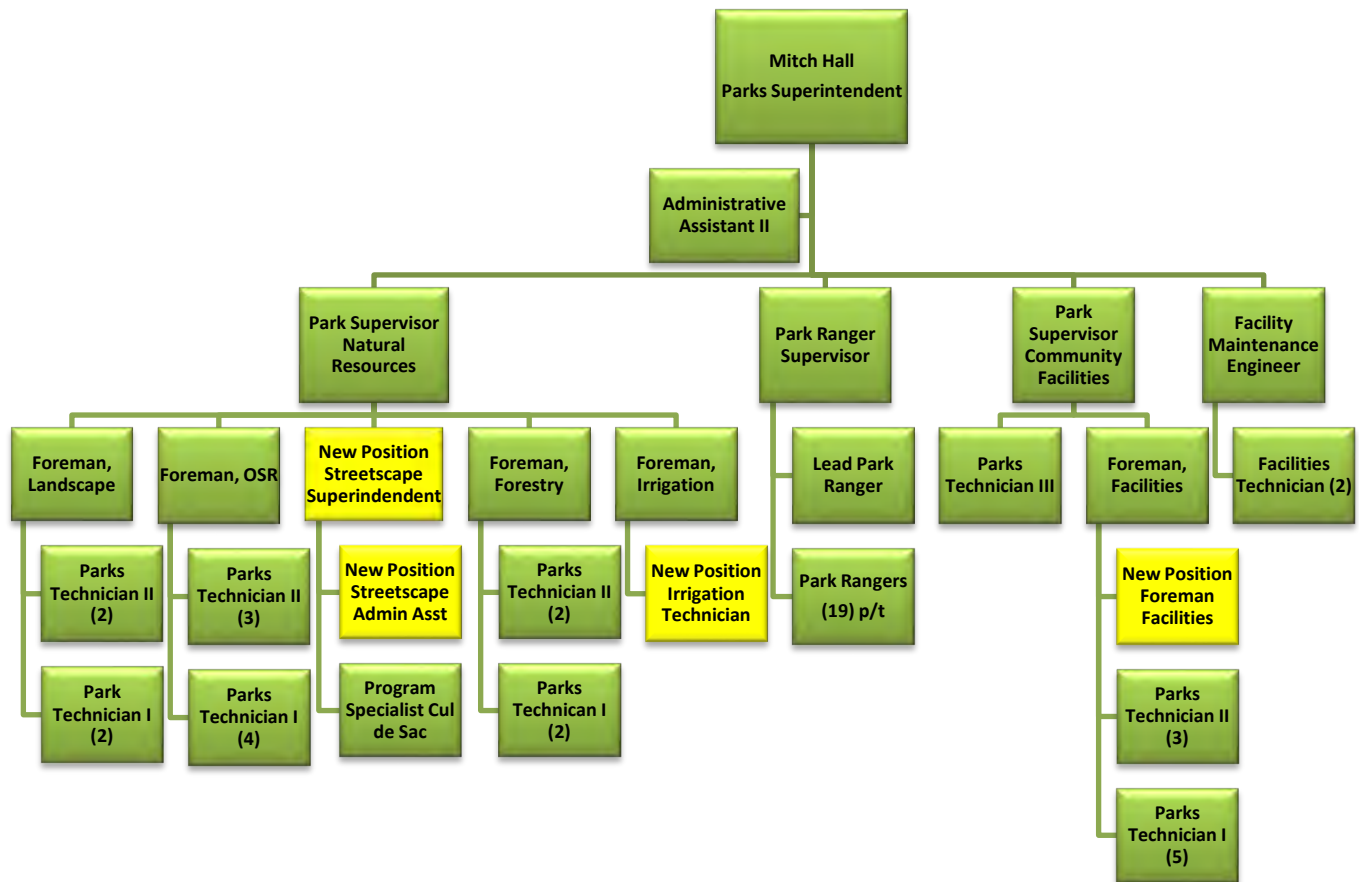
Parks Planning



Parks & Recreation



Park Operations



Parks & Recreation

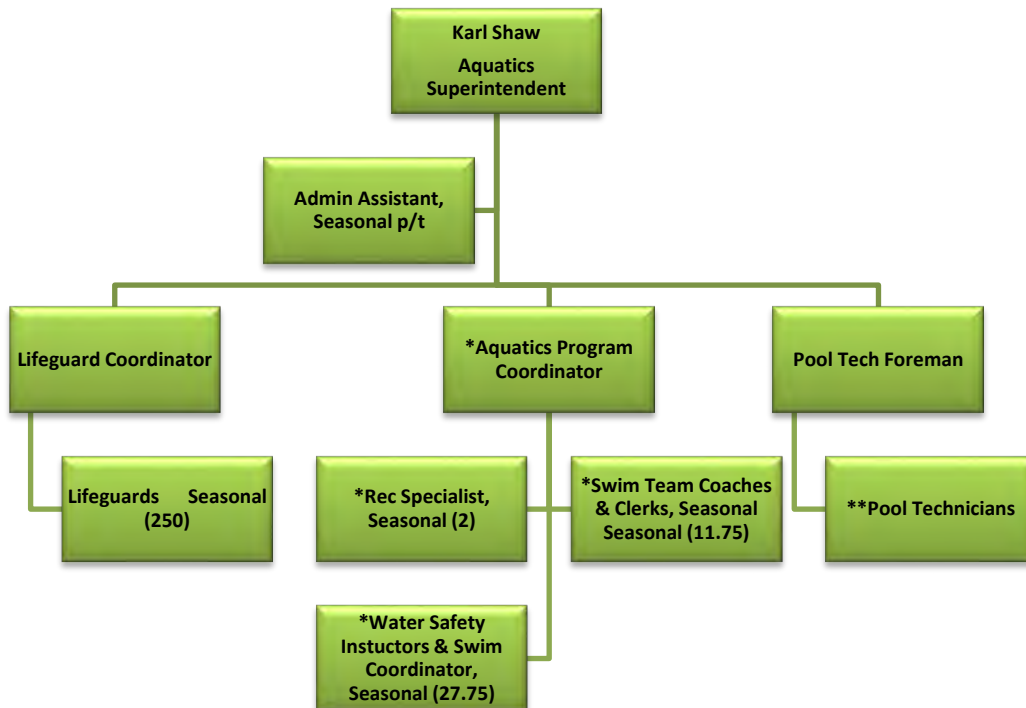


Recreation



*Note – Pool Pass Recreation Aides (Seasonal) report to Recreation but are budgeted under Aquatics.

Aquatics

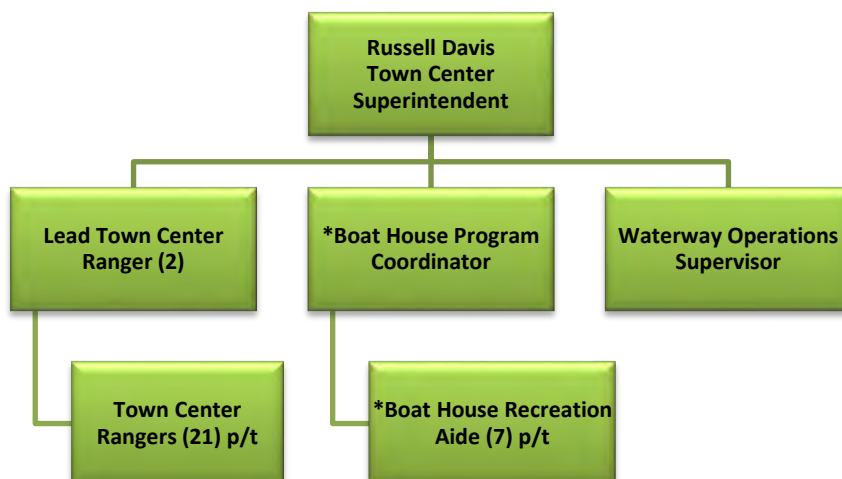


*Note – Aquatic Program Coordinator, Recreation Specialist, Swim Team Coaches/Clerks, and Water Safety Instructors report to Aquatics but are budgeted under Recreation

**Note – 6.0 FTE Pool Technicians report to Aquatics but 1.0 FTE is budgeted under Town Center Facilities & Operations and 1.0 FTE is budgeted under Park Operations

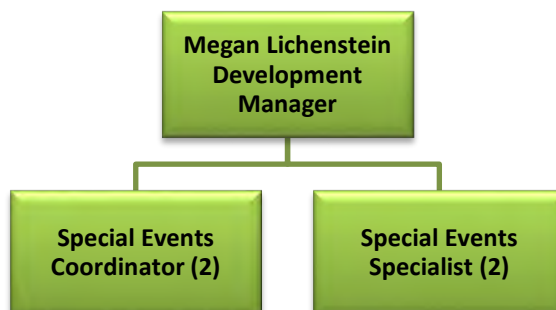


Town Center Facilities & Operations



*Note – Boat House Recreation Coordinator and Aides report to Town Center Facilities & Operations but are budgeted under Recreation.

Township Events





ORGANIZATION CHART

Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Director - Parks & Recreation	1.00	1.00	0.00
Asst. Director - Parks & Recreation	2.00	2.00	0.00
Administrative Assisant II	2.00	2.00	0.00
Lead Customer Service Rep	1.00	1.00	0.00
Customer Service Rep	3.00	3.00	0.00
Receptionist	2.00	2.00	0.00
Project Manager	1.00	1.00	0.00
Project Specialist	1.00	1.00	0.00
Park Supervisor	1.00	1.00	0.00
Foreman	1.00	1.00	0.00
Parks Technician III	2.00	2.00	0.00
Parks Technician II	2.00	2.00	0.00
Park Technician I	2.00	2.00	0.00
Total	21.00	21.00	0.00

Summary of Personnel Changes for 2019 Budget

- No change from 2018 Budget to 2019 Budget.

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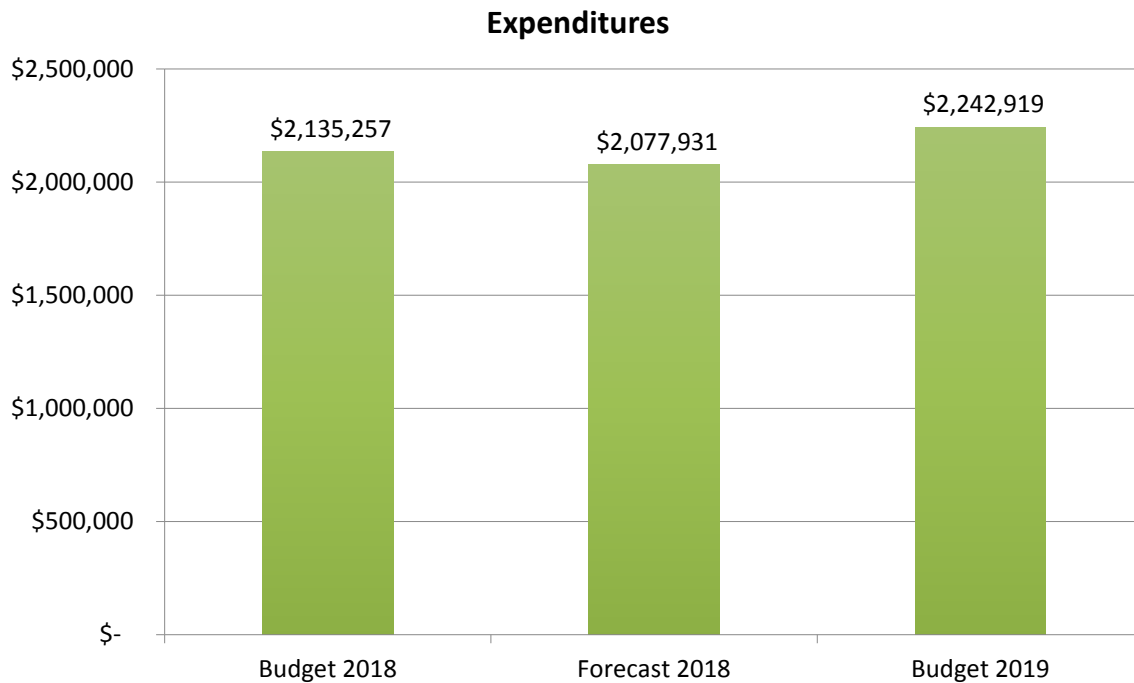


Parks & Recreation Administration and Planning

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 1,581,357	\$ 1,568,231	\$ 1,626,719	\$ 45,362	2.9%
Staff Development	48,800	47,800	49,800	1,000	2.0%
Facility Expense	133,200	118,600	133,200	-	0.0%
Equipment Expense	275,200	283,300	337,200	62,000	22.5%
Contracted Services	60,000	26,000	60,000	-	0.0%
Program Expense	3,000	3,000	3,000	-	0.0%
Administrative Expense	33,700	31,000	33,000	(700)	-2.1%
Total	\$ 2,135,257	\$ 2,077,931	\$ 2,242,919	\$ 107,662	5.0%





Parks & Recreation Administration and Planning

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 1,080,722	\$ 1,080,722	\$ 1,114,000	\$ 33,278	3.1%
Benefits	500,635	487,509	512,719	12,084	2.4%
Total	\$ 1,581,357	\$ 1,568,231	\$ 1,626,719	\$ 45,362	2.9%

- Increase due to annual salary adjustment

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 800	\$ 800	\$ 800	\$ -	0.0%
Training & Conferences	17,000	18,000	18,000	1,000	5.9%
Uniforms	31,000	29,000	31,000	-	0.0%
Total	\$ 48,800	\$ 47,800	\$ 49,800	\$ 1,000	2.0%

- Training & Conferences, \$1,000: increase based on analysis of historical and projected costs

Facility Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Telephone	\$ 22,000	\$ 20,000	\$ 22,000	\$ -	0.0%
Utilities	35,000	34,000	35,000	-	0.0%
Facility Maintenance	53,200	41,600	53,200	-	0.0%
Facility Supplies	23,000	23,000	23,000	-	0.0%
Total	\$ 133,200	\$ 118,600	\$ 133,200	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



Parks & Recreation Administration and Planning

Budget 2019

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 35,500	\$ 30,000	\$ 30,000	\$ (5,500)	-15.5%
Data Services	65,700	65,700	70,800	5,100	7.8%
Leased Vehicles	-	15,600	62,400	62,400	
Vehicle Fuel	97,000	95,000	97,000	-	0.0%
Equipment Repair & Maintenance	4,000	4,000	4,000	-	0.0%
Vehicle Repairs & Maintenance	73,000	73,000	73,000	-	0.0%
Total	\$ 275,200	\$ 283,300	\$ 337,200	\$ 62,000	22.5%

- Equipment, (\$5,500): decrease based on analysis of historical and projected costs
- Data Services, \$5,100: increase due to proposed new staff positions
- Leased Vehicles, \$62,400: lease fleet vehicles for a term of three years to evaluate cost savings compared to purchasing vehicles

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Consulting	\$ 25,000	\$ -	\$ 25,000	\$ -	0.0%
Contract Labor	19,000	14,000	19,000	-	0.0%
Other Contracted Services	16,000	12,000	16,000	-	0.0%
Total	\$ 60,000	\$ 26,000	\$ 60,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Program Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Park Openings & Dedications	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
Total	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



Parks & Recreation Administration and Planning

Budget 2019

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 10,000	\$ 8,000	\$ 9,000	\$ (1,000)	-10.0%
Dues & Subscriptions	4,200	5,500	5,500	1,300	31.0%
Printing	2,500	1,500	1,500	(1,000)	-40.0%
Mileage Reimbursement	13,500	13,500	13,500	-	0.0%
Other Admin	3,500	2,500	3,500	-	0.0%
Total	\$ 33,700	\$ 31,000	\$ 33,000	\$ (700)	-2.1%

- Supplies, (\$1,000): decrease due to analysis of historical and projected costs
- Dues & Subscriptions, \$1,300: increase for professional dues
- Printing, (\$1,000): decrease based on analysis of historical and projected costs



STAFFING SUMMARY

Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Parks Superintendent	1.00	1.00	0.00
Park Supervisor - Facilities	1.00	1.00	0.00
Foreman - Facilities	1.00	2.00	1.00
Parks Supervisor - Natural Resources	1.00	1.00	0.00
Foreman - OSR	1.00	1.00	0.00
Foreman - Landscape	1.00	1.00	0.00
Foreman - Forestry	1.00	1.00	0.00
Irrigation Foreman	1.00	1.00	0.00
Parks Technician III	1.00	1.00	0.00
Parks Technician II	10.00	10.00	0.00
Parks Technician I	13.00	13.00	0.00
Facility Maintenance Engineer	1.00	1.00	0.00
Facilities Technician	2.00	2.00	0.00
Park Ranger Supervisor	1.00	1.00	0.00
Lead Park Ranger	1.00	1.00	0.00
Park Ranger	9.50	9.50	0.00
Cul de Sac Program Specialist	0.50	0.50	0.00
Pool Technician	1.00	1.00	0.00
Program Specialist - Trails	0.50	0.50	0.00
Streetscape Superintendent	0.00	1.00	1.00
Streetscape Administrative Assistant	0.00	1.00	1.00
Irrigation Technician	0.00	1.00	1.00
Total	48.50	52.50	4.00

Summary of Personnel Changes for 2019 Budget

New Positions

- 1.0 FTE – Streetscape Superintendent
- 1.0 FTE – Streetscape Administrative Assistant
- 1.0 FTE – Facility Foreman
- 1.0 FTE – Irrigation Technician

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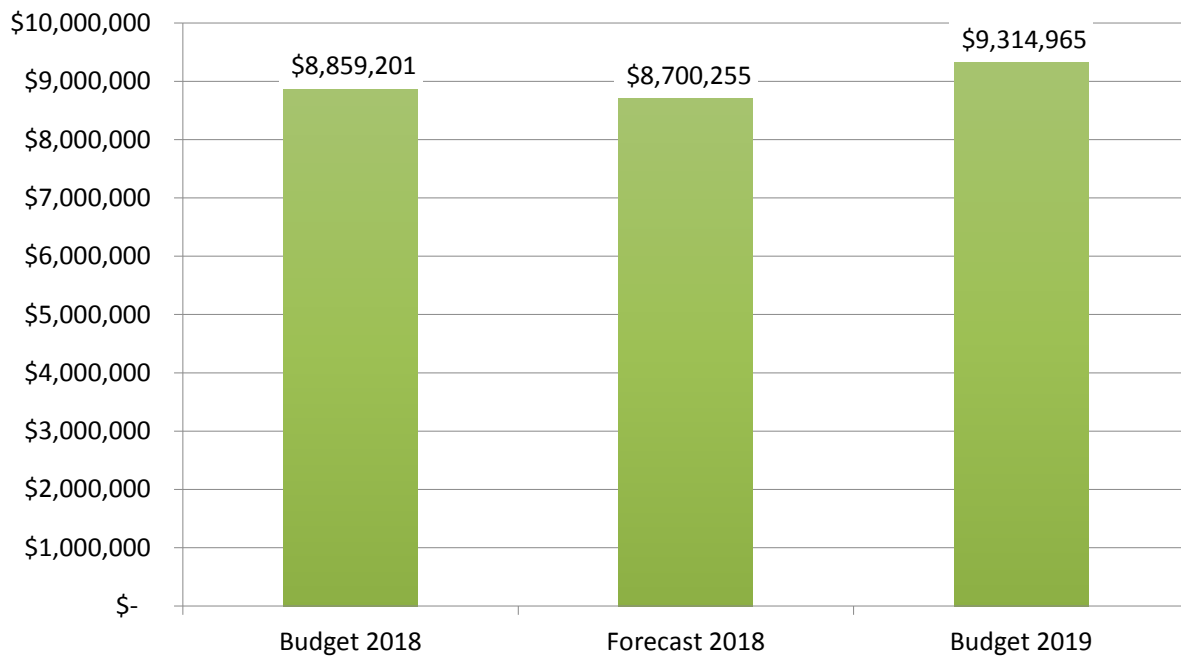
Park and Pathway Operations

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 2,964,401	\$ 2,911,655	\$ 3,168,765	\$ 204,364	6.9%
Staff Development	8,000	8,000	8,000	-	0.0%
Facility Expense	653,000	710,000	732,600	79,600	12.2%
Equipment Expense	97,000	83,000	95,000	(2,000)	-2.1%
Contracted Services	4,311,700	4,181,500	4,426,500	114,800	2.7%
Maintenance Expense	725,100	726,100	754,100	29,000	4.0%
Program Expense	100,000	80,000	130,000	30,000	30.0%
Total	\$ 8,859,201	\$ 8,700,255	\$ 9,314,965	\$ 455,764	5.1%

Expenditures





Park and Pathway Operations

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 2,034,401	\$ 2,024,401	\$ 2,201,917	\$ 167,516	8.2%
Benefits	930,000	887,254	966,848	36,848	4.0%
Total	\$ 2,964,401	\$ 2,911,655	\$ 3,168,765	\$ 204,364	6.9%

- Increase in salaries due to proposed new staff positions, annual salary adjustment, and an increase in the overtime budget; increase in benefits due primarily to higher health insurance expense resulting from some employees selecting a higher level of benefits (for example, changing from employee only coverage to employee + child coverage)

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Training & Conferences	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0.0%
Total	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Facility Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Utilities	\$ 653,000	\$ 710,000	\$ 732,600	\$ 79,600	12.2%
Total	\$ 653,000	\$ 710,000	\$ 732,600	\$ 79,600	12.2%

- Utilities, \$79,600: increase due to new amenities and to correct low 2018 budget amount



Park and Pathway Operations

Budget 2019

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment & Materials	\$ 48,000	\$ 40,000	\$ 48,000	\$ -	0.0%
Rental	37,000	37,000	37,000	-	0.0%
Equipment Repairs & Maint.	12,000	6,000	10,000	(2,000)	-16.7%
Total	\$ 97,000	\$ 83,000	\$ 95,000	\$ (2,000)	-2.1%

- Equipment Repairs & Maint., (\$2,000): decrease based on analysis of historical and projected costs

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Parks and Pathway Maintenance	\$ 2,577,500	\$ 2,537,500	\$ 2,688,500	\$ 111,000	4.3%
Lake Management	175,600	163,400	172,600	(3,000)	-1.7%
Pest Control	15,000	15,000	15,000	-	0.0%
Tree Removal	400,000	375,000	400,000	-	0.0%
Forest Management	638,000	588,000	638,000	-	0.0%
Sign Maintenance	36,000	28,000	32,000	(4,000)	-11.1%
Restroom Cleaning	102,600	107,600	108,400	5,800	5.7%
Electrical Repairs & Maint.	355,000	355,000	360,000	5,000	1.4%
Other Contracted Services	12,000	12,000	12,000	-	0.0%
Total	\$ 4,311,700	\$ 4,181,500	\$ 4,426,500	\$ 114,800	2.7%

- Park & Pathway Maint., \$111,000: increase due to additional park and pathway amenities and annual contract increase
- Lake Management, (\$3,000): decrease based on analysis of historical and projected costs
- Sign Maintenance, (\$4,000): decrease based on analysis of historical and projected costs
- Restroom Cleaning, \$5,800: increase to correct low 2018 budget estimate and based on contract terms
- Electrical Repairs & Maintenance, \$5,000: increase due to analysis of projected needs and costs



Park and Pathway Operations

Budget 2019

Maintenance Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Parks Maintenance	\$ 345,600	\$ 365,600	\$ 384,600	\$ 39,000	11.3%
Pathway Maintenance	51,300	51,300	51,300	-	0.0%
Lake Maintenance	52,000	52,000	52,000	-	0.0%
Lake Woodlands	45,200	45,200	45,200	-	0.0%
Wildlife Management	2,000	2,000	2,000	-	0.0%
Landscaping	59,000	59,000	59,000	-	0.0%
Turf Maintenance & Irrigation	105,000	96,000	105,000	-	0.0%
Sign Maintenance	65,000	55,000	55,000	(10,000)	-15.4%
Total	\$ 725,100	\$ 726,100	\$ 754,100	\$ 29,000	4.0%

- Parks Maintenance, \$39,000: increase to correct low 2018 budget estimate and for maintenance of additional park amenities
- Sign Maintenance, (\$10,000): decrease based on analysis of historical and projected costs

Program Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Lake Woodlands Bridge	\$ -	\$ -	\$ 30,000	\$ 30,000	
George Mitchell Preserve	45,000	45,000	45,000	-	0.0%
Wildflowers	55,000	35,000	55,000	-	0.0%
Total	\$ 100,000	\$ 80,000	\$ 130,000	\$ 30,000	30.0%

- Lake Woodlands Bridge, \$30,000: paint railing of Lake Woodlands Bridge



STAFFING SUMMARY

Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Aquatics Superintendent	1.00	1.00	0.00
Pool Tech Foreman	1.00	1.00	0.00
Pool Technician	4.00	4.00	0.00
Lifeguard Coordinator	1.00	1.00	0.00
Lifeguard	60.50	60.50	0.00
Recreation Aid - Pool Passes	1.00	1.00	0.00
Administrative Assistant - Seasonal	0.50	0.50	0.00
Total	69.00	69.00	0.00

Summary of Personnel Changes for 2019 Budget

- No changes from 2018 Budget to 2019 Budget

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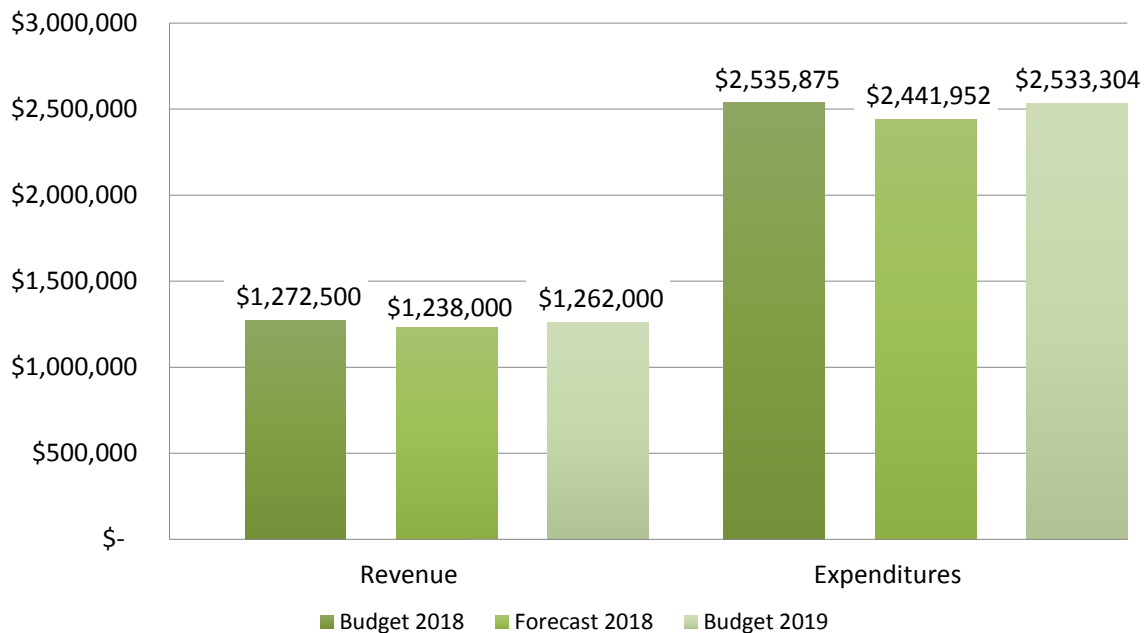
Aquatics

Budget 2019

Budget Summary

Revenue	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Pool Fees	\$ 1,272,500	\$ 1,238,000	\$ 1,262,000	\$ (10,500)	-0.8%

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 1,738,075	\$ 1,666,352	\$ 1,712,504	\$ (25,571)	-1.5%
Staff Development	23,800	20,800	21,800	(2,000)	-8.4%
Facility Expense	632,000	622,000	657,000	25,000	4.0%
Equipment Expense	97,000	89,000	97,000	-	0.0%
Contracted Services	22,000	21,000	22,000	-	0.0%
Administrative Expense	23,000	22,800	23,000	-	0.0%
Total	\$ 2,535,875	\$ 2,441,952	\$ 2,533,304	\$ (2,571)	-0.1%



Expense Recovery	Budget 2018	Forecast 2018	Budget 2019
Revenue to Expense %	50.2%	50.7%	49.8%



Aquatics

Budget 2019

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 1,463,352	\$ 1,416,000	\$ 1,466,051	\$ 2,699	0.2%
Benefits	274,723	250,352	246,453	(28,270)	-10.3%
Total	\$ 1,738,075	\$ 1,666,352	\$ 1,712,504	\$ (25,571)	-1.5%

- Decrease due to some employees selecting a lower level of health insurance benefits, partially offset by an increase in salaries due to annual salary adjustment

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 3,800	\$ 3,800	\$ 3,800	\$ -	0.0%
Training & Conferences	10,000	7,000	8,000	(2,000)	-20.0%
Uniforms	10,000	10,000	10,000	-	0.0%
Total	\$ 23,800	\$ 20,800	\$ 21,800	\$ (2,000)	-8.4%

- Training & Conferences, (\$2,000): decrease based on analysis of historical and projected costs

Facility Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Telephone	\$ 22,000	\$ 22,000	\$ 22,000	\$ -	0.0%
Utilities	430,000	430,000	460,000	30,000	7.0%
Facility Repair & Maintenance	70,000	70,000	70,000	-	0.0%
Treating Chemicals	110,000	100,000	105,000	(5,000)	-4.5%
Total	\$ 632,000	\$ 622,000	\$ 657,000	\$ 25,000	4.0%

- Utilities, \$30,000: increase based on utility rates and Bear Branch Pool being open for full summer season in 2019
- Treating Chemicals, (\$5,000): decrease based on analysis of historical and projected costs



Aquatics

Budget 2019

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 53,000	\$ 45,000	\$ 52,000	\$ (1,000)	-1.9%
Lifeguard Equipment	9,000	9,000	10,000	1,000	11.1%
Equipment Repair & Maintenance	35,000	35,000	35,000	-	0.0%
Total	\$ 97,000	\$ 89,000	\$ 97,000	\$ -	0.0%

- Equipment, (\$1,000): decrease based on analysis of historical and projected costs
- Lifeguard Equipment, \$1,000: increase for rescue equipment

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Other Contracted Services	\$ 22,000	\$ 21,000	\$ 22,000	\$ -	0.0%
Total	\$ 22,000	\$ 21,000	\$ 22,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 2,000	\$ 2,300	\$ 2,000	\$ -	0.0%
Printing	7,000	7,000	7,000	-	0.0%
Mileage Reimbursement	13,000	12,500	13,000	-	0.0%
Other Admin	1,000	1,000	1,000	-	0.0%
Total	\$ 23,000	\$ 22,800	\$ 23,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

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Recreation



STAFFING SUMMARY

Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Recreation Superintendent	1.00	1.00	0.00
Recreation Supervisor - Bear Branch	0.00	1.00	1.00
Recreation Program Coordinator	3.00	3.00	0.00
Recreation Program Coordinator - Aquatics	1.00	1.00	0.00
Recreation Program Coordinator - Boat House	1.00	1.00	0.00
Recreation Specialist	1.50	1.50	0.00
Recreation Aide	1.50	1.50	0.00
Recreation Aide - Boat House	3.75	3.75	0.00
Receptionist	3.00	3.00	0.00
Swim Coach (Seasonal)	2.00	2.00	0.00
Swim Team Recreation Specialist	1.20	1.20	0.00
Camp Leader (Seasonal)	1.50	2.00	0.50
Water Safety Instructor (Seasonal)	3.50	3.50	0.00
Learn to Swim Coordinator (Seasonal)	0.25	0.25	0.00
Recreation Supervisor - Rob Fleming	1.00	1.00	0.00
Rec Program Coordinator - Rob Fleming	2.00	3.00	1.00
Recreation Specialist - Rob Fleming	1.00	2.00	1.00
Recreation Admin Asst II - Rob Fleming	1.00	1.00	0.00
Recreation Aide - Rob Fleming	1.50	7.50	6.00
Receptionist/CSR - Rob Fleming	1.50	2.00	0.50
Camp Leader (Seasonal) - Rob Fleming	3.75	3.75	0.00
Total	35.95	45.95	10.00

Summary of Personnel Changes for 2019 Budget

New Positions

- 1.0 FTE – Recreation Supervisor – Bear Branch
- 0.50 FTE – Camp Leader (Seasonal)
- 0.50 FTE – Receptionist Part-time to Full-time – Rob Fleming
- 1.00 FTE – Program Coordinator – Rob Fleming Adventure Course
- 1.00 FTE – Recreation Specialist – Rob Fleming Adventure Course
- 6.00 FTE – Recreation Aide part-time – Rob Fleming Adventure Course

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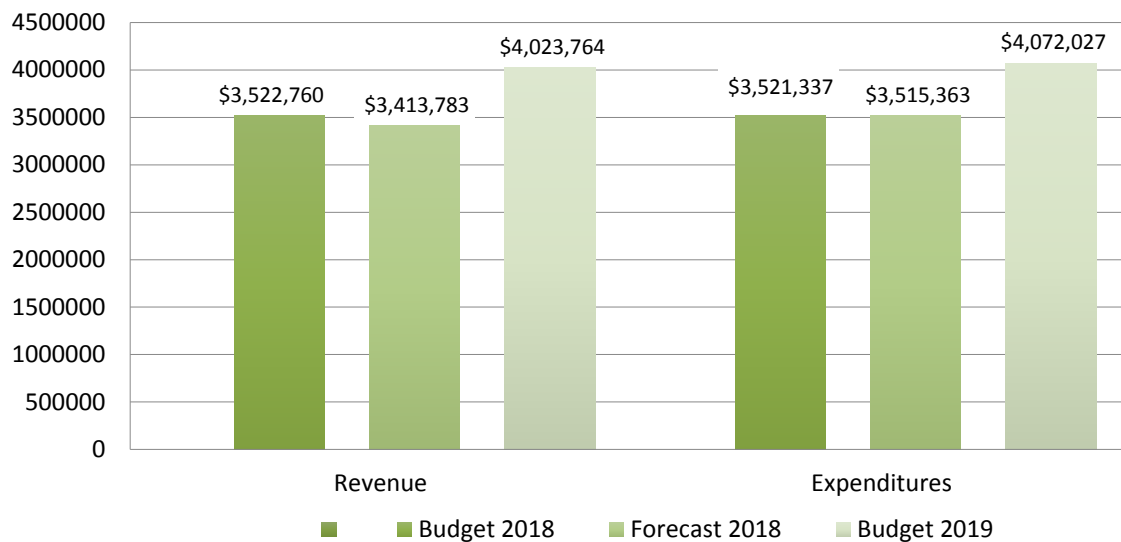
Recreation

Budget 2019

Budget Summary

Revenue	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Program Revenue	\$ 3,522,760	\$ 3,413,783	\$ 4,023,764	\$ 501,004	14.2%

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 1,568,037	\$ 1,560,021	\$ 1,976,196	\$ 408,159	26.0%
Staff Development	16,000	12,300	21,600	5,600	35.0%
Facility Expense	203,800	202,800	210,800	7,000	3.4%
Equipment Expense	85,800	71,400	91,000	5,200	6.1%
Contracted Services	180,000	177,000	198,080	18,080	10.0%
Program Expense	1,400,000	1,429,742	1,510,251	110,251	7.9%
Administrative Expense	67,700	62,100	64,100	(3,600)	-5.3%
Total	\$ 3,521,337	\$ 3,515,363	\$ 4,072,027	\$ 550,690	15.6%



Expense Recovery	Budget 2018	Forecast 2018	Budget 2019
Revenue to Expense %	100.0%	97.1%	98.8%



Recreation

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 1,213,250	\$ 1,225,250	\$ 1,542,737	\$ 329,487	27.2%
Benefits	354,787	334,771	433,459	78,672	22.2%
Total	\$ 1,568,037	\$ 1,560,021	\$ 1,976,196	\$ 408,159	26.0%

- Increase due to new staff positions and annual salary adjustment

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 600	\$ 300	\$ 600	\$ -	0.0%
Training & Conferences	11,400	9,000	10,000	(1,400)	-12.3%
Adventure Course Training	-	-	5,000	5,000	
Uniforms	4,000	3,000	6,000	2,000	50.0%
Total	\$ 16,000	\$ 12,300	\$ 21,600	\$ 5,600	35.0%

- Training & Conferences, (\$1,400): decrease based on analysis of historical and projected costs
- Adventure Course Training, \$5,000: increase due to training relating to opening of Recreation Center at Rob Fleming Adventure Course
- Uniforms, \$2,000: increase for new staff related to Recreation Center at Rob Fleming Adventure Course

Facility Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Telephone	\$ 34,000	\$ 36,000	\$ 36,000	\$ 2,000	5.9%
Utilities	55,000	57,000	57,000	2,000	3.6%
Facility Repair & Maintenance	57,000	52,000	60,000	3,000	5.3%
Facility Supplies	7,500	7,500	7,500	-	0.0%
Janitorial	50,300	50,300	50,300	-	0.0%
Total	\$ 203,800	\$ 202,800	\$ 210,800	\$ 7,000	3.4%

- Telephone, \$2,000: increase based on analysis of historical and projected costs
- Utilities, \$2,000: increase based on analysis of historical and projected costs
- Facility Repair & Maint., \$3,000: increase relating to opening of Recreation Center at Rob Fleming Adventure Course



Recreation

Budget 2019

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 40,000	\$ 30,000	\$ 34,000	\$ (6,000)	-15.0%
Equipment - Boat House	26,600	22,000	26,600	-	0.0%
Equipment - Adventure Course	-	-	10,000	10,000	
Data Services	11,200	12,400	12,400	1,200	10.7%
Equipment Repair & Maintenance	8,000	7,000	8,000	-	0.0%
Total	\$ 85,800	\$ 71,400	\$ 91,000	\$ 5,200	6.1%

- Equipment, (\$6,000): expenses for Recreation Center at Rob Fleming not as high as originally anticipated
- Equipment - Adventure Course, \$10,000: increase due to opening of Rob Fleming Adventure Course
- Data Services, \$1,200: increase due to proposed new staff positions

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Credit Card Fees	\$ 162,000	\$ 162,000	\$ 183,080	\$ 21,080	13.0%
Other Contracted Services	18,000	15,000	15,000	(3,000)	-16.7%
Total	\$ 180,000	\$ 177,000	\$ 198,080	\$ 18,080	10.0%

- Credit Card Fees, \$21,080: increase based on anticipated growth in program registration
- Other Contracted Services, (\$3,000): decrease based on analysis of historical and projected costs



Recreation

Budget 2019

Program Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Aquatic Programs	\$ 77,000	\$ 77,000	\$ 78,000	\$ 1,000	1.3%
Athletics Programs	847,000	880,400	892,400	45,400	5.4%
Boat House	20,250	22,250	22,250	2,000	9.9%
Adventure Course	-	30,942	33,351	33,351	
Recreation Programs	446,750	413,150	476,250	29,500	6.6%
Advertising	9,000	6,000	8,000	(1,000)	-11.1%
Total	\$ 1,400,000	\$ 1,429,742	\$ 1,510,251	\$ 110,251	7.9%

- Aquatic Programs, \$1,000: increase based on projected needs and costs
- Athletic Programs, \$45,400: increase due to expansion of programs at Rob Fleming Recreation Center
- Boat House Programs, \$2,000: increase for expenses associated with new swan boats
- Adventure Course, \$33,351: increase due to opening of Recreation Center at Rob Fleming Adventure Course
- Recreation Programs, \$29,500: increase due to expansion of programs at Rob Fleming Recreation Center
- Advertising, (\$1,000): decrease based on analysis of historical and projected costs

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 18,000	\$ 10,000	\$ 10,000	\$ (8,000)	-44.4%
Dues & Subscriptions	2,200	1,600	1,600	(600)	-27.3%
Printing	35,000	40,000	40,000	5,000	14.3%
Mileage Reimbursement	11,000	9,000	11,000	-	0.0%
Other Admin	1,500	1,500	1,500	-	0.0%
Total	\$ 67,700	\$ 62,100	\$ 64,100	\$ (3,600)	-5.3%

- Supplies, (\$8,000): expenses for Recreation Center at Rob Fleming not as high as originally anticipated
- Dues & Subscriptions, (\$600): decrease dues to analysis of historical and projected costs
- Printing, \$5,000: increase for printing recreation program guides

Town Center Facilities and Operations



STAFFING SUMMARY

Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Town Center Fac/Ops Superintendent	1.00	1.00	0.00
Waterway Operations Supervisor	1.00	1.00	0.00
Aministrative Assistant II	1.00	1.00	0.00
Lead Town Center Ranger	2.00	2.00	0.00
Town Center Ranger (p/t)	10.50	10.50	0.00
*Pool Technician	1.00	1.00	0.00
Total	16.50	16.50	0.00

*Pool Technician position is budgeted under Town Center Facilities & Operations but reports to Aquatics.

Summary of Personnel Changes for 2019 Budget

- No changes from 2018 Budget to 2019 Budget

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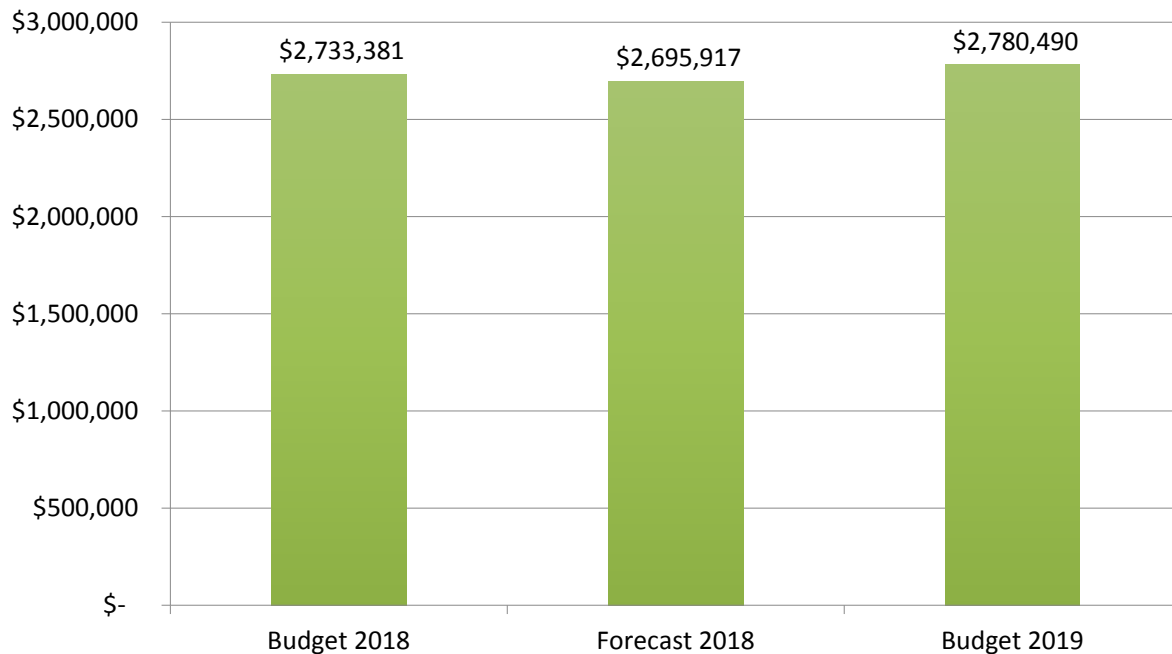
Town Center Facilities and Operations

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 908,031	\$ 906,567	\$ 934,540	\$ 26,509	2.9%
Staff Development	21,000	19,000	20,000	(1,000)	-4.8%
Facility Expense	355,300	319,000	339,000	(16,300)	-4.6%
Equipment Expense	26,000	25,000	26,000	-	0.0%
Contracted Services	1,124,800	1,122,100	1,153,700	28,900	2.6%
Maintenance Expense	57,000	57,500	58,000	1,000	1.8%
Program Expense	238,000	242,000	244,000	6,000	2.5%
Administrative Expense	3,250	4,750	5,250	2,000	61.5%
Total	\$ 2,733,381	\$ 2,695,917	\$ 2,780,490	\$ 47,109	1.7%

Expenditures





Town Center Facilities and Operations

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 669,025	\$ 674,425	\$ 695,560	\$ 26,535	4.0%
Benefits	239,006	232,142	238,980	(26)	0.0%
Total	\$ 908,031	\$ 906,567	\$ 934,540	\$ 26,509	2.9%

- Increase due to proposed new staff position and an annual salary adjustment

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Training & Conferences	\$ 6,000	\$ 4,000	\$ 5,000	\$ (1,000)	-16.7%
Uniforms	15,000	15,000	15,000	-	0.0%
Total	\$ 21,000	\$ 19,000	\$ 20,000	\$ (1,000)	-4.8%

- Training & Conferences, (\$1,000): decrease based on analysis of historical and projected costs



Town Center Facilities and Operations

Budget 2019

Facility Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Utilities - Waterway	\$ 179,000	\$ 162,000	\$ 172,000	\$ (7,000)	-3.9%
Utilities - Riva Row Park	3,000	2,000	2,000	(1,000)	-33.3%
Utilities - Town Green Park	25,000	25,000	25,000	-	0.0%
Utilities - Town Center	9,000	10,000	11,000	2,000	22.2%
Utilities - Waterway Square	19,000	26,000	26,000	7,000	36.8%
Utilities - Hughes Landing	10,000	9,000	9,000	(1,000)	-10.0%
Lease/Rent 20 - Waterway	110,300	85,000	94,000	(16,300)	-14.8%
Total	\$ 355,300	\$ 319,000	\$ 339,000	\$ (16,300)	-4.6%

- Utilities, \$0 net: No change from 2018 Budget to 2019 Budget, reallocated to different areas
- Lease/Rent, (\$16,300): decrease based on credit adjustment per terms of contract

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Ranger Equipment	\$ 16,000	\$ 16,000	\$ 16,000	\$ -	0.0%
Data Services	10,000	9,000	10,000	-	0.0%
Total	\$ 26,000	\$ 25,000	\$ 26,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



Town Center Facilities and Operations

Budget 2019

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Sign Maintenance - Town Center	\$ 23,200	\$ 23,200	\$ 23,200	\$ -	0.0%
Maintenance - Waterway	574,000	574,000	574,000	-	0.0%
Maintenance - Riva Row Park	39,000	41,000	42,600	3,600	9.2%
Maintenance - Town Green Park	145,700	149,000	156,200	10,500	7.2%
Maintenance - Waterway Square	174,900	174,900	179,700	4,800	2.7%
Maintenance - Hughes Landing	63,000	55,000	63,000	-	0.0%
Streetlight Maintenance	105,000	105,000	115,000	10,000	9.5%
Total	\$ 1,124,800	\$ 1,122,100	\$ 1,153,700	\$ 28,900	2.6%

- Contracted Services - Maintenance \$28,900: increase for contracted maintenance at Riva Row Park, Town Green Park, and Waterway Square; increase in streetlight maintenance due to additional streetlights

Maintenance Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Maintenance - Riva Row Park	\$ 4,000	\$ 4,500	\$ 5,000	\$ 1,000	25.0%
Maintenance - Town Green Park	8,000	8,000	8,000	-	0.0%
Maintenance - Waterway Square	20,000	23,000	23,000	3,000	15.0%
Maintenance - Hughes Landing	10,000	10,000	10,000	-	0.0%
Streetlight Maintenance	15,000	12,000	12,000	(3,000)	-20.0%
Total	\$ 57,000	\$ 57,500	\$ 58,000	\$ 1,000	1.8%

- Maintenance Expense, \$1,000 net: increase in costs for Riva Row Park and Waterway Square, partially offset by decrease in streetlight maintenance based on analysis of historical and projected costs



Town Center Facilities and Operations

Budget 2019

Program Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Tree Lighting	\$ 184,000	\$ 193,000	\$ 195,000	\$ 11,000	6.0%
Seasonal Lighting	54,000	49,000	49,000	(5,000)	-9.3%
Total	\$ 238,000	\$ 242,000	\$ 244,000	\$ 6,000	2.5%

- Tree Lighting, \$11,000: increase due to lighting additional trees in Town Center
- Seasonal Lighting, (\$5,000): decrease based on analysis of historical and projected costs

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
Dues & Subscriptions	250	250	250	-	0.0%
Mileage Reimbursement	2,000	3,500	4,000	2,000	100.0%
Total	\$ 3,250	\$ 4,750	\$ 5,250	\$ 2,000	61.5%

- Mileage Reimbursement, \$2,000: increase to correct low 2018 budget estimate and for anticipated higher fuel costs

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STAFFING SUMMARY

Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Development Manager	1.00	1.00	0.00
Special Events Coordinator	2.00	2.00	0.00
Special Events Specialist	2.00	2.00	0.00
Total	5.00	5.00	0.00

Summary of Personnel Changes for 2019 Budget

- No changes from 2018 Budget to 2019 Budget

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Township Events

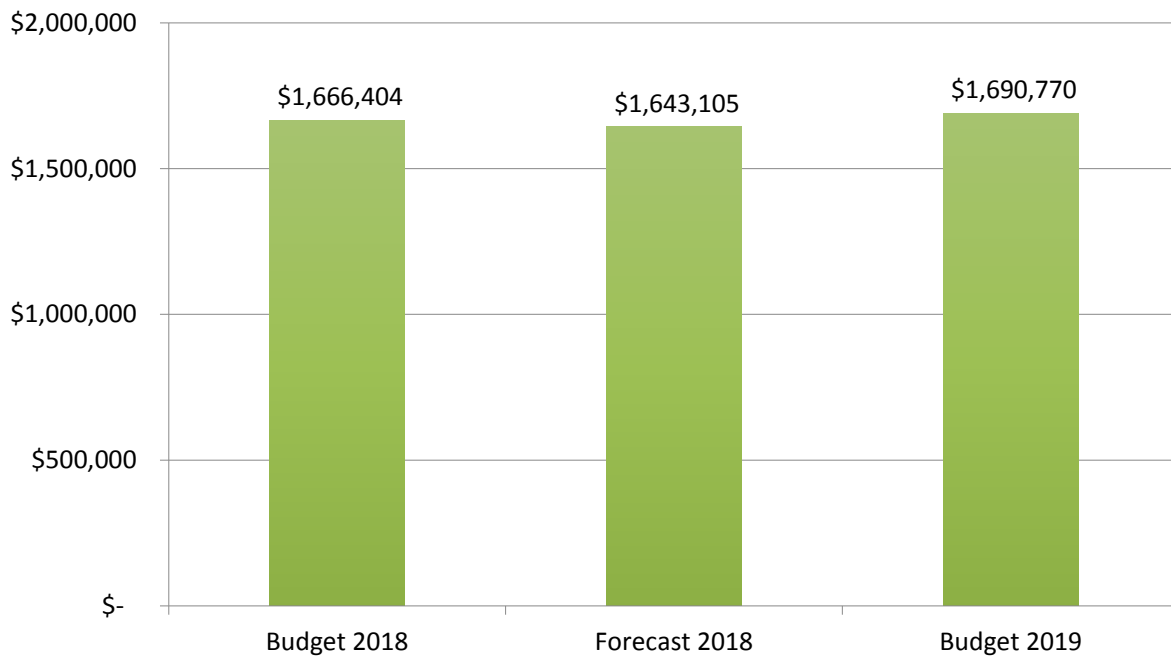
Budget 2019

Budget Summary

Revenue	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Program Revenue	\$ 768,000	\$ 694,800	\$ 768,000	\$ -	0.0%

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 347,054	\$ 351,205	\$ 376,170	\$ 29,116	8.4%
Equipment Expense	5,800	5,300	5,800	-	0.0%
Program Expense	1,313,550	1,286,600	1,308,800	(4,750)	-0.4%
Total	\$ 1,666,404	\$ 1,643,105	\$ 1,690,770	\$ 24,366	1.5%

Expenditures





Township Events

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 254,879	\$ 251,146	\$ 258,914	\$ 4,035	1.6%
Benefits	92,175	100,059	117,256	25,081	27.2%
Total	\$ 347,054	\$ 351,205	\$ 376,170	\$ 29,116	8.4%

- Increase due to annual salary adjustment and higher participation level in the retirement plan by some employees

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Data Services	\$ 5,800	\$ 5,300	\$ 5,800	-	0.0%
Total	\$ 5,800	\$ 5,300	\$ 5,800	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



Township Events

Budget 2019

Program Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Event Advertising	\$ 136,200	\$ 136,200	\$ 136,200	-	0.0%
Sponsorship Expense	2,000	2,000	2,000	-	0.0%
Concerts in the Park	52,600	52,600	52,600	-	0.0%
Hughes Landing	30,000	30,000	30,000	-	0.0%
Red, Hot & Blue	280,000	280,000	280,000	-	0.0%
Lighting of the Doves	194,300	168,800	168,800	(25,500)	-13.1%
Ice Rink	369,150	375,000	375,000	5,850	1.6%
Winter Wonderland	50,000	50,000	50,000	-	0.0%
Waterway Nights	36,500	36,500	36,500	-	0.0%
Memorial Day Event	34,000	34,000	48,900	14,900	43.8%
Labor Day Event	26,500	26,500	26,500	-	0.0%
Trick or Treat Trail Event	34,000	34,000	34,000	-	0.0%
Miscellaneous Expense	16,300	12,000	16,300	-	0.0%
Arbor Day	8,000	5,000	8,000	-	0.0%
Run Thru the Woods	12,000	12,000	12,000	-	0.0%
South County 4th of July Parade	20,000	20,000	20,000	-	0.0%
Wildflower Festival	12,000	12,000	12,000	-	0.0%
Total	\$ 1,313,550	\$ 1,286,600	\$ 1,308,800	\$ (4,750)	-0.4%

- Program Expense (\$4,750) net: decrease due to reduction in Lighting of the Doves event production; partially offset by increase in production costs for the Ice Rink and Memorial Day events

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2019 Parks and Recreation Budget Plan



I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET



I. SITUATION ANALYSIS

History

Over the past 40+ years, The Woodlands has developed the reputation of being one of the most, if not the most, successful large master-planned community in the United States. Unlike many other master-planned developments, The Woodlands has placed a major emphasis on environmentally-sensitive planning, preservation of natural open space and the development of high quality parks and recreation amenities like aquatic facilities and multi-use pathways. The Parks and Recreation Department believes that The Woodlands is a living laboratory for creating an environment that contributes to and enhances the quality of life for residents, visitors and commercial interests. There is no question that parks, recreation and open space are important to our community members. Not only do parks perpetuate some of the community's most beautiful natural resources, but quality parks and recreation activities have proven to be significant factors in the decisions of individuals and businesses to locate or remain in a given locality. They provide relief from the hustle and bustle of today's fast-paced society through opportunities to relax and revitalize in the solitude of nature. Quality recreational opportunities, while contributing to the overall aesthetics of The Woodlands, also increase residents' overall quality of life and satisfaction with the community. Residents go to parks to be alone or with other people, to exercise or to sit quietly and read. Families gather to play, picnic or enjoy each other's company, and residents can stroll or meet friends. In addition, parks contribute to and enhance the safety, stability and vitality of the surrounding neighborhoods. Many of these statements have been supported through the Township's Strategic Plan, the bi-annual community survey, the 2011 Parks and Recreation Needs Assessment, Integrated Forest Management Plan, Lake and Pond Management Plan, 2017 Bear Branch Park Master Plan and other operational and business planning documents.

Through the 40+ years of the community's existence, the focus of parks and recreation has morphed from focusing solely on maintaining physical assets to a multi-faceted service provider which has become a recognized leader at the state and national level for the administration and maintenance of high quality recreation, aquatic, park and open space facilities and community based recreation programs. The Department currently consists of eight (8) divisions: Park Operations, Park Planning and Construction, Aquatics, Recreation, Development, Town Center Operations, Environmental Services and the Resident Care Center. These divisions have specific duties due to the specialized nature of the tasks and responsibilities of each division. While many of the attributes and tasks of the Department have changed over time, the core mission of the Department remains focused, which is *to preserve, maintain and improve the quality of life in The Woodlands through the provision of quality recreational opportunities and programs, through the protection of the natural environment, and through stewardship of existing open spaces, parks, facilities, pathways, roadsides and medians*. A goal of the Parks and Recreation Department is to be timely and responsive in addressing the needs and concerns of citizens of The Woodlands. The Department recognizes that our customers want solutions to their problems, quality and reliability, and most importantly to be valued and understood. The Department also recognizes that every customer is different and strives to treat customers the way they want to be treated.

2019 Parks and Recreation Budget Plan



The Parks and Recreation Department operates and maintains more than 220+ miles of hike and bike paths, 140 parks, 14 neighborhood pools including the Rob Fleming Aquatic Center, 5 spraygrounds, 84 playgrounds, 68 gazebos/pavilions, 60 lakes and ponds with fishing, 76 tennis courts, 37 multi-purpose fields, 9 all-weather turf fields, 9 sand volleyball courts, 20+ miles of nature trails in the George Mitchell Preserve, 8 wheel-friendly areas, 1 skate park, 2 BMX areas, 3,000+ acres of open space reserves, 28 basketball courts, 2 disc golf courses and 6 off leash dog areas. The Woodlands Township Recreation Center, completed in 1993, now branded The Recreation Center at Bear Branch, offers youth and adult enrichment programming. The facility has indoor/outdoor basketball courts, a fitness room, game room, and smaller activity or meeting rooms. In 2017, The Woodlands Township purchased the former Creekside YMCA, and opened the facility which is named, The Recreation Center at Rob Fleming Park, in mid-2017 to provide additional recreational opportunities to its residents. The 14,000-square foot facility which has an “outdoor” theme complements its proximity to the George Mitchell Nature Preserve and its trail system. Programmed activities at both locations include sports and recreation, youth camp programming, art, music and exercise classes.

Park Operations

Since its inception in 1974, the community has placed a premium on protecting and preserving the natural landscape. This commitment is evidenced by the fact that 30% of the community’s area has been retained as forest preserves, parks, greenbelts and lakes. The Parks Operations Division is the largest division within the Department and its scope includes, but is not limited to: park and pathway maintenance, fleet management, streetscape maintenance, forest management, water and wildlife, forestry, and facility management. The Division has also made great strides in preserving, protecting and ensuring the community’s eco-system through the implementation of a computerized irrigation system to monitor almost 100+ irrigation systems, piloting the use of recycling containers at parks, the installation of a rainwater harvesting system to irrigate demonstration landscape beds, the installation of 18.5 acres of all-weather turf at three (3) sport field complexes and most importantly, embracing the Clean, Green and Safe ethos to maintain our parks, pathway and open space system. The Parks Operations Division is composed of three units (Park Rangers, Natural Resources, and Facilities [Community and Town Hall]) each of which has a myriad of operational responsibilities.

Park Rangers: The vision of the Park Ranger program began 16 years ago as a response to a community-wide survey that revealed residents’ perceptions and desires for enhanced safety in parks and on the pathways. Internally, it was identified for the need to monitor park usage, improve safety, provide for maintenance, inspections and create a physical presence to help curtail vandalism and property damage while ensuring quality recreational and leisure time experiences in our community parks and pathways. In 2003, the Park Ranger program was approved by the Community Association Boards of Directors and initiated through the conversion and reorganization of the park inspectors into a specialized Park Ranger program. In 2008, the Park Ranger unit further developed a pathway patrol program which places a Park Ranger on the pathway reviewing the system for maintenance issues for an average of 120-130 hours per week. The Park Rangers mission is to assist all visitors by providing information, direction & support that will enrich their recreational experience and provide a pleasant, safe

2019 Parks and Recreation Budget Plan



environment that promotes community harmony and the benefits of parks and recreation as well as helping The Woodlands Township to keep the hometown vision alive.

Rangers are in the parks between the hours of 6:30 and 12 a.m., seven days a week, and serve as a critical connection to our community members. Rangers are assigned a Zone and inspect parks using a four-tiered program which outlines what is inspected and its frequency. In 2017, (last full year) Rangers completed 15,503 inspections and 6,228 hours of pathway patrol. On average in 2017, the Rangers were on the pathways 119.76 hours per week. Through these inspections and pathway patrol, Rangers can communicate maintenance issues, liability concerns and if contracted maintenance is performing up to standards. As a result, Rangers submitted 2,217 requests for service and documented 139 incidents (graffiti, vandalism, property damage, etc.) thus allowing the Department to be proactive versus relying on the community to report these issues.

Facilities: The Facilities Unit within the Parks Operations Division has numerous responsibilities which range from painting the back of regulatory signs brown so that they blend into the environment to coordinating capital improvement projects for buildings and structures. The Facilities Unit oversees the custodial contract for the Parks System which includes over 29 restroom facilities and the closure/opening of several gates at select parks. In addition, they are responsible for providing building support services at 2801 Technology Forest Blvd., The Recreation Center at Rob Fleming, The Recreation Center at Bear Branch and the Parks, Recreation and Environmental Services Campus (three buildings). This unit also takes the lead in the coordination of electrical services which ranges from streetlights to neighborhood entrance lights, to sport field lighting, to holiday decorations. Other aspects of the Facilities Unit include but are not limited to: community event set-up, plumbing maintenance, playground maintenance, drinking fountain repairs, and maintenance of the security systems at park facilities, and the Recreation Centers.

Natural Resources: The largest unit within Park Operations consists of four groups: Forestry, Open Space Reserves, Irrigation, and Landscaping. Each group has responsibilities for specific areas within the community's parks and open space areas. The unit as a whole has the main responsibility for providing oversight of two large service contracts: park and pathway (Brightview) and streetscape (The Woodlands Development Company/Brightview). Other contracts under the scope of Natural Resources include tree removal, lake and pond maintenance (Lake Pro), all-weather turf (Brightview) and wildlife trapping (Outback Wildlife Trapping). For the past five (5) years, the Natural Resources group has spent significant time and resources to address the impacts of the drought of 2011, through the concentrated effort to replant trees in the community using seedlings: 5, 15, and 30-gallon stock-273,767 trees. While a large portion of the maintenance in the community is performed on contract basis, the unit provides support, logistics and labor for tasks that are not able to be contracted out which includes: irrigation auditing, tagging trees for removal, tree removal under 8 inch of diameter, reserve maintenance, clearing drainage blockages, and duck relocation. The Natural Resources

2019 Parks and Recreation Budget Plan



Unit is the main resource within the Department that provides oversight for Lake Woodlands including dam inspections, wildlife management, sediment survey, algae control, etc.

This unit is also responsible for the oversight of The Integrated Forest Management Plan (IFMP) which was developed as a comprehensive plan to protect, conserve and manage the native forest. Since its inception in 2004, and subsequent update in 2013, thousands of trees have been planted with the goal of bringing all aspects of resource management into a guide for residents. The program has been adopted by the Texas Forest Service for use by other communities. A component of the IMFP is the Invasive Vine Removal Program. Currently, the unit oversees the invasive vine removal program along roadsides, in parks and reserves throughout the community. This removal promotes the health and well-being of the community's forest. In 2015, the Board of Directors increased the number of contract days for the vine removal program which now totals 240 (from 120 days) which has permitted The Township to further improve the health of the forest through the removal of vines.

Other unique aspects of the unit include, but are not limited to, banner (Holiday Dove Banners/ 4th of July/other community events) installation/removal, pressure washing hardscapes, the coordination of the annual sports field turf repairs (grass), water well maintenance, maintenance of small and large cul-de-sacs (approximately 1,800 locations), and the coordination of landscape maintenance at the pools and the stocking of freshwater game fish at various ponds and lakes. Finally, water conservation continues to be stressed as additional time has been spent by this unit to further audit its water use to be in compliance with Municipal Utility District and Lone Star Water Conservation District directives.

Park Planning and Construction

The Woodlands is a 28,000-acre master-planned community founded in 1974 that has had a master plan for parks, recreation and open space, since its inception, which provides for an extensive system. Long ago, the Community Associations recognized the need to address renovations and improvements and the need to consider new recreational trends and embarked upon its own plan for improvements. A division that consists of project management and construction was implemented to carry out these tasks.

A planning process, which treats parks and recreation as an integral part of the community's infrastructure and services, is critical for a community's future. Involvement of interested agencies, organizations, and individuals is the key to success. Planning formulated with a vision for the future helps gain a clearer understanding of needs and identifies challenges and opportunities. Planning also provides direction to decision-making authorities and helps to assure that the best possible actions are selected. Each and every year the Park Planning Division creates facility and amenity audits, fosters public processes for information gathering, and develops detailed action plans to understand the capital needs to ensure a high-quality system.

The Woodland's Park System is divided into the five categories. Each classification is distinguished by their amenities and service radii.

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- Amenity Parks are designed as water-oriented recreational areas. These parks primarily facilitate passive uses and are developed on a need and opportunity basis.
- Neighborhood Parks are the basic unit of the park system, which are designed to serve all ages of a neighborhood with both passive and active recreation.
- Area Parks are designed to supplement the Village Parks, with emphasis on play equipment for youth, as well as court and field facilities.
- Village Parks support a broader spectrum of recreational needs, from playgrounds to organized sports. A reservable picnic pavilion is provided for group gatherings, along with a pool that serves the entire village.
- Townwide Parks, the largest type of park, serve the entire community with specialized facilities, such as a sports complex (Alden Bridge Sportspark, Bear Branch Sportsfields and Gosling Sportsfields)

The hierarchy that was established by The Woodlands Development Company and modified by the Township attempts to adhere to best industry practice standards. This plan ensures that no resident has to travel more than 500 feet to a forest preserve or a short walking distance to reach the extensive pathway system linking all the parks, and then no more than ½ mile to reach a park or recreational facility.

In 2018, this Division facilitated the renovation of Bear Branch Park, which included expanding the Recreation Center parking lot, removal of old recreational pool and installation of a new zero-depth recreational pool, renovation of bath house and establishment of a new mechanical facility to serve the recreation pool.

The Park Planning Division is primarily responsible for obtaining community input of capital improvement projects such as park improvements, pathway connectors, and playground renovations. Multiple approaches to community input are utilized and can include: mail surveys, web based surveys, door-to-door information gathering, Village Association meetings and phone calls to impacted residents. In addition, the Department utilizes the Parks and Recreation Advisory Council as a “focus group” for park renovation and operational plans. Their input has proved to be valuable in being able to build/renovate a facility that meets the needs, wants and desires of the overall community.

The day to day operations of the Park Planning Division center on the construction crews and the Project Specialist. The crews primarily have the responsibility for handling in-house projects which may include pathway repairs, replacement of bridge decks, installation of small playground features, regulatory sign installation, pavilion repairs, removal and installation of trash cans and the coordination of in-house construction projects. The Project Specialist is a key position in the Division, as this person is responsible for data collection, data entry, map development and creation and small capital project management.

Overall, the Park Planning Division utilizes a five-phased approach to planning which includes: Inventory and Analysis, Community Forum, Needs Assessment, Recommendations/Priorities and Implementation. This approach has lead to several state and national awards for park planning and

2019 Parks and Recreation Budget Plan



design excellence which included the 2002, 2007 and 2012 Texas Recreation and Parks Society Gold Medal for management and administration and countless park design awards.

Aquatics

Many residents report they move to The Woodlands specifically for parks and recreation opportunities, which includes aquatic facilities. Overall, residents desire a facility in which they can bring their family and friends to a convenient and safe aquatic facility. The system attempts to meet this need by having fourteen (14) swimming pools and five (5) spraygrounds located throughout the community. All pools have different amenities for patrons to enjoy with a professional lifeguard and maintenance staff overseeing all aspects of the swimming pool. Along with the facilities themselves, aquatic programs have been designed and directed toward the beginner and participants that want to fine tune their skills. This is seen with our summer swim teams, learn to swim, private swim lesson program, and other aquatic programs. All but one (1) summer facility has a designated lap lane for individuals to swim laps in a recreational manner. Overall, there are an estimated 300,000+ pool users (open swim and programs) that utilize The Woodlands Township facilities each year.

Currently the community's many facilities include spraygrounds, traditional "L" shaped pools, zero depth entry pools at nine (9) locations, play structures in five (5) of the pools, themed slides in eight (8) baby pools plus one (1) sprayground, various sizes and configurations of water slides at ten (10) pools, floating climbing features at two (2) pools, an in-water climbing wall, a vortex pool, a 500-foot lazy river, and four (4) locations with diving boards. Over the course of the past decade, the amenities managed by the Aquatics Division have changed immensely. The Aquatics division has more than doubled in size from seven (7) neighborhood swimming pools in 1999 to its current size in 2014 with the addition of Harper's Landing and Lakeside in 2000; Forestgate and Windvale in 2002; Cranebrook in 2003; The Rob Fleming Aquatic Center joined our family of high caliber aquatic facilities in 2008 as the first family water park in the system; in 2013, the community celebrated the opening of Wendtwoods Park which is the Village Pool in Creekside Park. These new facilities bring the total number of pools to 14. Additionally, in 2011, The Woodlands Township opened two new spraygrounds at May Valley Park and Timarron Park, and in 2012 the renovation of Sawmill Park included a sprayground to meet the resident's needs as did the 2014 renovation of Shadowbend Park. A fifth sprayground was added to the community's infrastructure in 2015 with the opening of the sprayground at the Village Center at Creekside Village Green. All of these amenities are in addition to heating Creekwood (2011), Forestgate (2013), and Sawmill (2015) Pools which serve as overflow facilities for The Woodlands Swim Team (TWST) and over a dozen other training groups (such as TWHS and CPHS athletics and swim teams, Magnolia Masters, Select Tri, Finish Strong Coaching, OutRival Racing, NRG Control, Push Glide Kick, Get Set Race Productions, Raymond Botello Fitness, Strike Force Racing, and more).

The Division is divided between Pool Operations and Aquatic Programs. Pool Operations includes hiring over 350+ seasonal lifeguards and lifeguard management staff per year, maintaining the facilities at or above State Pool Codes and adhering to revenue goals of 50% of direct operating costs. Over the course of the past five years, the Aquatics Programs unit continues to grow with expanded swim teams, swim lessons, other various spring and summer programs outlined below, and offering winter

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swim programs at both our own heated facilities and at the Conroe Independent School District Natatorium.

Pool Operations - Prior to hiring, prospective employees (over 350+) are interviewed by Division staff and are given a background check and a drug test. Once conditionally hired, lifeguards and aquatics leadership are certified through the American Red Cross by Township staff for one or more of the following certifications: Lifeguarding, Waterfront, Water Park, First Aid, CPR and Automated External Defibrillators, Oxygen Administration, Bloodborne Pathogens and Preventing Disease Transmission. The Division also utilizes a third-party auditor to come out to our facilities unannounced and independently audit skills and competencies of at least two lifeguards from each location that they visit – in total about 6-8% of the lifeguard staff. In addition, over 1,800 internal facility and employee audits are conducted, exceeding the company's and the industry standards for training and audits. Lifeguards are audited in all manner of lifesaving skills, including CPR, first aid, basic water skills, spinal injury management, passive extractions, and visual scanning. The facilities themselves are audited for general safety procedures, safe storage of materials, functionality of all amenities, aesthetics, patron satisfaction, etc. The lifeguards also play a vital part in the staffing of the Township's Open Water Swim Practice, CB&I Tri - The Woodlands, and the Memorial Hermann Texas Ironman National Championship as between 30-60 guards are stationed on shore or in a kayak at each event to provide assistance if a need arises.

Pool Technicians provide year-round preventive, seasonal, and incidental maintenance for all facilities with all staff being either a Certified Pool Operator (CPO) or an Aquatic Facility Operator (AFO), an industry and state standard/code. Due to the expanded scope of the facilities over the course of the past several years (Waterway Square fountain, Turning Basin Fountain, Mall Ring Road Fountains, heated pools, spraygrounds), the pool technicians are on a seven-day-a-week schedule, year-round. At least one staff member is on duty 365 days per year. During the summer months, weekend coverage is expanded to three (3) members each Saturday and two (2) each Sunday.

As an extension of (and working with) the maintenance unit, the Division internally manages the majority of their Capital Improvement Projects, from plaster and deck refurbishment, themed pool slide refurbishments, shade cover replacement, pool building and pump room repairs and upgrades, diving board and slide replacements, and swim team equipment installations. Some of the project with broader and/or more technical scope are done in partnership with Parks Planning and Construction.

Aquatic Programs – All 14 facilities are utilized for programs and services that are either community- or fee-based. The goals of the fee-based programs are to recover 100 percent of the direct and indirect costs. Aquatic Programs are managed within the Aquatics division, but function as a part of the Recreation Division's budget for cost recovery purposes.

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Fee-based programs include: swim teams (Riptides, Hurricanes, Waves, Cyclones, TAAF, and Jr), swim lessons (Private and Group), AquaYoga, Adaptive Aquatics, Junior Lifeguarding, Dive-in Movies, SCUBA classes, and Water Aerobics. A handful of these programs utilize the Conroe Independent School District's Natatorium during winter months for the comfort of the enrollment group.

Community-based programs include Splash Day on the Fourth of July, a free pool day for the entire community filled with games and light refreshments that attracts roughly 8,000 people to the pools each year; as well as Water Safety Week, various water safety programs such as safety presentations at and for local elementary schools, and the Train-the-Trainer swim lesson program in March (spring break) and May (pre-season weekday pool), where residents are invited to take free swim lessons while we train our instructors for the new season.

Recreation

The 2007, and subsequent updates, The Woodlands Recreation Center Business and Operational Plan identified several programmatic and institutional strategies to ensure cost recovery directives. New approaches to management, program development, niche markets, and cost based pricing were implemented. Institutional strategies were enacted to ensure long-term financial viability and mission driven services. Programmatic strategies included a thorough examination of market niches, program service delivery models and cost recovery analysis. In early 2017, the Township purchased the former Creekside YMCA facility and re-opened it in the summer of 2017 as The Recreation Center at Rob Fleming Park. Upon its purchase, staff of the Parks and Recreation Department created an operational plan for The Recreation Center at Rob Fleming Park. In 2018/2019 the full divisions business and operational plan will be updated to ensure the Board's directives can continue to be met including both facilities and programming. Overall, the following niches were identified for which the Recreation Division develops programs and services for:

Preschool and Youth Enrichment: Participation in preschool and youth age classes continues to grow as does the population of The Woodlands. Opportunity for growth and profitability in this sector exists through structured pricing and target marketing, sub-niche innovative classes and qualified instructor recruitment and retention. Current programs include Soccer 4 Tots, Hot Shots, Soccer Shots, Tiny Tennis, Mini Sluggers, Engineering and Lego classes, Fencing, Karate, Art, Cooking Hook Line Sinker, etc...

Camps: Participation continues to grow for both the Recreation Centers in house Sunny Dayz camps and contracted camps which accounted for 14% of participants enrolled in programs in 2017. Sunny Dayz camp continues to thrive with returning and new participants each summer. Campers enjoy a weekly field trip, special guests, swim and participate in both indoor and outdoor play and with the addition of The Recreation Center at Rob Fleming Park, it offers more opportunities for additional services and revenue with summer camp. Contracted camps include but are not limited to legos, computer, sports, cooking, dance, robotics, etc...

Tennis: The tennis program is currently the highest grossing program category in The Woodlands Township Recreation Department. The Woodlands Township Tennis Academy offers 90+ classes monthly, 3 leagues – 5 seasons per year, court reservations for 125+ private tennis teams, tournaments, mixers, court rentals, and play days.

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Adult Athletic Leagues & Elite Events: Adult Athletics is the largest net revenue base for the Recreation Division. These sports, held at the Recreation Center and the parks and sports fields throughout the community, provide traditional (Softball, Basketball) and non-traditional sports programs (Disc Golf and Ultimate Frisbee) for adults. These activities have been leveraged to include specialized classroom instruction and elite events such as the CB&I Triathlon, Memorial Hermann 10 for Texas and Muddy Trails Bash.

Specialty Programming and Events: Utilizing the unique recreational facilities, i.e. disc golf courses, dog parks, and wheel-friendly areas, as well as the many park pavilions, swimming pools, tennis and basketball courts, multi-sport fields, and the Recreation Center itself, the Recreation Division has capitalized on these facilities. Programs include: Outdoor campouts, fishing derby, holiday events, Concert-in-the-Park, Touch-a-Truck, leagues and tournaments, Teen Talent Show, The Haunted Trail and Family Carnival and more. With the addition of The Recreation Center at Rob Fleming Park, additional specialty programming is presented with the addition of an archery range, Amphitheatre, tipis, treehouses, outdoor classroom and more!

Marketing the Recreation Division is primarily provided through the Action Guide. The Action Guide is developed three times per year and is inserted into the January, May and September Community Magazine. In 2013, the Action Guide expanded from 20 to 24 pages due to the number of programs and services being offered by the Recreation Division. In 2014, the Guide moved to a full gloss version at no additional cost and in 2017, the Guide was increased to 32 pages. Due to the expansion of programs and the Recreation Center at Rob Fleming Park, the Action Guide again increased to 36 pages in 2018. The Division has found that inserting this guide into the Community Magazine has resulted in increased revenue and participation numbers. Additional marketing and advertising include newspaper advertising for selected programs, flyers which are produced for display at the Recreation Centers, and a limited amount of program postcards created and direct mailed to past participants. Finally, the Division takes advantage of the Active.net to market programs and services. In 2017, a new Parks and Recreation Department Facebook site was launched and is used to promote programs, services and facilities through posts and advertisements. The Township Parks and Recreation Department Facebook site has more than 6,600 likes and 7,250 followers.

Development

In late 2007 and early 2008, the Parks and Recreation Department underwent a re-organization which created the Development Division. Since then, the Development Division has continued to offer and produce first class special events and the Township's Signature Race Series, secure external funding via sponsorships and oversee the processing of facility reservations. In 2016, the Department/Development Division acquired all events previously produced by The Woodlands Convention & Visitors Bureau, including the Red, Hot & Blue Festival, Memorial Day and Labor Day events, Trick or Treat Trail, Lighting of the Doves, Waterway Nights and Live at Night concert series, and Ice Rink. The Development Division ensures activities or special events by external organizations on Township property (i.e. parks, ponds, lakes or pathways) meet the Board's Special Event Permit requirements. Development works with external agencies, groups and the community to develop partnerships with the Parks and Recreation Department, and serves as the primary point of contact for the public regarding special events in the Township. The Division also manages internal/external equipment requests, marketing contribution requests, various event vendors and contractors, concessionaire contracts, approved athletic organizations and external use of sportsfields. Development assists other departments and divisions with marketing materials, event needs and securing necessary approvals for parking, land use, etc.

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While the scope is broad for this Division, the work tasks are organized around three (3) functions: facility reservations, special events/races and contract management:

Facility Reservations: The Development Division's management of facility reservations (internal and external) plays an essential role in the community's opportunities to host parties, reunions, weddings, corporate events, sporting events, athletic practices, festivals and special events. Development manages the reservation process for 68 Gazebos/Pavilions, 14 pools and aquatic facilities, and 37 sports fields. The Division ensures facilities are of the appropriate size for such events and that all events requiring special permitting (i.e. insurance, public safety, amplified sound, pathway management and traffic control) are met. In working with Park Operations, Development ensures the facilities are clean and safe. The Lodge at Rob Fleming Park is unique in itself by hosting community-wide events, weddings and corporate outings similar to Town Green Park.

Special Events/Races: The Development Division currently assists and supports numerous community events offered by groups. These events may include: Community Flea Markets, Sterling Ridge Village Association BBQ Cook-off, Alden Bridge Spring Festival, Cochran's Crossing Fall Festival, Cyclocross, Nike Nationals, Nike South, The Woodlands High School Soccer Tournaments, YMCA Dragon Boat Races, Shootout for Soldiers, Memorial Hermann Ironman Texas and numerous walks such as; American Heart Association Heart Walk, Run for Hope, Cleft Smiles 5K, March for Missions, Walk Like MADD and Angelman Syndrome Walk-a-thon. Additionally, the Division remains responsible for the management of the department's inventory of equipment (which includes tents, coolers, tables, chairs, waste stations, generators, light towers, barricades and audio and visual equipment); facilitating the Special Event Application process in accordance with the Township's Special Events Policy & Procedures; producing the Township's Signature Race Series (Muddy Trails Bash, CB&I TRI and Memorial Hermann 10 for Texas), Arts in the Park program, 9/11 Events, Veterans Day Tribute, Rock the Row concert series and numerous additional events transferred to the department from the CVB in 2016.

Contract Management: Currently, Development coordinates the field time use of nine (9) approved athletic organizations: Texas Rush/Houston Dynamo Dash Youth Soccer Club, YMCA, The Woodlands Boys High School Lacrosse Club, The Woodlands Girls High School Lacrosse Club, The Woodlands Boys Junior High School Lacrosse Club, The Woodlands Girls Junior High School Lacrosse Club, Chamacos FC, Woodlands Youth Rugby Club and 19 sports for utilization of the sportsfields for their athletic programs. In addition, concessionaire contracts for the Rob Fleming Aquatic Center, Bear Branch Sportsfields and Gosling Sportsfields are coordinated. Furthermore, the Development Division assists these groups in hosting their special events and tournaments which brings visitors to the community for events such as: 7 for 7s Lacrosse Tournament (January at Bear Branch Sportsfields), Houston Dynamo Dash Premier Cup (Soccer; January at Bear Branch and Gosling Sportsfields), Mudslinger (Lacrosse; February at Gosling Sportsfields), Girls Junior High School Lacrosse Play Day (March at Alden

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Bridge Sports Park), Come and Take It Tournament (Rugby; March at Gosling Sportsfields), Dynamo/Dash Easter 3v3 (Soccer; Easter weekend at Bear Branch Sportsfields), Girls Rugby State Championships (April at Alden Bridge Sports Park), Boys High School Rugby State Quarter Finals (April at Alden Bridge Sports Park), Boys Junior High School City Playoffs (April at Alden Bridge Sports Park), Boys High School Rugby State Championship (May at Alden Bridge Sports Park), Boys High School Lacrosse City Championships (Late April at Gosling Sportsfields), Girls Junior High School Lacrosse City Championships (May at Alden Bridge Sports Park), Dynamo/Dash Memorial Day Classic (Soccer; May at Bear Branch Sportsfields), Friday Night Lights (The Woodlands High School Cross Country; August at Bear Branch Sportsfields), Houston Youth Cup (Soccer; August at Gosling Sportsfields, Alden Bridge Sports Park, Bear Branch Sportsfields and other Village Parks), Nike South (The Woodlands High School Cross Country; September/October at Bear Branch Sportsfields), Girls High School Play Day (October at Alden Bridge Sports Park), Nike Team Nationals (The Woodlands High School Cross Country; November at Bear Branch Sportsfields), Copa Rayados Soccer Tournament (In cooperation with Dynamo Dash; November at Gosling Sportsfields, Alden Bridge Sports Park, Bear Branch Sportsfields and other Village Parks) and Winter Blast (Soccer; December at Bear Branch Sportsfields).

Town Center Facilities and Operations

Town Center Facilities and Operations Division was created in 2012 to manage the Township's assets in the Town Center area including Waterway Square, Town Green Park, Riva Row Boat House, Lakes Edge Boat House, North Shore Park Kayak Storage Facility, Koi Pond, the Waterway, etc. The management of The Woodlands Township's facilities and the coordination with the management of the private facilities performed by others is critical to the mission, goals and objectives of the Township. The goal of the Town Center Facilities and Operations Division is to provide a coordinated operation for more efficient and effective results. This Division consolidates all the Waterway management aspects into one area as a complete package under the responsibility of a single manager. The staff of the Division includes a Superintendent, Supervisor, Lead Ranger (2), and twenty-one (21) Town Center Rangers who provide inspections and serve as contract administration for streetscape, waterway, landscape, streetlight, gates, and tree light maintenance in the area. The Town Center Rangers are focused on maintenance of the Township's facilities in the Town Center, patrol of the Waterway area and resident and visitors service. They work seven days a week, from 6 a.m. to 4 a.m., with an emphasis on evenings and weekends and provide support for special event and program set-up and take down. Town Center Rangers work via utility vehicles as opposed to foot patrols to cover more Town Center territory, provide quick response and to be able to transport maintenance tools and equipment. The Town Center Division also has the operational responsibility for the public amenities in the Hughes Landing area (bandshell, Lakes Edge Boat House, Watergarden Park, etc).

Resident Care Center

An organization is only as successful as the person at the front door. The front door to the entire Township is facilitated by the Parks and Recreation Department through the Resident Care Center. This group addressed the residents needs through processing service requests, work orders, 311 requests,

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facility reservation requests, telephone calls, emails and walk ups to Town Hall. In addition, they provided front desk coverage for Board, Village Association, DSC and RDRC meetings along with other strategic partner meetings after hours at the Town Hall facility.

II. ACCOMPLISHMENTS OF 2018

Park Operations

- Maintained all assets as destinations for local and regional events while creating a place for residents, workers and visitors to enjoy. *(In accordance with Strategic Plan Item #1.2, 5.1, 5.3)*
- Coordinated the implementation and evaluation of the 2016-2018 park and pathway maintenance contract. *(In accordance with Strategic Plan Item #1.1.5)*
- Ensured all maintenance contracts (park and pathway, streetscapes, lake and pond, electrical, janitorial, etc.) were being performed to specifications so that parks and facilities are kept to the highest standards. *(In accordance with Strategic Plan Item #1.1.5)*
- Implemented the recommendations (reforestation) of the 2013 Update and Assessment to the Integrated Forest Management Plan and the 2011 Lake and Pond Management Plan. *(In accordance with Strategic Plan Item #7.3)*

Park Planning

- Finalized the development of the Bear Branch Park Phase I and III Renovation. *(In accordance with Strategic Plan Item # 2.1.4, 8.1.1)*
- Coordinated the development of a proposed Adventure Course at The Recreation Center at Rob Fleming Park. *(In accordance with Strategic Plan Item # 2.1.4, 8.1.1)*
- Coordinated the development of the 2017 Bear Branch Park Master Plan. *(In accordance with Strategic Plan Item # 2.1.4, 8.1.1)*
- Continue to implement LED replacements at Township tennis court, basketball court and pathway lights in the community. *(In accordance with Strategic Plan Item #1.2)*
- Coordinated the project development, bidding and construction management for over \$2 million of capital improvement projects. (tennis court resurfacing, pathway improvements, playground renovations, monument signs improvements, etc.) *(In accordance with Strategic Plan Item #1.2.2)*

Aquatics

- Coordinated the development of Splash Guide 2018, a brochure which highlights the different types of swimming pools available, pool rentals, swim lessons and Aquatics special events, and a companion Pool Schedule Magnet. *(In accordance with Strategic Plan Item #1.2.1)*

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- Hired, trained, and continuously evaluated around 400 staff including Lifeguards (350), Lifeguard Instructors, Water Safety Instructors (40), Swim Team Coaches (12), Recreation Specialists (4), and other seasonal management. *(In accordance with Strategic Plan Item #3.1.2)*
- Reviewed all fees and expenses to ensure revenue derived encapsulates the 50% cost recovery goals; submitted a detailed recommendation to PARD management for pool entry/program fee increases prior to the 2019 season to make the 50% cost recovery goals more sustainable. *(In accordance with Strategic Plan Item #8.1.5)*
- Increased Aquatic Programs by over 5% through the identification of underutilized facilities and effective staffing, alongside natural growth due to population increases. *(In accordance with Strategic Plan Item #1.2.1)*
- Offered the most up-to-date training techniques for Aquatics staff. *(In accordance with Strategic Plan Item #3.1.2)*
- Developed a recruitment and retention plan in conjunction with Human Resources to be completed by November each year for the following year. *(In accordance with Strategic Plan Item #3.2.1)*

Recreation

- Continued to expand programming that is offered within our identified market niches. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Increased program offerings by 10% from 2017 levels as long as programs and services are consistent with the various planning documents. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Increased awareness of the Division's programs throughout the community. *(In accordance with Strategic Plan Item #2.1)*
- Developed and commenced the implementation of The Recreation Center at Rob Fleming Park Business and Operational Plan. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Developed and coordinated three program cycles each with multiple sessions. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Established mini-sessions for several programs to offer additional services during traditional non-used facility periods. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Coordinated the Department's information to produce three Action Guides. *(In accordance with Strategic Plan Item #2.1.1)*

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Development

- Facilitated reservations of facilities for residents, groups and organizations in an efficient timeframe. *(In accordance with Strategic Plan Item #1.2.2)*
- Produced and managed large community wide events – Red, Hot and Blue Festival, Lighting of the Doves, etc. *(In accordance with Strategic Plan Item #1.2.2)*
- Facilitated the special event application permit process for community events, walks and runs. *(In accordance with Strategic Plan Item #1.2.)*
- Successfully retained existing sponsors and secured new sponsors with programs and special events for the Parks and Recreation Department. *(In accordance with Strategic Plan Item #8.1.4)*
- Managed and maintained agreements and contracts with businesses and qualified organizations. *(In accordance with Strategic Plan Item # 1.5.2)*
- Ensured events organized by external agencies on land managed by the Township met specified requirements. *(In accordance with Strategic Plan Item # 1.5)*

Town Center Operations

- Maintained all assets as destinations for local and regional events while creating a place for residents, workers and visitors to enjoy. *(In accordance with Strategic Plan Item #1.22, 5.1, 5.3)*
- Ensured all maintenance contracts are being performed to specifications so that parks and facilities are kept to the highest standards. *(In accordance with Strategic Plan Item #1.1.5)*
- Increased awareness and usage of the Riva Row and Lakes Edge Boathouse. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Established and managed a kayak storage area at Northshore Parks which allows community members to store kayaks, paddle boards and related equipment at a convenient location. *(In accordance with Strategic Plan Item #1.2.15)*

Resident Care Center

- Provided a high level of customer service daily for visitors to Town Hall, individuals requesting information over the phone and through email communication. *(In accordance with Strategic Plan Item #1.1)*



III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

Park Operations

- Maintain all assets as destinations for local and regional events while creating a place for residents, workers and visitors to enjoy. *(In accordance with Strategic Plan Item #1.22, 5.1, 5.3)*
- Ensure all maintenance contracts (park and pathway, streetscapes, lake and pond, electrical, janitorial, etc.) are being performed to specifications so that parks and facilities are kept to the highest standards. *(In accordance with Strategic Plan Item #1.1.5)*
- Implement Parks and Pathway Maintenance Contract and other associated maintenance agreements. *(In accordance with Strategic Plan Item #1.1.5)*
- Identify alternative methods of maintenance and operations to identify if further economies of scale exist. *(In accordance with Strategic Plan Item #7.2.4)*
- Implement the recommendations (reforestation) of the 2013 Update and Assessment to the Integrated Forest Management Plan and Lake and Pond Management Study. *(In accordance with Strategic Plan Item #7.3)*
- Ensure professionalism of staff. *(In accordance with Strategic Plan Item #3.1.2)*

Park Planning

- Facilitate the further implementation of the Accela System as it relates to Parks and Recreation, in conjunction with Information Technology. *(In accordance with Strategic Plan Item #8.1.1)*
- Review the 2011 Parks and Recreation Needs Assessment for additional methods of implementation. (fields, pools, etc) *(In accordance with Strategic Plan Item # 2.1.4, 8.1.1)*
- Coordinate the process to convert tennis and basketball courts to LED fixtures in the community. *(In accordance with Strategic Plan Item #1.2)*
- Coordinate the project development, bidding and construction management for approximately \$2+ million of capital improvement projects. *(In accordance with Strategic Plan Item #1.2.2)*
- Review Phase II of the 2017 Bear Brach Park Master Plan for possible implementation. *(In accordance with Strategic Plan Item #1.2 and #8.1.1)*
- In conjunction with IT, GIS major components of the park infrastructure. (parks, pathways, playgrounds, site amenities) *(In accordance with Strategic Plan Item #1.2 and #8.1.1)*
- Initiate the process for the Parks and Recreation Department to become accredited through the

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Council of Accreditation of Parks and Recreation Agencies. *(In accordance with Strategic Plan Item #1.2)*

Aquatics

- Coordinate the development of Splash Guide 2019, a brochure which highlights the different types of swimming facilities available, pool rentals, swim lessons and Aquatics Special Events, and its companion Pool Schedule Magnet. *(In accordance with Strategic Plan Item #1.2.1)*
- Hire, train and evaluate around 400 staff including Lifeguards, Lifeguard Instructors, Water Safety Instructors, Swim Team Coaches, Recreation Specialists, and Seasonal Management. *(In accordance with Strategic Plan Item #3.1.2)*
- Further develop year-round programs and services at Creekwood, Sawmill and Forestgate Pools to ensure financial sustainability during the heated season. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Review all fees and expenses to ensure revenue derived encapsulates the 50% cost recovery goal. *(In accordance with Strategic Plan Item #8.1.5)*
- Revise and update the Aquatics Division Business and Operational Plan. *(In accordance with Strategic Plan Item #8.1.5)*
- Offer the most up-to-date training techniques for Aquatics staff, including implementation of a new update to the American Red Cross Lifeguarding Program. *(In accordance with Strategic Plan Item #3.1.2)*
- Develop a recruitment and retention plan in conjunction with Human Resources to be completed by November each year for the following year. *(In accordance with Strategic Plan Item #3.2.1)*

Recreation

- Implement the recommendations from the Recreation Center at Rob Fleming Park Operation and Business Plan. *(In accordance with Strategic Plan Item # 8.1.5)*
- Develop a focused plan for the growth and development of the tennis programs. *(In accordance with Strategic Plan Item #8.1.5)*
- Continue to expand programming that is offered within identified market niches. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Increase program offerings by 10% from 2018 levels as long as programs and services are consistent with the various planning documents. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*

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- Increase awareness of the Division's programs throughout the community. *(In accordance with Strategic Plan Item #2.1)*

Development

- Facilitate reservations of facilities for residents, groups and organizations in an efficient timeframe. *(In accordance with Strategic Plan Item #1.2.2)*
- Facilitate the special event application permitting process and ensure events managed by external agencies taking place on land, managed by the Township, meet specified requirements. *(In accordance with Strategic Plan Item #1.2.2)*
- Coordinate the reservation of equipment for divisions, groups and organizations in an efficient manner. *(In accordance with Strategic Plan Item #1.2.2)*
- Successfully retain existing sponsors and secure new sponsors with programs and special events for the Parks and Recreation Department. *(In accordance with Strategic Plan Item #8.1.4)*
- Manage and maintain relationships with qualified organizations. *(In accordance with Strategic Plan Item # 1.5.2)*
- Produce, manage and evaluate special events and races coordinated by the division in an efficient manner. *(In accordance with Strategic Plan Item #1.2.2)*

Town Center Facilities Operations

- Provide high level of detailed maintenance throughout the Town Center including public amenities at Hughes Landing. *(In accordance with Strategic Plan Item #1.22, 5.1, 5.3)*
- Provide support to special events and programs. *(In accordance with Strategic Plan Item #1.2.2)*
- Provide attentive resident and visitor services. *(In accordance with Strategic Plan Item #1.22, 5.1, 5.3)*
- Maintain all assets as destinations for local and regional events while creating a place for residents, workers and visitors to enjoy. *(In accordance with Strategic Plan Item #1.22, 5.1, 5.3)*
- Ensure all maintenance contracts are being performed to specifications so that Town Center facilities are kept to the highest standards. *(In accordance with Strategic Plan Item #1.1.5)*
- Increase awareness and usage of the Riva Row and Lake's Edge Boathouses, and Northshore Park Kayak Storage Facility. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*

Resident Care Center

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- Provide a high level of customer service daily for visitors to Town Hall, individuals requesting information over the phone and through email communication. (*Focus area 1.1*)

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

PARK PLANNING AND ADMINISTRATION

\$2,242,919

Salaries and Benefits

\$1,626,719

Salaries and Benefits-Admin

(In accordance with Strategic Plan Item #1.2.2)

Park Administration includes the salaries, overtime and benefits for the Director, Assistant Directors, Administrative Assistants, Facilities Reservation Specialist, and the Resident Care staff. Additionally, this line item includes overtime for non-exempt staff for duties such as special event management and streetlight inventory analysis. These positions are designated to manage and administer the Parks and Recreation Department on behalf of The Township.

Salaries and Benefits-Planning

(In accordance with Strategic Plan Item #1.2.2)

This line item includes the salaries, overtime and benefits for the Project Manager, Project Specialist, Construction Supervisor, Construction Foreman and the Construction Crew. Also included in this line item is overtime for non-exempt staff for duties such as weekend operations, special event management and projects that require working additional time. These positions are designated to administer the Park Planning functions and carry out construction projects on behalf of the Township.

Staff Development

\$49,800

(In accordance with Operations Critical Success Factor #3.1.2)

Funding in Staff Development relates to meetings (\$800), staff training and conferences (\$18,000) and uniforms (\$31,000). The Meeting line item includes funding for monthly meetings of the Park Rangers who are all part-time and for business and sponsorship meetings. Staff Training includes funding for identified staff to attend the National Recreation and Parks Annual Congress, NRPA Schools (Revenue Management, Directors, Supervisors, Maintenance, etc.), Special Event training, Texas Recreation and Parks Society (TRAPS) Annual Institute, and TRAPS Regional Workshop. In addition, the Staff Training line item includes funding for the department wide Safety Program and computer training for Park Planning and Administration staff. Finally, uniforms are included which include uniform rental and cleaning for all operations staff, Park Ranger uniforms, and personal protective equipment (PPE) for all operations staff.

Facility Expense

\$133,200

(In accordance with Operations Critical Success Factor #1.2.2)

Facility Expenses are related to the PARDES Campus and are sub classified into four major categories: Telephone, Utilities, Facility Maintenance and Facility Materials and Supplies. Telephone includes long distance fiber optic lines and telephone system lease (\$22,000) and water, sewer, gas and electric service (\$35,000). Facility Repairs and Maintenance (\$53,200) include such items as pest control, trash removal, janitorial services, and equipment rental while Facility Materials and Supplies (\$23,000)

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includes items related to cleaning supplies, ice, paper products, and the landscape maintenance contract for the Campus.

Equipment Expense

\$337,200

(In accordance with Operations Critical Success Factor #1.2.2)

The Parks and Recreation Department's success is due in part to mobile communication which includes communications equipment and mobile air cards which are the backbone to mobile operations for the Department's Foreman and Park Rangers (\$70,800). Also included in this budget category are expenses related to Equipment (\$30,000 - Small Tool Replacement, Fire Extinguisher, First Aid Supplies, etc.) and Equipment Repairs and Maintenance (\$4,000 - air conditioner maintenance contract, office equipment maintenance, etc.). New to the 2019 Budget, a leased fleet vehicles line item (\$62,400) to evaluate the cost savings of leasing vehicles over a three year period. Finally, funding to maintain and operate the Departments fleet of over 40 vehicles is contained in this budget category (\$97,000 Vehicle Fuel, \$73,000 Vehicle Repair and Maintenance).

Contracted Services

\$60,000

(In accordance with Operations Critical Success Factor #1.2.2)

The Contracted Services Budget category provides funding for services that the Department cannot perform in-house and includes funding for planning services for a variety of projects which outside expertise is required (engineering, drainage, etc.) (\$25,000). Contracted Labor (\$19,000) includes funding for temporary staff due to vacancies, including the Resident Care Center. Other Contracted Services (\$16,000) include security and fire alarm systems for the entire PARDES Campus, which includes three buildings.

Program Expense

\$3,000

(In accordance with Operations Critical Success Factor #5.3.6)

Funding for Park Grand Openings is included in this budget category. Expenses such as portable restroom facilities, security, promotional items and advertising are typical types of expenses related to grand opening celebrations.

Administrative Expenses

\$33,000

(In accordance with Operations Critical Success Factor #1.2.2)

Administrative expenses include funding for day to day office supplies (\$9,000) and printing (\$1,500). Also included, is funding for dues and subscriptions (\$5,500) to professional organizations that range from the National Recreation and Parks Association, Texas Recreation and Parks Society and other park, recreation, aquatic and open space organizations. Mileage Reimbursement (\$13,500) allows staff to be compensated for the use of their private vehicle while performing Township business (park inspections, site visits, etc.). Other Admin (\$3,500) includes project bid fees expenses.

PARK OPERATIONS

\$9,314,965

Salaries and Benefits

\$3,168,765

(In accordance with Strategic Plan Item #1.2.2)

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The Parks Operations Division includes the salaries and benefits of the: Parks Superintendent, Natural Resource Supervisor, Facilities Supervisor, Park Ranger Supervisor, Lead Ranger, Park Rangers, Irrigation Technician, Forestry Foreman, Facilities Foremen, Landscape Foreman, Open Space Reserve Foreman, Facility Maintenance Engineer, Maintenance Specialist, Crew Leaders, Laborers and other positions. Included in this line item is overtime for non-exempt staff for duties such as weekend operations, projects that require additional time and special event set up and tear down. These positions are designated to manage and administer the 140 parks, 220+ miles of hike and bike paths, multiple buildings and 3,000+ acres of parks, open spaces and reserves.

Staff Development

\$8,000

(In accordance with Operations Critical Success Factor #3.1.2)

Funding in Staff Development relates to Staff Training & Conferences (\$8,000). Select staff is identified to attend the national parks and recreation management schools like the Texas Turfgrass Association State Conference, Texas Recreation and Parks Society Annual Institute (TRAPS) and the TRAPS East Region Workshop. Funding is also provided for staff to obtain or retain certifications in forestry, playground safety and irrigation.

Facility Expense

\$732,600

(In accordance with Operations Critical Success Factor #1.2.2)

Facility Expenses are related to Utilities (\$732,600) for water, sewer, gas, and electric service at the parks. Included within this line item are park security lights, sports field lights, tennis and basketball court lights, electrical service at the pavilions, electrical service for irrigation systems, and water and electric cost for irrigation wells that fill several ponds within the parks system. Increases in this line item are due to new park expansion and the impacts of the Groundwater Reduction Plan from the San Jacinto River Authority.

Equipment Expense

\$95,000

(In accordance with Operations Critical Success Factor #1.2.2)

Included in this budget category are expenses as they relate to Equipment and Materials (\$48,000), Equipment Repair and Maintenance (\$10,000) and Rentals (\$37,000). The largest component of this budget category is Equipment and Materials which provides the division funding for supplies, hand tools, tents and hurricane supplies. Currently, the division maintains over 60 tents for community special events. Prior to this budget, there was no funding allocated for the replacement of the tents, thus funding is requested to provide for one-third of the tents to be replaced on an annual basis. In addition, there was no funding provided for hurricane supplies such as food, water and other staff supplies needed for the Department's Emergency Response Team. Other funding included in the category includes equipment repair and maintenance which provides for the repairs of backpack blowers, edger's, chainsaws and the paint sprayer along with rental items that are needed for only a short time to complete maintenance tasks.

Contracted Services

\$4,426,500

(In accordance with Operations Critical Success Factor #1.1.4/1.1.5/1.23/6.1.5)

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The largest component of the Parks Operations Budget is for Contracted Services, whereas the division relies on the contracts to assist with producing a first-class parks system. Each line item has at least one contractor service being funded through it and oftentimes several contractors are enlisted to provide services within a line item:

Park and Pathway Maintenance \$2,688,500

The contracted maintenance for all but three parks (Waterway Square, Riva Row, and Town Green) is included in this line item. This line item also includes all contracted park and pathway maintenance for 140 parks, pathways, all weather turf maintenance, and 1,700 jumbo and small cul-de-sacs. Additional services (trash pick-up, extra mowing, additional fertilization, etc.) and maintenance services for the Jumbo Cul-De-Sac program are included.

Lake Management \$172,600

Currently, 64 ponds/lakes are under the maintenance authority of the Parks Division. A contractor (LakePro) works to ensure pond and lake health and that the ponds are a vibrant part of the local ecosystem.

Pest Control \$15,000

The Parks Operations Division works with a local trapper to assist with animals (coyotes, nutria, deer, waterfowl) that become a nuisance to residents or needs to be re-located due to overpopulation.

Tree Removal \$400,000

This line item provides dollars for trees needing to be removed due to death or safety issues.

Forest Management \$638,000

Forest Management is a multi-faceted line item as it includes the cost for the implementation of the Integrated Forest Management Plan (IFMP). Included are costs for the invasive vine removal program, reforestation, community education/awareness, and insect and disease monitoring. The IFMP has been well received by the community and has been recognized by the Texas Forest Service.

Sign Maintenance \$32,000

Funding is provided for a local contractor (Sievers) to pressure wash selected monument and directional signage throughout the course of the year. The increase in this line is due to moving expenses that were charged to Maintenance Expenses-Sign Maintenance to this line item.

Restroom Cleaning \$108,400

Critical to the success of any service provider is clean restrooms. The Parks Operations Division works with a local contractor to provide restroom cleaning and gate opening/closing at over 29 parks. Included in this line item is funding for additional services when needed, i.e., extra cleans due to special events and restocking of paper goods.

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Electrical Repairs

\$360,000

Over the course of the past three years additional lighted amenities have been transferred to the Parks and Recreation Department or have been developed as part of park development. In addition, there is an internal push to ensure that if lights are out they are repaired in a timely fashion. Funding in this line item provides resources needed to address the lights at Alden Bridge Sports Park, Bear Branch Sportsfields, Gosling Sportsfields, parks with athletic courts/fields, dog parks, restrooms, replacement of a portion of the neighborhood entrance fixtures due to vandalism, wear/tear or faulty equipment, and general electrical repairs.

Other Contracted Services

\$12,000

Other Contracted Services include the disposal of waste material (tires, batteries, chemicals, etc.) that cannot be disposed of through normal waste management channels.

Maintenance Expenses

\$754,100

(In accordance with Operations Critical Success Factor #1.1.4/1.1.5/1.2.3/6.1.5)

Maintenance expenses are a direct expense incurred by the Park Operations when maintenance is undertaken internally. There are several scenarios where it is cost effective to perform services internally versus through a contractor. There are however costs for services within the Maintenance Expenses category where a contractor is often used once per year or per occurrence service.

Parks Maintenance

\$384,600

Funding within this line item provides the Park Operations Division to ensure proper fall surface replacement at half of the playgrounds per year, and repairs to the playgrounds on a system-wide basis. In addition, funding is provided for pavilion repair, drinking fountain repairs, chemical supplies and parking lot repairs.

Pathway Maintenance

\$51,300

Small non-capital repairs are made in house and can include repairing culverts, sections of pathways, installation of an accessible ramp, the removal/replacement of handrails and bridge repairs.

Lake Maintenance

\$52,000

The health and well-being of the ponds and lakes of the community is imperative; therefore, funding is allocated to stock the 64 ponds and lakes with fish. This promotes the health of the ecosystem and reduces the number of mosquitoes in the community. Finally, repair of water wells that provide water to several the ponds is allocated from this account.

Lake Woodlands

\$45,200

The expenses required to maintain Lake Woodlands, including an inspection of the dam by a licensed professional engineer.

Wildlife Management

\$2,000

Staff performed wildlife management can include but is not limited to purchasing traps, scents and other wildlife management supplies.

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Landscaping

\$59,000

Areas that require revitalized landscape beds are addressed through this line item which may include new shrubs, mulch and flowers. Plant replacement due to damage or wear and top dressing of beds and turf is allocated from this line item.

Turf Maintenance and Irrigation

\$105,000

The yearly repair of sod at the sports fields and within the parks due to wear/tear, disease or vehicular rutting is included within this line item. In addition, funding for irrigation repairs due to wear and vandalism are allocated to Turf Maintenance and Irrigation.

Sign Maintenance

\$55,000

Signs are important to the community for safety, community/ neighborhood identification and park rule notification. Over 450+ neighborhood, village and town-wide signs are maintained through this program. Additionally, funding for street sign painting, directional and rule sign replacement, and park signs are allocated from this line item.

Program Expenses

\$130,000

(In accordance with Operations Critical Success Factor #7.3)

George Mitchell Preserve (\$45,000) Funding for this line item pays for the maintenance of the George Mitchell Preserve.

Wildflowers (\$55,000) Funding for a wildflower planting program that began in 2018.

Lake Woodlands Bridge (\$30,000) Funding for a new program to make repairs to Lake Woodlands Bridge beginning 2018.

AQUATICS

\$2,533,304

Salaries and Benefits

\$1,712,504

(In accordance with Strategic Plan Item #1.2)

The Aquatics Division includes the salaries and benefits of the Aquatics Superintendent, Lifeguard Coordinator, Pool Tech Foreman, Pool Technicians, Lifeguards (Guards, Head Guards, Pool Supervisors, and Zone Supervisor/Coordinators) and other seasonal staff including Aquatics Admin Assistant and Pool Pass Aides. Included in this line item is overtime for non-exempt staff for duties such as weekend operations, projects that require additional time, and lifeguard overtime. These positions are designated to manage and administer the 14 pools including the Rob Fleming Aquatic Center, 5 spraygrounds, and assist with the operation and maintenance of the pumps, filters and fountains at Waterway Square, Town Green and Mall Ring Road.

Staff Development

\$21,800

(In accordance with Operations Critical Success Factor #3.1.2)

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Funding in Staff Development relates to Meetings (\$3,800), Staff Training & Conferences (\$8,000) and Uniforms (\$10,000). The Meeting line item includes funding for leadership meetings and the annual lifeguard banquet. Staff Training includes funding for staff to obtain American Red Cross Training in a number of areas. *This expense is partially offset as guard staff is required to pay 50% of the total cost of training, including materials.* Funding is also provided for identified staff to attend Texas Public Pool Council Conference, The Association of Aquatic Professionals and various local and regional workshops. Finally, Uniforms are included which includes staff shirts, guard suits, whistles and lanyards, visors and fanny packs for over 350 guards. *The guards are also required to pay 50% of these costs.*

Facility Expense

\$657,000

(In accordance with Operations Critical Success Factor #1.1.5)

Facility Expenses are related to the Pools and are sub-classified into four major categories: Telephone, Utilities, Facility Repairs and Maintenance, and Pool Treatment Chemicals. Telephone includes charges for lines dedicated to security systems, irrigation control panels, and office phones at each of the pools (\$22,000) and water, sewer, gas and electric service (\$460,000) for all the aquatic facilities. Facility Repairs and Maintenance (\$70,000) includes cleaning supplies (bleach, chemicals, brooms, mops) and general repairs to the various pool pump systems, pool houses, deck chairs, fences, etc. A 2019-only addition includes VGBA main drain inspections and repairs, moved here from CIP requests. Pool Chemicals (\$105,000) are necessary to keep the pools and spraygrounds sanitary and clear; locations with interactive play features aerate the water to a higher degree thus impacting the effectiveness and usage levels of the chemicals. Chemical usage is also increased by higher water temperatures and thus increase during hotter seasons.

Equipment Expense

\$97,000

(In accordance with Operations Critical Success Factor #1.1.5)

Included in this budget category are expenses related to Equipment (\$52,000) which provides office supplies for each of the 14 facilities, in addition to pool pumps, chairs, tubes and motors. Secondly, Equipment Repair and Maintenance (\$35,000) affords the division to replace small parts on motors, filters and pumps. Finally, Lifeguard Equipment (\$10,000) is needed to purchase rescue tubes, hooks and poles, throw rings, backboards, etc. that are all required by State Pool Code. Beginning in 2019, this line item will increase by about \$6,000 for four cycles as we replace an aging set of pool AED's, an expense that was moved here from CIP requests.

Contracted Services

\$22,000

(In accordance with Operations Critical Success Factor #1.1.5)

The Aquatics Division sets itself apart from other public providers of pools through its audit system of guards and facilities. Other Contracted Services (\$22,000) provides resources needed to conduct pool safety reviews by the American Red Cross, annual medical direction of the defibrillators (AED's), and external audits of pool and procedures, as needed. In addition, funding is allocated for 14 alarm systems monitoring fees and repairs for the same.

Administrative Expenses

\$23,000

(In accordance with Operations Critical Success Factor #1.2.4)

2019 Parks and Recreation Budget Plan



Administrative expenses include funding for day-to-day office supplies (\$2,000), printing (\$7,000), mileage reimbursement (\$13,000) and Other Administration (\$1,000). Printing includes the cost to produce over 12,000 copies of the *Splash!* Brochure which highlights the aquatic facilities, programs and services which encourages residents' use of all the pools in the community and 2,500 copies of the Pool Schedule magnet. Also included here is facility replacement signage. Mileage reimbursement allows staff (full time and seasonal) to be compensated for the use of their private vehicle while performing Township business (pool visits, pool inspections/audits, training, etc.).

RECREATION

\$4,072,027

Salaries and Benefits

\$1,976,196

(In accordance with Strategic Plan Item #1.2.4)

The Recreation Division includes the salaries and benefits of the Recreation Superintendent, Recreation Supervisor, Recreation Program Coordinators, Aquatics Programs Coordinator, Boat House Coordinator, Recreation Specialists (Recreation and Aquatics), Receptionist, Recreation Aides, Camp Staff, Swim Team Coaches, and Water Safety Instructors. Included in this line item is overtime for non-exempt staff for duties such as special event management.

Staff Development

\$21,600

(In accordance with Operations Critical Success Factor #3.1.2)

Funding in Staff Development relates to Meetings (\$600), Staff Training & Conferences (\$10,000), Adventure Course Training (\$5,000) and Uniforms (\$6,000). The Meeting line item includes funding for staff retreats or other day long meets of the Recreation Division. Staff training includes funding for identified staff to attend a national parks and recreation management school, the Texas Recreation and Parks Society (TRAPS) Annual Institute, TRAPS Regional Workshop or similar program. Finally, uniforms are included which includes staff shirts for the full and part time staff.

Facility Expense

\$210,800

(In accordance with Operations Critical Success Factor #1.2.4)

Facility Expenses are related to the Recreation Center(s) and are sub classified into five major categories: Telephone, Utilities, Janitorial, Facility Repairs and Maintenance, and Facility Materials and Supplies. Telephone includes long distance fiber optic lines and telephone system lease (\$36,000) and water, sewer, gas and electric service (\$57,000). Janitorial expenses (\$50,300) are included in this budget category and include funding to provide daily cleaning of the Recreation Center(s) by a contractor (Caring). Facility Repairs and Maintenance (\$60,000) includes such items as pest control, dumpster rental, monthly landscaping expenses and repairs to the HVAC system while Facility Materials and Supplies (\$7,500) includes items related to paint, light bulbs, fitness room repairs, and first aid supplies.

Equipment Expense

\$91,000

(In accordance with Operations Critical Success Factor #1.2.4)

While a small component of the overall Parks and Recreation Department, data services (\$12,400) are charged directly to the Recreation Division for summer camp staff due to being off-site (pools and field

2019 Parks and Recreation Budget Plan



trips). Also, included in this budget category are expenses related to Equipment (\$34,000 – Fitness Room Equipment, Tables and Chairs, Card Printer, etc.), Equipment – Boat House (\$26,600 – Kayaks, Paddles and Life Jackets), Equipment – Adventure Course (\$10,000) and Equipment Repairs and Maintenance (\$8,000- card printer repairs, sound system repairs, etc.).

Contracted Services

\$198,080

(In accordance with Operations Critical Success Factor #1.2.4)

The Contracted Services budget category provides funding for services that the department cannot perform in-house and includes Credit Card Fees (\$183,080) and Other Contracted Services (\$15,000). Credit card fees are paid to Active.net which is the department's facility reservation and program management software. Instead of paying a yearly fee, site license and credit card charges, the department moved to this system in 2007. The program has provided completely on-line services which residents can register for programs, reserve a pavilion or renew their pool membership all on-line. Other contract services include cable TV, facility security, and temporary labor.

Program Expenses

\$1,510,251

(In accordance with Operations Critical Success Factor #1.2.4/1.2.5/5.3.6)

Program expenses are the largest component of the Recreation Division Budget and include funding for recreation, boat house, athletic, aquatic and other programming expenses. It should be noted that most the programs identified below have a corresponding revenue line item.

Aquatic Programs

\$78,000

Programs include the Hurricanes Swim Team (\$16,000), Waves Swim Team (\$16,000), and the Rip Tides Swim Team (\$10,000). Miscellaneous Aquatic Programs (\$36,000) include swim lessons (group and private), winter programs and other programs (Mother Sun Luau, Jr. Swim Team, Cyclones Swim Team, etc.).

Athletic Programs - Sports

\$621,400

The Recreation Division provides a wide variety of adult sport opportunities for community members which range from Basketball (\$3,000), Soccer (\$55,000), Softball (\$30,000), Tennis (\$531,400) and several small programs (Misc.-Athletic Programs - \$2,000). Funding provides for contracted officials/instructors, field maintenance supplies and program supplies.

Athletic Programs - Races

\$271,000

The Parks and Recreation Department produces three (3) high quality races which are becoming well known in the Triathlon and Road Race Communities. In addition, these races have the potential to draw non-residents to the community to enjoy what The Woodlands has to offer. 10 for Texas (\$108,000), Muddy Trails Bash (\$57,000), and CB&I Triathlon (\$106,000) all require funding to provide safety services, promotional items, marketing/advertising, race supplies equipment, post-race parties, etc. Each race is complimented by its own unique sponsorship opportunities.

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Boat House - Program expense

\$22,250

The Riva Row Boat House expenses relate to the provision of services. The Boat House is still new and requires getting the message out about the facility and services; thus, advertising and marketing are important (\$15,000). This line item includes newspaper ads, promotional items and rack cards. Programs (\$4,750) provide funding to offer services like Learn to Kayak, Fly Fishing and special outings on the lake while Concessions (\$2,500) is the cost of goods for water, soda and other drinks that are sold at the facility.

Adventure Course – Program Expense

\$33,351

Adventure Course program expenses include marketing (\$25,000) and concessions (\$8,351).

Recreation Programs - General

\$476,250

Recreation programs cross a wide variety of interests and range from Fitness Programming (\$22,750), Teen Programs (\$10,000), Daddy Daughter Dinner Dance (\$40,000), Day Camps (\$100,000), Gorilla Hole (\$5,500), Haunting (\$13,000), Pre-School Programs (\$78,000), Family Camp Outs (\$12,000), Outdoor Adventure (\$14,000), Contractor Camps (\$56,000), and Miscellaneous Programs (\$125,000). Funding used for the Daddy Daughter Dinner Dance is for the rental and food/beverage charges at The Woodlands Marriott. Over 500 daddies and daughters participate in this event. The Day Camps are a popular summer activity and are utilized by an average of 120 children a week for approximately 11 weeks during the summer. The Family Camp Outs (Creekside Camp Out, Camp Terramont) were started in 2007 and have become a tradition in households. Finally, Miscellaneous Programs is a large line item due in part to the variety of programs and services that do not meet the \$5,000 threshold to establish a new line item for programs.

Advertising

\$8,000

Funding is allocated for additional advertising for programs that is needed outside of the Action Guide.

Administrative Expenses

\$64,100

(In accordance with Operations Critical Success Factor #1.2.4)

Administrative expenses include funding for day-to-day office supplies (\$10,000), dues and subscriptions (\$1,600), printing (\$40,000), mileage reimbursement (\$11,000) and Other Administration (\$1,500). Printing includes the cost to produce the 20-page Action Guide three times per year which is mailed out to over 33,000 residents. In addition, several thousand extra copies are printed for distribution at the Recreation Center(s), PARDES Campus, the main office of The Woodlands Township and the Chamber of Commerce. Dues and subscriptions provides funding for ASCAP, SESAC and MPLC fees while mileage reimbursement allows staff to be compensated for the use of their private vehicle while performing Township business (program visits, site inspections, off-site meetings, etc.).

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\$2,780,490

TOWN CENTER FACILITIES & OPERATIONS

Salaries and Benefits

\$934,540

(In accordance with Strategic Plan Item #1.2.4)

The Town Center Facilities & Operations Division includes the salaries and benefits of the: Waterway Superintendent, Waterway Maintenance Supervisor, Lead Town Center Ranger, Town Center Rangers, Pool Technician and an Administrative Assistant. These positions are designated to manage and administer the Township facilities, parks and other areas around Town Center on behalf of The Township.

Staff Development

\$20,000

(In accordance with Operations Critical Success Factor #3.1.2)

Funding in Staff Development relates to Staff Training and Conferences (\$5,000) and Uniforms (\$15,000). Staff Training includes funding for identified staff to attend the various state and national conferences related to parks, recreation, aquatics, and special events. Uniforms include Town Center Ranger uniforms and shirts for staff.

Facility Expense

\$339,000

(In accordance with Operations Critical Success Factor #1.2.2)

Facility Expenses for the Waterway Operations is all related to utilities for the Waterway (\$172,000), Town Green Park (\$25,000), Waterway Square (\$26,000), Riva Row Park (\$2,000), Hughes Landing (\$9,000), Town Center (\$11,000) and lease of 20 Waterway Facilities (\$94,000). Included in this budget category are charges for electric, water, sewer and gas for each of the facilities.

Equipment Expense

\$26,000

(In accordance with Operations Critical Success Factor #1.2.2)

Ranger Equipment (\$16,000) and Data Services (\$10,000)

Contracted Services

\$1,153,700

(In accordance with Operations Critical Success Factor #1.1.4/1.1.5/1.23/6.1.5)

The largest component of the Waterway Operations Budget is for Contracted Services, whereas this division relies on the contracts to assist with producing a first-class parks system along the Waterway. Each line item has at least one contractors service being funded through it and often times several contractors are enlisted to provide services within a line item:

Maintenance - Riva Row Park

\$42,600

Maintenance cost for Riva Row Park includes maintenance contracts for landscape, power washing and cleaning services. Unique aspects of the maintenance contract include daily trash pickup and skimming the edge of the park. Additional costs outside of these contracts are for electrical repairs and additional landscape maintenance or trash pickup due to large scale special events.

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Maintenance - Waterway

\$574,000

The cost for the maintenance of the Waterway is included in this line item which includes pathway, bed, soft scape, and grounds maintenance. The contractor for this line item is The Woodlands Development Corporation who sub contracts most of this service to Berkley Services, which is utilized for all three parks along the Waterway.

Maintenance - Town Green Park

\$156,200

Cost associated with the maintenance and operations include the landscape maintenance contract with Brightview, electrical repairs, power washing surfaces, cleaning the benches daily and turf repair due to large scale special events.

Maintenance – Hughes Landing

\$63,000

Cost associated with the maintenance and operations include the landscape maintenance contract for all weather turf, electrical repairs, power washing surfaces, cleaning the benches daily and turf repair due to large scale special events.

Maintenance - Waterway Square

\$179,700

Maintenance cost for The Fountains at Waterway Square include contracts for maintenance of the fountains, landscape, power washing and cleaning services. Additional costs outside of these contracts are for electrical and fountain repairs, additional landscape maintenance due to large scale special events.

Streetlights

\$115,000

The repair and maintenance of non-standard streetlights located throughout Waterway Square, Town Center and Hughes Landing areas are the responsibility of The Woodlands Township. Included in these costs are light bulb and ballast repairs.

Sign Maintenance

\$23,200

Funding is provided for a local contractor to maintain selected directional signage throughout the course of the year. In addition, many of the signs in the Waterway Square, Town Center, and Hughes Landing areas are lighted thus repairs need to be made over the course of the year and several signs must have their grout cleaned on an annual basis.

Maintenance Expenses

\$58,000

(In accordance with Operations Critical Success Factor #1.1.4/1.1.5/1.2.3/6.1.5)

Maintenance expenses are a direct expense incurred by the staff when maintenance is undertaken internally. There are several scenarios where it is cost effective to perform services internally versus through a contractor, which includes Town Green (\$8,000), Waterway Square (\$23,000), Hughes Landing (\$10,000), Riva Row Park (\$5,000) and Streetlights (\$12,000).

Program Expenses

\$244,000

(In accordance with Operations Critical Success Factor #1.2/5.3)

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Included in this budget category is Seasonal Lighting in Town Green Park (\$49,000) and Tree Lighting (\$195,000).

Administrative Expenses **\$5,250**

Included in this budget category are Supplies (\$1,000) and Dues and Subscriptions (\$250). Mileage Reimbursement (\$4,000) is also included for expenses incurred when using personal vehicles for Township business.

TOWNSHIP EVENTS **\$1,690,770**

Salaries and Benefits **\$376,170**

(In accordance with Strategic Plan Item #1.2.4)

Included in this budget category are salaries and benefits for a Development Manager, Special Events Coordinators, and Special Events Specialists.

Equipment Expense **\$5,800**

Data Services

Program Expense **\$1,308,800**

(In accordance with Operations Critical Success Factor #1.1.4/1.1.5/1.23/6.1.5)

Red, Hot & Blue **\$280,000**

Lighting of the Doves **\$168,800**

Ice Rink **\$375,000**

Winter Wonderland **\$50,000**

Waterway Nights **\$36,500**

Memorial Day Event **\$48,900**

Labor Day Event **\$26,500**

Trick or Treat Trail **\$34,000**

Miscellaneous (Bike Month, 9/11 Events and Veterans Day Tribute) **\$16,300**

Arbor Day **\$8,000**

Run Thru the Woods **\$12,000**

2019 Parks and Recreation Budget Plan



<i>South County 4th of July Parade</i>	<i>\$20,000</i>
<i>Wildflower Festival</i>	<i>\$12,000</i>
<i>Hughes Landing</i>	<i>\$30,000</i>
<i>Sponsorship Expense</i>	<i>\$2,000</i>
<i>Concert in the Park</i>	<i>\$52,600</i>
<i>Event Advertising</i>	<i>\$136,200</i>

Total Expenses for Parks and Recreation 2019 Budget Plan **\$22,634,475**

PROGRAM REVENUE **\$4,023,765**

(In accordance with Operations Critical Success Factor #1.2.1)

For the most part, program revenues are in direct correlation to the expenditures noted in the Recreation Division Budget Plan. For contracted programs, the Recreation Division takes a percentage of the revenue generated for each program to cover overhead, direct expenses, marketing and Active.net fees. These percentages range from 20% to 40% depending in the type of program, where the program is located and the level of support received.

Aquatic Programs *\$410,000*
Programs include the Hurricanes Swim Team (\$49,000), Waves Swim Team (\$45,000), and Riptides Swim Team (\$26,000). Miscellaneous Aquatic Programs (\$290,000) includes swim lessons (group and private) and other programs (Dive-In Movies, Jr Swim Team, Cyclones, etc.).

Athletic Programs - Adult Sports *\$869,400*
The Recreation Division provides a wide variety of adult sport opportunities for community members which range from Basketball (\$40,000), Soccer (\$95,000), Softball (\$40,000), Tennis (\$686,400) and several small programs (Misc.-Athletic Programs-\$8,000). Tennis, the largest program in this budget category, will continue to expand now that the program has a center of operation at Bear Branch Park.

Athletic Programs - Races *\$304,000*
10 for Texas (\$136,000), Muddy Trails Bash (\$39,000), and CB&I Triathlon (\$129,000) are currently the three major race programs produced by the Parks and Recreation Department. While there is only a small variance between the revenue and expenditures for Races, additional revenue is created in the sponsorship category for each race, thus assisting in covering a portion of the overhead for these events.

Boat House *\$406,000*
The Riva Row and Lakes Edge Boat Houses are two of newest facilities in the Department's scope and each year, revenue continues to increase. Despite the heat of June and July, people

2019 Parks and Recreation Budget Plan



continue to come out and enjoy this facility and Lake Woodlands. Revenue generated from this budget category includes: Concessions (\$12,000), Programs (\$4,000) and Rentals (\$390,000).

Adventure Course \$361,364

Adventure Course revenue includes: Concessions (\$16,364) and Guest Fees (\$345,000)

Recreation Programs - General \$1,029,000

Recreation programs cross a wide variety of interests and range from Fitness Programming (\$35,000), Daddy Daughter Dinner Dance (\$45,000), Day Camps (\$425,000), Gorilla Hole (\$9,000), Haunting (\$30,000), Pre-School Programs (\$120,000), Family Camp Outs (\$20,000), Contractor Camps (\$80,000), and Miscellaneous Programs (\$265,000). Several of these programs are staff driven versus being contracted out which include the summer day camps, the family camp outs, Gorilla Hole, Teen programs and Daddy Daughter Dinner Dance. The programs run by staff have been created over time to enhance the experience of living in The Woodlands and develop a sense of community. The programs have all been revised to meet several of the goals and objectives of the 2015 The Woodlands Recreation Center Business Plan.

Rentals \$467,000

The Parks and Recreation Department rents out its facilities, fields and pavilions to several individuals and groups which pay for the right to use the facility. Facility Rentals (\$25,000), Field Rentals (\$300,000), Pavilion Rentals (\$90,000), Rob Fleming Outdoor and Indoor Rentals (\$47,000), and Northshore Kayak Storage Rentals (\$5,000). The Field Rental line item will continue to increase as more fields come on line (Lakeside and Alden Bridge) and additional sports organizations enter into field use agreements.

Other Revenue \$177,000

Other Revenue includes revenue generated from Concession Contracts (\$18,500), Guest Fees (\$2,000), Memberships (\$30,000), Vendor Fees (\$2,500), and sponsorships (\$124,000). Concessions Contracts generates its revenues from concessionaire contracts for The Rob Fleming Aquatic Center, Bear Brach Sportsfields, Gosling Sportsfields and Recreation Programs. Finally, Memberships are sold to community members who desire to utilize the fitness room at The Woodlands Township Recreation Centers.

TOWNSHIP EVENTS REVENUE

\$768,000

(In accordance with Operations Critical Success Factor #1.2.1)

Sponsorships \$233,000

There are several events within the Parks and Recreation Department that receive sponsorships which include but are not limited to: Arts in the Park, Concerts in the Park Red, Hot & Blue Festival, Lighting of the Doves, Trick or Treat Trail, Memorial Day and Labor Day events, Ice Rink and numerous other programs along with the Township's Signature Races in the Recreation Budget. The Development Manager for the Parks and Recreation Department coordinates sponsorship opportunities, which is just one function of this position.

2019 Parks and Recreation Budget Plan



Other Income - Sales

\$535,000

There are several events within the Parks and Recreation Department that receive sales income. These events include: Arts in the Park, Red, Hot, & Blue, Lighting of the Doves, Memorial Day, the Ice Rink and Trick or Treat Trail.

AQUATIC REVENUE

\$1,262,000

(In accordance with Operations Critical Success Factor #1.2.1)

Revenue generated by the Aquatics facilities comes in the form of Concessions (\$18,000), Pool Rentals (\$183,000), Memberships (\$500,000), and Guest Fees (\$561,000). Revenues have been forecasted to cover 50% of the direct operational cost of the pools operations.

Total Revenue for Parks and Recreation 2019 Budget Plan

\$6,053,764

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**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
PARKS & REC ADMIN / PLANNING - Dept 300/305							
Salaries and Benefits							
Salaries and Wages	100-300-5010-0000-10	1,169,271	1,050,722	1,050,722	1,084,000	33,278	3.2%
Overtime	100-300-5011-0000-10	32,037	30,000	30,000	30,000	-	0.0%
Employee Benefits - FICA	100-300-5020-0000-10	85,913	82,338	82,338	84,778	2,440	3.0%
Employee Benefits - TEC	100-300-5021-0000-10	1,490	3,762	3,762	3,762	-	0.0%
Employee Benefits - Retirement	100-300-5030-0000-10	129,544	116,884	116,884	130,048	13,164	11.3%
Employee Benefits - Insurance	100-300-5031-0000-10	248,150	284,714	275,900	284,878	164	0.1%
Employee Benefits - Workers Comp	100-300-5032-0000-10	3,665	12,937	8,625	9,253	(3,684)	-28.5%
		1,670,071	1,581,357	1,568,231	1,626,719	45,362	2.9%
Staff Development							
Meetings	100-300-5100-0000-10	672	800	800	800	-	0.0%
Training & Conferences	100-300-5120-0000-10	17,995	17,000	18,000	18,000	1,000	5.9%
Uniforms	100-300-5130-0000-10	25,926	31,000	29,000	31,000	-	0.0%
		44,592	48,800	47,800	49,800	1,000	2.0%
Facility Expense							
Telephone	100-300-5210-0000-10	19,412	22,000	20,000	22,000	-	0.0%
Utilities	100-300-5220-0000-10	32,844	35,000	34,000	35,000	-	0.0%
Facility Maintenance	100-300-5230-0000-10	27,658	53,200	41,600	53,200	-	0.0%
Facility Supplies	100-300-5240-0000-10	24,625	23,000	23,000	23,000	-	0.0%
		104,538	133,200	118,600	133,200	-	0.0%
Equipment Expense							
Equipment	100-300-5330-0000-10	14,787	35,500	30,000	30,000	(5,500)	-15.5%
Data Services	100-300-5335-0000-10	58,919	65,700	65,700	70,800	5,100	7.8%
Leased Vehicles	100-300-5355-0000-10	-	-	15,600	62,400	62,400	-
Vehicle Fuel	100-300-5360-0000-10	87,022	97,000	95,000	97,000	-	0.0%
Equipment Repair & Maintenance	100-300-5365-0000-10	-	4,000	4,000	4,000	-	0.0%
Vehicle Repair & Maintenance	100-300-5365-0000-10	75,342	73,000	73,000	73,000	-	0.0%
		236,071	275,200	283,300	337,200	62,000	22.5%
Contracted Services							
Consulting	100-300-5401-0000-10	563	25,000	-	25,000	-	0.0%
Contract Labor	100-300-5407-0000-10	25,198	19,000	14,000	19,000	-	0.0%
Other Contracted Services	100-300-5499-0000-10	(2,365)	16,000	12,000	16,000	-	0.0%
		23,396	60,000	26,000	60,000	-	0.0%
Program Expense							
Park Openings & Dedications	100-300-5605-3503-10	1,885	3,000	3,000	3,000	-	0.0%
		1,885	3,000	3,000	3,000	-	0.0%
Administrative Expense							
Supplies	100-300-5800-0000-10	7,439	10,000	8,000	9,000	(1,000)	-10.0%
Dues & Subscriptions	100-300-5802-0000-10	5,181	4,200	5,500	5,500	1,300	31.0%
Printing	100-300-5803-0000-10	474	2,500	1,500	1,500	(1,000)	-40.0%
Mileage Reimbursement	100-300-5804-0000-10	12,495	13,500	13,500	13,500	-	0.0%
Other Admin	100-300-5899-0000-10	2,127	3,500	2,500	3,500	-	0.0%
		27,717	33,700	31,000	33,000	(700)	-2.1%
Total PARD Admin/Planning		2,108,270	2,135,257	2,077,931	2,242,919	107,662	5.0%

**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
PARKS AND PATHWAYS OPERATIONS - Dept 310							
Salaries and Benefits							
Salaries and Wages	100-310-5010-0000-10	1,743,376	1,959,401	1,934,401	2,111,917	152,516	7.8%
Overtime	100-310-5011-0000-10	103,658	75,000	90,000	90,000	15,000	20.0%
Employee Benefits - FICA	100-310-5020-0000-10	134,946	155,632	154,867	168,447	12,815	8.2%
Employee Benefits - TEC	100-310-5021-0000-10	2,257	10,089	10,089	10,773	684	6.8%
Employee Benefits - Retirement	100-310-5030-0000-10	191,480	209,855	205,475	208,085	(1,770)	-0.8%
Employee Benefits - Insurance	100-310-5031-0000-10	391,975	491,990	475,200	532,694	40,704	8.3%
Employee Benefits - Workers Comp	100-310-5032-0000-10	15,837	62,434	41,623	46,849	(15,585)	-25.0%
		2,583,528	2,964,401	2,911,655	3,168,765	204,364	6.9%
Staff Development							
Training & Conferences	100-310-5120-0000-10	8,957	8,000	8,000	8,000	-	0.0%
		8,957	8,000	8,000	8,000	-	0.0%
Facility Expense							
Utilities	100-310-5220-0000-10	795,902	653,000	710,000	732,600	79,600	12.2%
		795,902	653,000	710,000	732,600	79,600	12.2%
Equipment Expense							
Equipment & Materials	100-310-5330-0000-10	16,262	48,000	40,000	48,000	-	0.0%
Rental	100-310-5350-0000-10	36,977	37,000	37,000	37,000	-	0.0%
Equipment Repair & Maintenance	100-310-5365-0000-10	2,757	12,000	6,000	10,000	(2,000)	-16.7%
		55,997	97,000	83,000	95,000	(2,000)	-2.1%
Contracted Services							
Park and Pathway Maintenance	100-310-5420-0000-10	2,448,264	2,577,500	2,537,500	2,688,500	111,000	4.3%
Lake Management	100-310-5421-0000-10	161,506	175,600	163,400	172,600	(3,000)	-1.7%
Pest Control	100-310-5422-0000-10	14,870	15,000	15,000	15,000	-	0.0%
Tree Removal	100-310-5423-0000-10	314,794	400,000	375,000	400,000	-	0.0%
Forest Management	100-310-5424-0000-10	536,990	638,000	588,000	638,000	-	0.0%
Sign Maintenance	100-310-5425-0000-10	15,043	36,000	28,000	32,000	(4,000)	-11.1%
Restroom Cleaning	100-310-5427-0000-10	107,031	102,600	107,600	108,400	5,800	5.7%
Electrical Repairs & Maintenance	100-310-5428-0000-10	317,777	355,000	355,000	360,000	5,000	1.4%
Other Contracted Services	100-310-5499-0000-10	12,603	12,000	12,000	12,000	-	0.0%
		3,928,877	4,311,700	4,181,500	4,426,500	114,800	2.7%
Maintenance Expense							
Parks Maintenance	100-310-5519-0000-10	439,026	345,600	365,600	384,600	39,000	11.3%
Pathway Maintenance	100-310-5520-0000-10	26,072	51,300	51,300	51,300	-	0.0%
Lake Maintenance	100-310-5521-0000-10	20,635	52,000	52,000	52,000	-	0.0%
Lake Woodlands	100-310-5527-0000-10	43,937	45,200	45,200	45,200	-	0.0%
Wildlife Management	100-310-5522-0000-10	123	2,000	2,000	2,000	-	0.0%
Landscaping	100-310-5523-0000-10	70,972	59,000	59,000	59,000	-	0.0%
Turf Maintenance & Irrigation	100-310-5524-0000-10	88,720	105,000	96,000	105,000	-	0.0%
Sign Maintenance	100-310-5525-0000-10	95,966	65,000	55,000	55,000	(10,000)	-15.4%
		785,451	725,100	726,100	754,100	29,000	4.0%
Program Expense							
Lake Woodlands Bridge	100-310-5647-0000-10	-	-	-	30,000	30,000	-
George Mitchell Preserve	100-310-5644-0000-10	-	45,000	45,000	45,000	-	0.0%
LED Light Conversion	100-310-5645-0000-10	55,847	-	-	-	-	-
Wildflowers	100-310-5646-0000-10	35,063	55,000	35,000	55,000	-	0.0%
		90,910	100,000	80,000	130,000	30,000	30.0%
Administrative Expense							
Other Admin	100-310-5899-0000-10	30	-	-	-	-	-
		30	-	-	-	-	-
Total Parks and Pathways Operations		8,249,652	8,859,201	8,700,255	9,314,965	455,764	5.1%

**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
AQUATICS - Dept 320							
Salaries and Benefits							
Salaries and Wages	100-320-5010-0000-10	1,373,759	1,443,352	1,398,000	1,448,051	4,699	0.3%
Overtime	100-320-5011-0000-10	17,683	20,000	18,000	18,000	(2,000)	-10.0%
Employee Benefits - FICA	100-320-5020-0000-10	105,155	111,946	111,793	112,153	207	0.2%
Employee Benefits - TEC	100-320-5021-0000-10	1,761	16,739	7,596	4,547	(12,192)	-72.8%
Employee Benefits - Retirement	100-320-5030-0000-10	24,896	24,940	24,940	23,653	(1,287)	-5.2%
Employee Benefits - Insurance	100-320-5031-0000-10	64,042	81,874	81,874	81,913	39	0.0%
Employee Benefits - Workers Comp	100-320-5032-0000-10	12,025	39,224	24,149	24,187	(15,037)	-38.3%
		<u>1,599,321</u>	<u>1,738,075</u>	<u>1,666,352</u>	<u>1,712,504</u>	<u>(25,571)</u>	<u>-1.5%</u>
Staff Development							
Meetings	100-320-5100-0000-10	3,456	3,800	3,800	3,800	-	0.0%
Training & Conferences	100-320-5120-0000-10	6,838	10,000	7,000	8,000	(2,000)	-20.0%
Uniforms	100-320-5130-0000-10	<u>6,110</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>-</u>	<u>0.0%</u>
		16,405	23,800	20,800	21,800	(2,000)	-8.4%
Facility Expense							
Telephone	100-320-5210-0000-10	26,894	22,000	22,000	22,000	-	0.0%
Utilities	100-320-5220-0000-10	451,109	430,000	430,000	460,000	30,000	7.0%
Facility Repairs & Maintenance	100-320-5230-0000-10	63,493	70,000	70,000	70,000	-	0.0%
Treating Chemicals	100-320-5270-0000-10	<u>92,860</u>	<u>110,000</u>	<u>100,000</u>	<u>105,000</u>	<u>(5,000)</u>	<u>-4.5%</u>
		634,355	632,000	622,000	657,000	25,000	4.0%
Equipment Expense							
Equipment	100-320-5330-0000-10	42,747	53,000	45,000	52,000	(1,000)	-1.9%
Lifeguard Equipment	100-320-5331-0000-10	7,324	9,000	9,000	10,000	1,000	11.1%
Equipment Repair & Maintenance	100-320-5365-0000-10	<u>38,110</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>-</u>	<u>0.0%</u>
		88,181	97,000	89,000	97,000	-	0.0%
Contracted Services							
Other Contracted Services	100-320-5499-0000-10	<u>20,599</u>	<u>22,000</u>	<u>21,000</u>	<u>22,000</u>	<u>-</u>	<u>0.0%</u>
		20,599	22,000	21,000	22,000	-	0.0%
Administrative Expense							
Supplies	100-320-5800-0000-10	1,227	2,000	2,300	2,000	-	0.0%
Printing	100-320-5803-0000-10	6,348	7,000	7,000	7,000	-	0.0%
Mileage Reimbursement	100-320-5804-0000-10	12,198	13,000	12,500	13,000	-	0.0%
Other Admin	100-320-5899-0000-10	<u>610</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>-</u>	<u>0.0%</u>
		20,383	23,000	22,800	23,000	-	0.0%
Total Aquatics		<u><u>2,379,244</u></u>	<u><u>2,535,875</u></u>	<u><u>2,441,952</u></u>	<u><u>2,533,304</u></u>	<u><u>(2,571)</u></u>	<u><u>-0.1%</u></u>

**The Woodlands Township
Department Budget Detail
(in whole dollars)**

		Actual	Budget	Forecast	Budget	\$	%
		2017	2018	2018	2019	Inc/(Dec)	Inc/(Dec)
RECREATION - Dept 330							
Salaries and Benefits							
Salaries and Wages	100-330-5010-0000-10	943,855	1,203,250	1,203,250	1,520,737	317,487	26.4%
Overtime	100-330-5011-0000-10	21,520	10,000	22,000	22,000	12,000	120.0%
Employee Benefits - FICA	100-330-5020-0000-10	71,526	92,814	92,814	118,019	25,205	27.2%
Employee Benefits - TEC	100-330-5021-0000-10	989	6,818	6,818	9,725	2,907	42.6%
Employee Benefits - Retirement	100-330-5030-0000-10	28,978	63,480	58,620	70,088	6,608	10.4%
Employee Benefits - Insurance	100-330-5031-0000-10	93,223	170,197	162,200	215,329	45,132	26.5%
Employee Benefits - Workers Comp	100-330-5032-0000-10	6,676	21,478	14,319	20,298	(1,180)	-5.5%
		<u>1,166,766</u>	<u>1,568,037</u>	<u>1,560,021</u>	<u>1,976,196</u>	<u>408,159</u>	<u>26.0%</u>
Staff Development							
Meetings	100-330-5100-0000-10	296	600	300	600	-	0.0%
Training & Conferences	100-330-5120-0000-10	5,256	11,400	9,000	10,000	(1,400)	-12.3%
Adventure Course Training	100-330-5120-3320-10	-	-	-	5,000	5,000	
Uniforms	100-330-5130-0000-10	<u>2,298</u>	<u>4,000</u>	<u>3,000</u>	<u>6,000</u>	<u>2,000</u>	<u>50.0%</u>
		<u>7,850</u>	<u>16,000</u>	<u>12,300</u>	<u>21,600</u>	<u>5,600</u>	<u>35.0%</u>
Facility Expense							
Telephone	100-330-5210-0000-10	26,083	34,000	36,000	36,000	2,000	5.9%
Utilities	100-330-5220-0000-10	54,580	55,000	57,000	57,000	2,000	3.6%
Facility Repair & Maintenance	100-330-5230-0000-10	43,607	57,000	52,000	60,000	3,000	5.3%
Facility Supplies	100-330-5240-0000-10	9,791	7,500	7,500	7,500	-	0.0%
Janitorial	100-330-5280-0000-10	<u>44,259</u>	<u>50,300</u>	<u>50,300</u>	<u>50,300</u>	<u>-</u>	<u>0.0%</u>
		<u>178,319</u>	<u>203,800</u>	<u>202,800</u>	<u>210,800</u>	<u>7,000</u>	<u>3.4%</u>
Equipment Expense							
Equipment	100-330-5330-0000-10	13,641	40,000	30,000	34,000	(6,000)	-15.0%
Equipment - Boat House	100-330-5330-3301-10	20,653	26,600	22,000	26,600	-	0.0%
Equipment - Adventures Course	100-330-5330-3320-10	-	-	-	10,000	10,000	0.0%
Data Services	100-330-5335-0000-10	12,481	11,200	12,400	12,400	1,200	10.7%
Equipment Repair & Maintenance	100-330-5365-0000-10	<u>5,327</u>	<u>8,000</u>	<u>7,000</u>	<u>8,000</u>	<u>-</u>	<u>0.0%</u>
		<u>52,103</u>	<u>85,800</u>	<u>71,400</u>	<u>91,000</u>	<u>5,200</u>	<u>6.1%</u>
Contracted Services							
Credit Card Fees	100-330-5406-0000-10	150,212	162,000	162,000	183,080	21,080	13.0%
Other Contracted Services	100-330-5499-0000-10	<u>15,888</u>	<u>18,000</u>	<u>15,000</u>	<u>15,000</u>	<u>(3,000)</u>	<u>-16.7%</u>
		<u>166,100</u>	<u>180,000</u>	<u>177,000</u>	<u>198,080</u>	<u>18,080</u>	<u>10.0%</u>

**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
Program Expense							
Aquatic Program - Hurricane Swim Team	100-330-5600-3000-10	16,263	17,000	16,000	16,000	(1,000)	-5.9%
Aquatic Program - Rip Tides Swim Team	100-330-5600-3001-10	9,171	13,000	10,000	10,000	(3,000)	-23.1%
Aquatic Program - Waves Swim Team	100-330-5600-3002-10	14,751	15,000	16,000	16,000	1,000	6.7%
Aquatic Program - Misc	100-330-5600-3099-10	34,722	32,000	35,000	36,000	4,000	12.5%
Athletic Program - Basketball	100-330-5601-3100-10	-	14,000	3,000	3,000	(11,000)	-78.6%
Athletic Program - Soccer	100-330-5601-3103-10	57,458	49,000	49,000	55,000	6,000	12.2%
Athletic Program - Softball	100-330-5601-3104-10	34,763	30,000	30,000	30,000	-	0.0%
Athletic Program - Tennis Leagues	100-330-5601-3105-10	18,135	5,000	22,500	22,500	17,500	350.0%
Athletic Program - Tennis Group Lessons	100-330-5601-3106-10	234,185	245,000	262,500	262,500	17,500	7.1%
Athletic Program - Tennis Individ. Lessons	100-330-5601-3107-10	255,537	212,000	246,400	246,400	34,400	16.2%
Athletic Program - Misc	100-330-5601-3199-10	1,904	3,000	2,000	2,000	(1,000)	-33.3%
Athletic Program - Muddy Fest	100-330-5602-3200-10	54,644	62,000	57,000	57,000	(5,000)	-8.1%
Athletic Program - Ten for Texas	100-330-5602-3202-10	107,466	115,000	108,000	108,000	(7,000)	-6.1%
Athletic Program - Triathlon	100-330-5602-3203-10	107,526	112,000	100,000	106,000	(6,000)	-5.4%
Boat House - Marketing	100-330-5603-3301-10	14,489	13,000	15,000	15,000	2,000	15.4%
Boat House - Programs	100-330-5603-3301-10	-	4,750	4,750	4,750	-	0.0%
Boat House - Concessions	100-330-5603-3630-10	2,014	2,500	2,500	2,500	-	0.0%
Adventure Course - Marketing	100-330-5603-3320-10	-	-	30,942	25,000	-	0.0%
Adventure Course - Concessions	100-330-5603-3634-10	-	-	-	8,351	-	0.0%
Recreation Program - Concerts in the Park	100-330-5603-3302-10	44,537	-	-	-	-	-
Recreation Program - D&D Dinner Dance	100-330-5603-3303-10	39,225	35,000	38,400	40,000	5,000	14.3%
Recreation Program - Day Camps	100-330-5603-3304-10	62,519	80,000	80,000	100,000	20,000	25.0%
Recreation Program - Family Camps	100-330-5603-3305-10	8,749	11,500	11,500	12,000	500	4.3%
Recreation Program - Contractor Camps	100-330-5603-3315-10	52,171	78,000	56,000	56,000	(22,000)	-28.2%
Recreation Program - Fitness	100-330-5603-3308-10	17,990	22,750	22,750	22,750	-	0.0%
Recreation Program - Gorilla Hole	100-330-5603-3309-10	6,731	5,500	5,500	5,500	-	0.0%
Recreation Program - Haunting	100-330-5603-3310-10	9,500	12,000	12,000	13,000	1,000	8.3%
Recreation Program - Preschool	100-330-5603-3311-10	63,879	50,000	65,000	78,000	28,000	56.0%
Recreation Program - Crush/Teen	100-330-5603-3312-10	-	5,000	5,000	10,000	5,000	100.0%
Recreation Program - Hughes Landing	100-330-5603-3317-10	25,028	-	-	-	-	-
Recreation Program - Outdoor Adventure	100-330-5603-3318-10	-	7,000	7,000	14,000	7,000	100.0%
Recreation Program - Misc	100-330-5603-3399-10	62,656	140,000	110,000	125,000	(15,000)	-10.7%
Sponsorship Expense	100-330-5605-3599-10	1,725	-	-	-	-	-
Advertising	100-330-5704-0000-10	3,386	9,000	6,000	8,000	(1,000)	-11.1%
		<u>1,361,122</u>	<u>1,400,000</u>	<u>1,429,742</u>	<u>1,510,251</u>	<u>110,251</u>	<u>7.9%</u>
Administrative Expense							
Supplies	100-330-5800-0000-10	7,685	18,000	10,000	10,000	(8,000)	-44.4%
Dues & Subscriptions	100-330-5802-0000-10	451	2,200	1,600	1,600	(600)	-27.3%
Printing	100-330-5803-0000-10	38,334	35,000	40,000	40,000	5,000	14.3%
Mileage Reimbursement	100-330-5804-0000-10	6,570	11,000	9,000	11,000	-	0.0%
Other Admin	100-330-5899-0000-10	899	1,500	1,500	1,500	-	0.0%
		<u>53,938</u>	<u>67,700</u>	<u>62,100</u>	<u>64,100</u>	<u>(3,600)</u>	<u>-5.3%</u>
Total Recreation		<u>2,986,198</u>	<u>3,521,337</u>	<u>3,515,363</u>	<u>4,072,027</u>	<u>550,690</u>	<u>15.6%</u>

**The Woodlands Township
Department Budget Detail
(in whole dollars)**

		Actual	Budget	Forecast	Budget	\$	%
		2017	2018	2018	2019	Inc/(Dec)	Inc/(Dec)
TOWN CENTER FACILITIES AND OPERATIONS - Dept 340							
Salaries and Benefits							
Salaries and Wages	100-340-5010-0000-10	657,415	664,425	664,425	688,960	24,535	3.7%
Overtime	100-340-5011-0000-10	14,851	4,600	10,000	6,600	2,000	43.5%
Employee Benefits - FICA	100-340-5020-0000-10	49,524	51,165	51,165	53,210	2,045	4.0%
Employee Benefits - TEC	100-340-5021-0000-10	765	4,617	4,617	4,617	-	0.0%
Employee Benefits - Retirement	100-340-5030-0000-10	63,876	60,283	60,283	63,409	3,126	5.2%
Employee Benefits - Insurance	100-340-5031-0000-10	91,476	102,350	102,350	103,360	1,010	1.0%
Employee Benefits - Workers Comp	100-340-5032-0000-10	5,353	20,591	13,727	14,384	(6,207)	-30.1%
		883,259	908,031	906,567	934,540	26,509	2.9%
Staff Development							
Training & Conferences	100-340-5120-0000-10	3,069	6,000	4,000	5,000	(1,000)	-16.7%
Uniforms	100-340-5130-0000-10	11,270	15,000	15,000	15,000	-	0.0%
		14,339	21,000	19,000	20,000	(1,000)	-4.8%
Facility Expense							
Utilities - Waterway	100-340-5220-3801-10	141,661	179,000	162,000	172,000	(7,000)	-3.9%
Utilities - Riva Row Park	100-340-5220-3800-10	1,756	3,000	2,000	2,000	(1,000)	-33.3%
Utilities - Town Green Park	100-340-5220-3802-10	23,139	25,000	25,000	25,000	-	0.0%
Utilities - Town Center	100-340-5220-3803-10	10,481	9,000	10,000	11,000	2,000	22.2%
Utilities - Waterway Square	100-340-5220-3804-10	26,854	19,000	26,000	26,000	7,000	36.8%
Utilities - Hughes Landing	100-340-5220-3805-10	1,402	10,000	9,000	9,000	(1,000)	-10.0%
Lease/Rent 20 -Waterway	100-340-5204-0000-10	113,552	110,300	85,000	94,000	(16,300)	-14.8%
		318,845	355,300	319,000	339,000	(16,300)	-4.6%
Equipment Expense							
Ranger Equipment	100-340-5330-0000-10	16,472	16,000	16,000	16,000	-	0.0%
Data Services	100-340-5335-0000-10	6,469	10,000	9,000	10,000	-	0.0%
		22,940	26,000	25,000	26,000	-	0.0%
Contracted Services							
Sign Maintenance - Town Center	100-340-5425-0000-10	14,965	23,200	23,200	23,200	-	0.0%
Maintenance - Waterway	100-340-5426-3801-10	539,886	574,000	574,000	574,000	-	0.0%
Maintenance - Riva Row Park	100-340-5426-3800-10	54,592	39,000	41,000	42,600	3,600	9.2%
Maintenance - Town Green Park	100-340-5426-3802-10	149,766	145,700	149,000	156,200	10,500	7.2%
Maintenance - Waterway Square	100-340-5426-3804-10	161,999	174,900	174,900	179,700	4,800	2.7%
Maintenance - Hughes Landing	100-340-5426-3805-10	25,984	63,000	55,000	63,000	-	0.0%
Streetlight Maintenance	100-340-5440-0000-10	114,555	105,000	105,000	115,000	10,000	9.5%
		1,061,747	1,124,800	1,122,100	1,153,700	28,900	2.6%
Maintenance Expense							
Maintenance - Riva Row Park	100-340-5526-3800-10	4,327	4,000	4,500	5,000	1,000	25.0%
Maintenance - Town Green Park	100-340-5526-3802-10	3,454	8,000	8,000	8,000	-	0.0%
Maintenance - Waterway Square	100-340-5526-3804-10	23,063	20,000	23,000	23,000	3,000	15.0%
Maintenance - HL Waterway Canal Bridge	100-340-5526-3805-10	-	10,000	10,000	10,000	-	0.0%
Streetlight Maintenance	100-340-5540-0000-10	3,933	15,000	12,000	12,000	(3,000)	-20.0%
		34,777	57,000	57,500	58,000	1,000	1.8%
Program Expense							
Tree Lighting	100-340-5643-0000-10	191,505	184,000	193,000	195,000	11,000	6.0%
Seasonal Lighting	100-340-5642-0000-10	33,213	54,000	49,000	49,000	(5,000)	-9.3%
		224,718	238,000	242,000	244,000	6,000	2.5%
Administrative Expense							
Supplies	100-340-5800-0000-10	1,334	1,000	1,000	1,000	-	0.0%
Dues & Subscriptions	100-340-5802-0000-10	89	250	250	250	-	0.0%
Mileage Reimbursement	100-340-5804-0000-10	3,846	2,000	3,500	4,000	2,000	100.0%
		5,269	3,250	4,750	5,250	2,000	61.5%
Total Town Center Facilities and Operations		2,565,894	2,733,381	2,695,917	2,780,490	47,109	1.7%

**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
TOWNSHIP EVENTS - Dept 350							
Salaries and Benefits							
Salaries and Wages	100-350-5010-0000-10	76,834	254,879	251,146	258,914	4,035	1.6%
Overtime	100-350-5011-0000-10	5,395	4,000	12,400	12,400	8,400	210.0%
Employee Benefits - FICA	100-350-5020-0000-10	6,066	19,804	19,519	20,756	952	4.8%
Employee Benefits - TEC	100-350-5021-0000-10	127	855	855	855	-	0.0%
Employee Benefits - Retirement	100-350-5030-0000-10	5,109	16,867	16,867	32,624	15,757	93.4%
Employee Benefits - Insurance	100-350-5031-0000-10	30,973	49,954	49,954	50,133	179	0.4%
Employee Benefits - Workers Comp	100-350-5032-0000-10	69	695	464	488	(207)	-29.8%
		<u>124,575</u>	<u>347,054</u>	<u>351,205</u>	<u>376,170</u>	<u>29,116</u>	<u>8.4%</u>
Equipment Expense							
Data Services	100-350-5335-0000-10	<u>3,079</u>	<u>5,800</u>	<u>5,300</u>	<u>5,800</u>	<u>-</u>	<u>0.0%</u>
		3,079	5,800	5,300	5,800	-	0.0%
Program Expense							
Event Advertising	100-350-5611-0000-10	92,348	136,200	136,200	136,200	-	0.0%
Sponsorship Expense	100-350-5605-3599-10	-	2,000	2,000	2,000	-	0.0%
Concerts in the Park							
Event Production	100-350-5610-3302-10	-	52,600	52,600	52,600	-	0.0%
Hughes Landing							
Event Production	100-350-5610-3317-10	-	30,000	30,000	30,000	-	0.0%
Red, Hot & Blue							
Event Production	100-350-5610-4001-10	246,288	232,000	232,000	232,000	-	0.0%
Event Public Safety	100-350-5612-4001-10	44,136	48,000	48,000	48,000	-	0.0%
Lighting of the Doves							
Event Production	100-350-5610-4002-10	134,589	176,300	150,800	150,800	(25,500)	-14.5%
Event Public Safety	100-350-5612-4002-10	14,600	18,000	18,000	18,000	-	0.0%
Ice Rink							
Event Production	100-350-5610-4003-10	392,970	369,150	375,000	375,000	5,850	1.6%
Winter Wonderland							
Event Production	100-350-5610-4004-10	80,750	50,000	50,000	50,000	-	0.0%
Waterway Nights							
Event Production	100-350-5610-4013-10	22,602	32,500	32,500	32,500	-	0.0%
Event Public Safety	100-350-5612-4013-10	2,600	4,000	4,000	4,000	-	0.0%
Memorial Day Event							
Event Production	100-350-5610-4008-10	25,287	25,000	25,000	39,000	14,000	56.0%
Event Public Safety	100-350-5612-4008-10	7,068	9,000	9,000	9,900	900	10.0%
Labor Day Event							
Event Production	100-350-5610-4009-10	19,276	22,500	22,500	22,500	-	0.0%
Event Public Safety	100-350-5612-4009-10	-	4,000	4,000	4,000	-	0.0%
Trick or Treat Trail Event							
Event Production	100-350-5610-4011-10	27,952	30,000	30,000	30,000	-	0.0%
Event Public Safety	100-350-5612-4011-10	3,515	4,000	4,000	4,000	-	0.0%
Miscellaneous Events							
Event	100-350-5613-0000-10	2,544	16,300	12,000	16,300	-	0.0%
Arbor Day							
Event	100-350-5613-4101-10	5,000	8,000	5,000	8,000	-	0.0%
Run Thru the Woods							
Event	100-350-5613-4104-10	-	12,000	12,000	12,000	-	0.0%
South County 4th of July Parade							
Event	100-350-5613-4105-10	20,000	20,000	20,000	20,000	-	0.0%
Wildflower Festival							
Event	100-350-5613-4107-10	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>	<u>-</u>	<u>0.0%</u>
		<u>1,153,526</u>	<u>1,313,550</u>	<u>1,286,600</u>	<u>1,308,800</u>	<u>(4,750)</u>	<u>-0.4%</u>
Total Township Events		<u>1,281,179</u>	<u>1,666,404</u>	<u>1,643,105</u>	<u>1,690,770</u>	<u>24,366</u>	<u>1.5%</u>

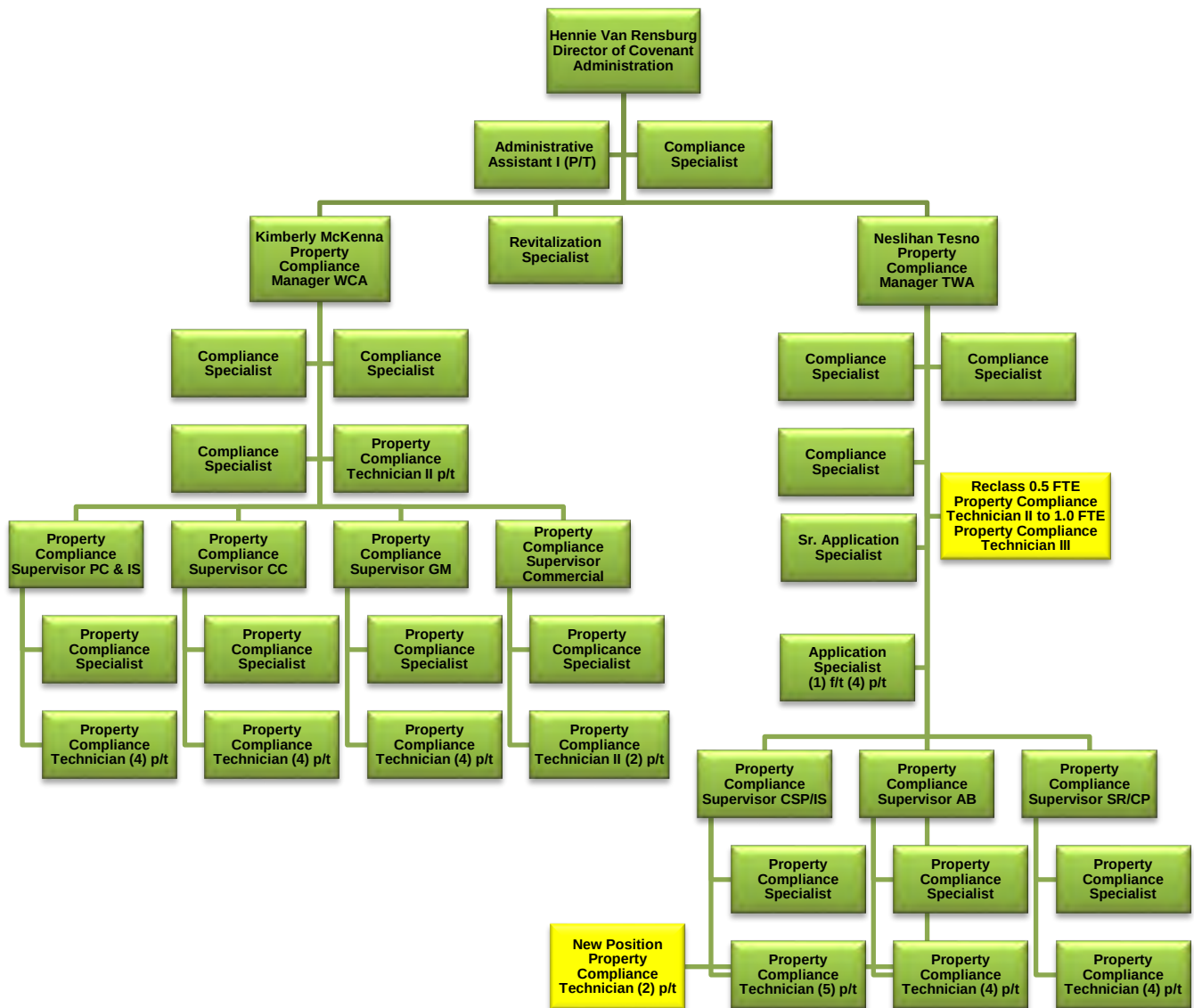
**The Woodlands Township
Revenue Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES							
Program Revenues							
Aquatic Program - Hurricane Swim Team	100-330-4100-3000-10	46,316	52,000	48,000	49,000	(3,000)	-5.8%
Aquatic Program - Rip Tides Swim Team	100-330-4100-3001-10	17,865	37,000	25,000	26,000	(11,000)	-29.7%
Aquatic Program - Waves Swim Team	100-330-4100-3002-10	41,416	48,000	44,000	45,000	(3,000)	-6.3%
Aquatic Program - Misc	100-330-4100-3099-10	273,668	275,000	280,000	290,000	15,000	5.5%
Athletic Program - Basketball	100-330-4101-3100-10	11,103	26,000	26,000	40,000	14,000	53.8%
Athletic Program - Soccer	100-330-4101-3103-10	99,988	85,000	85,000	95,000	10,000	11.8%
Athletic Program - Softball	100-330-4101-3104-10	46,735	40,000	40,000	40,000	-	0.0%
Athletic Program - Tennis Leagues	100-330-4101-3105-10	170,038	25,000	90,000	90,000	65,000	260.0%
Athletic Program - Tennis Group Lessons	100-330-4101-3106-10	333,801	350,000	350,000	350,000	-	0.0%
Athletic Program - Tennis Individ. Lesson	100-330-4101-3107-10	200,015	250,000	246,400	246,400	(3,600)	-1.4%
Athletic Program - Misc	100-330-4101-3199-10	27,299	5,000	5,000	8,000	3,000	60.0%
Athletic Program - Muddy Trails	100-330-4102-3200-10	43,013	50,000	39,600	39,000	(11,000)	-22.0%
Athletic Program - Ten for Texas	100-330-4102-3202-10	136,617	136,000	136,000	136,000	-	0.0%
Athletic Program - Triathlon	100-330-4102-3203-10	148,885	144,000	113,023	129,000	(15,000)	-10.4%
Recreation Program - Boat House	100-330-4103-3301-10	3,995	5,600	3,800	4,000	(1,600)	-28.6%
Recreation Program - D&D Dinner Dance	100-330-4103-3303-10	36,374	38,000	45,000	45,000	7,000	18.4%
Recreation Program - Day Camps	100-330-4103-3304-10	322,281	375,000	375,000	425,000	50,000	13.3%
Recreation Program - Family Camps	100-330-4103-3305-10	16,968	19,000	19,000	20,000	1,000	5.3%
Recreation Program - Contracted Camps	100-330-4103-3315-10	66,084	120,000	80,000	80,000	(40,000)	-33.3%
Recreation Program - Fitness	100-330-4103-3308-10	20,936	35,000	35,000	35,000	-	0.0%
Recreation Program - Gorilla Hole	100-330-4103-3309-10	6,631	9,000	9,000	9,000	-	0.0%
Recreation Program - Haunting	100-330-4103-3310-10	36,705	25,000	25,000	30,000	5,000	20.0%
Recreation Program - Preschool	100-330-4103-3311-10	98,980	85,000	100,000	120,000	35,000	41.2%
Recreation Program - Crush/Teen	100-330-4103-3312-10	-	10,000	10,000	25,000	15,000	150.0%
Recreation Program - Outdoor Adventure	100-330-4103-3318-10	-	10,000	10,000	20,000	10,000	100.0%
Recreation Program - Misc	100-330-4103-3399-10	103,145	225,000	175,000	220,000	(5,000)	-2.2%
Vendor Fees	100-330-4104-0000-10	33	2,500	2,500	2,500	-	0.0%
Concessions - Boat House	100-330-4104-3630-10	8,976	12,000	12,000	12,000	-	0.0%
Concessions - Contracts	100-330-4104-3632-10	20,865	18,500	18,500	18,500	-	0.0%
Concessions - Adventure Course	100-330-4104-3634-10	-	-	-	16,364	16,364	0.0%
Rental - Boat House	100-330-4105-3620-10	380,019	405,000	385,000	390,000	(15,000)	-3.7%
Rental - Facility	100-330-4105-3622-10	29,869	20,000	20,000	25,000	5,000	25.0%
Rental - Field	100-330-4105-3623-10	276,636	300,000	300,000	300,000	-	0.0%
Rental - Pavilion	100-330-4105-3624-10	98,571	90,000	90,000	90,000	-	0.0%
Rental - RF Indoor Rentals	100-330-4105-3628-10	3,950	25,440	25,440	35,000	9,560	37.6%
Rental - RF Outdoor Rentals	100-330-4105-3629-10	708	18,720	18,720	12,000	(6,720)	-35.9%
Rental - Northshore Kayak Storage	100-330-4105-3633-10	-	5,000	5,000	5,000	-	0.0%
Memberships - Recreation Center	100-330-4106-3612-10	18,155	20,000	20,000	30,000	10,000	50.0%
Guest Fees - Recreation Center	100-330-4107-3602-10	1,026	2,000	2,000	2,000	-	0.0%
Guest Fees - Adventure Course Daily Pass	100-330-4107-3634-10	-	-	-	220,000	220,000	-
Guest Fees - Adventure Course(Group Sales)	100-330-4107-3635-10	-	-	-	125,000	125,000	-
Sponsorships - Muddy Trails	100-330-4108-3200-10	18,910	22,000	14,000	22,000	-	0.0%
Sponsorships - Ten for Texas	100-330-4108-3202-10	26,062	39,000	26,000	39,000	-	0.0%
Sponsorships - Triathlon	100-330-4108-3203-10	38,100	55,000	51,800	55,000	-	0.0%
Sponsorships - Haunting	100-330-4108-3310-10	-	5,000	5,000	5,000	-	0.0%
Sponsorships - Hughes Landing	100-330-4108-3317-10	12,000	-	-	-	-	-
Sponsorships - Misc	100-330-4108-3399-10	250	3,000	3,000	3,000	-	0.0%
Sponsorships - Arts in the Park	100-350-4108-3300-10	1,575	5,000	1,500	5,000	-	0.0%
Sponsorships - Concerts in the Park	100-350-4108-3302-10	-	15,000	500	15,000	-	0.0%
Sponsorships - Hughes Landing	100-350-4108-3317-10	-	7,500	2,750	7,500	-	0.0%
Sponsorships - Red, Hot & Blue	100-350-4108-4001-10	41,500	48,000	41,500	48,000	-	0.0%
Sponsorships - LOTD	100-350-4108-4002-10	16,000	50,000	16,000	50,000	-	0.0%
Sponsorships - Ice Rink	100-350-4108-4003-10	50,000	50,000	53,000	50,000	-	0.0%
Sponsorships - Winter Wonderland	100-350-4108-4004-10	-	10,000	-	10,000	-	0.0%
Sponsorships - Waterway	100-350-4108-4013-10	12,250	7,500	2,750	7,500	-	0.0%
Sponsorships - Memorial Day	100-350-4108-4008-10	6,079	15,000	5,000	15,000	-	0.0%
Sponsorships - Labor Day	100-350-4108-4009-10	1,500	10,000	3,000	10,000	-	0.0%
Sponsorships - Trick or Treat Trail	100-350-4108-4011-10	4,000	15,000	4,000	15,000	-	0.0%
Sales Income - Arts in the Park	100-350-4109-3300-10	-	2,000	3,000	2,000	-	0.0%
Sales Income - Red, Hot & Blue	100-350-4109-4001-10	31,814	25,000	31,800	25,000	-	0.0%
Sales Income - LOTD	100-350-4109-4002-10	25,710	25,000	25,000	25,000	-	0.0%
Sales Income - Memorial Day	100-350-4109-4008-10	4,800	3,500	4,800	3,500	-	0.0%
Sales Income - Ice Rink	100-350-4109-4003-10	495,244	475,000	495,000	475,000	-	0.0%
Sales Income - Trick or Treat Trail	100-350-4109-4011-10	5,200	4,500	5,200	4,500	-	0.0%
		3,938,658	4,290,760	4,108,583	4,791,764	501,004	11.7%
Pool Fees							
Concessions - Pool	100-320-4104-3631-10	17,668	22,500	18,000	18,000	(4,500)	-20.0%
Guest Fees - Pool	100-320-4107-3601-10	515,687	530,000	545,000	561,000	31,000	5.8%
Memberships - Pool	100-320-4106-3611-10	492,061	555,000	492,000	500,000	(55,000)	-9.9%
Rental - Pool	100-320-4105-3621-10	152,512	165,000	183,000	183,000	18,000	10.9%
		1,177,928	1,272,500	1,238,000	1,262,000	(10,500)	-0.8%
TOTAL PARKS & RECREATION REVENUES		5,116,586	5,563,260	5,346,583	6,053,764	490,504	8.8%

Covenant Administration



ORGANIZATION CHART





Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Director of Covenant Administration	1.00	1.00	0.00
Property Compliance Manager	2.00	2.00	0.00
Property Compliance Supervisor	7.00	7.00	0.00
Administrative Services Supervisor	1.00	1.00	0.00
Revitalization Specialist	1.00	1.00	0.00
Applications Specialist	3.00	3.00	0.00
Property Compliance Specialist	7.00	7.00	0.00
Administrative Assistant I	0.50	0.50	0.00
Compliance Specialist	7.00	7.00	0.00
Property Compliance Technician	12.50	13.50	1.00
Property Compliance Technician II	2.00	1.50	-0.50
Property Compliance Technician III	0.00	1.00	1.00
Total	44.00	45.50	1.50

Summary of Personnel Changes for 2019 Budget

New Positions

- 0.5 FTE, net – Reclass 0.5 FTE Property Compliance Technician II to a 1.0 FTE Property Compliance Technician III
- 1.0 FTE – Property Compliance Technician – 2 part-time



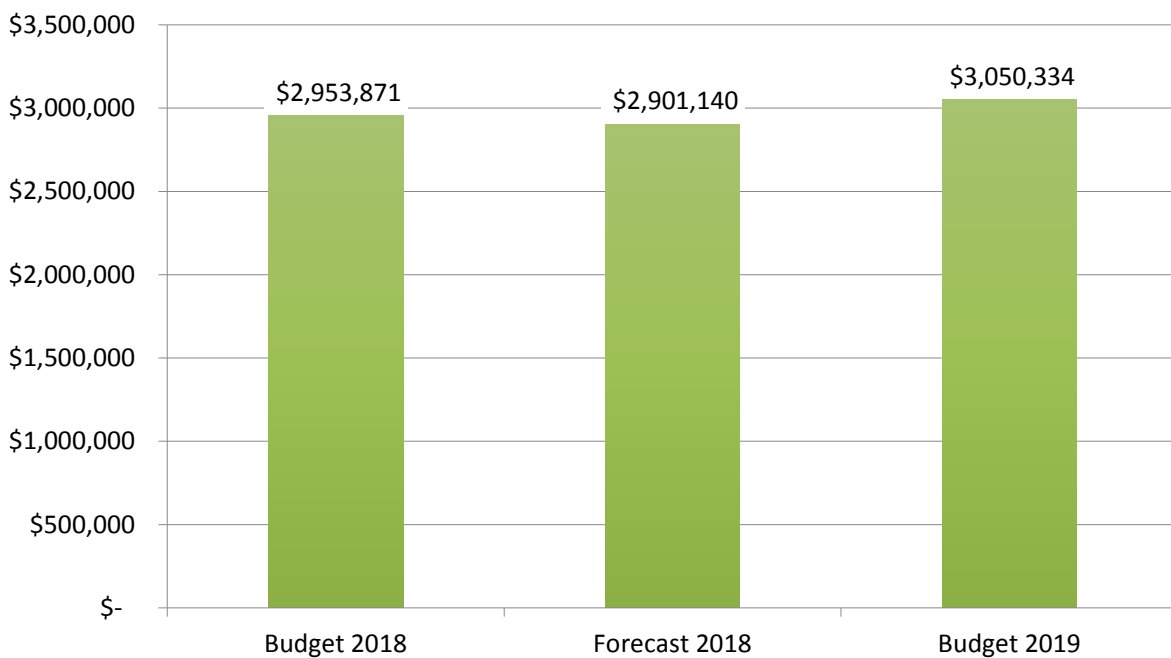
Covenant Administration

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 2,735,971	\$ 2,708,840	\$ 2,822,834	\$ 86,863	3.2%
Staff Development	11,000	8,800	11,000	-	0.0%
Equipment Expense	36,500	32,500	44,500	8,000	21.9%
Contracted Services	24,000	24,000	24,000	-	0.0%
Program Expense	75,000	60,000	75,000	-	0.0%
Public Education/Relations	6,000	2,500	6,000	-	0.0%
Administrative Expense	65,400	64,500	67,000	1,600	2.4%
Total	\$ 2,953,871	\$ 2,901,140	\$ 3,050,334	\$ 96,463	3.3%

Expenditures





Covenant Administration

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 2,044,806	\$ 2,049,806	\$ 2,135,771	\$ 90,965	4.4%
Benefits	691,165	659,034	687,063	(4,102)	-0.6%
Total	\$ 2,735,971	\$ 2,708,840	\$ 2,822,834	\$ 86,863	3.2%

- Increase due to an annual salary adjustment, partially offset by decrease in health insurance expense resulting from some employees selecting a lower level of benefits

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 500	\$ 300	\$ 500	\$ -	0.0%
Training & Conferences	6,500	4,500	6,500	-	0.0%
Uniforms	4,000	4,000	4,000	-	0.0%
Total	\$ 11,000	\$ 8,800	\$ 11,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 4,500	\$ 3,500	\$ 3,500	\$ (1,000)	-22.2%
Data Services	32,000	29,000	41,000	9,000	28.1%
Total	\$ 36,500	\$ 32,500	\$ 44,500	\$ 8,000	21.9%

- Equipment, (\$1,000): decrease based on analysis of historical and projected costs
- Data Services, \$9,000: upgrade cellular phones to provide photo, email and texting capability in the field; purchase of 6 tablets for field use



Covenant Administration

Budget 2019

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Contract Labor	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.0%
Maintenance Fees	12,000	12,000	12,000	-	0.0%
Total	\$ 24,000	\$ 24,000	\$ 24,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Program Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Community Education/ Revitalization	\$ 75,000	\$ 60,000	\$ 75,000	\$ -	0.0%
Total	\$ 75,000	\$ 60,000	\$ 75,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Public Education/Relations

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Public Relations	\$ 6,000	\$ 2,500	\$ 6,000	\$ -	0.0%
Total	\$ 6,000	\$ 2,500	\$ 6,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



Covenant Administration

Budget 2019

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 3,600	\$ 3,600	\$ 3,600	\$ -	0.0%
Dues & Subscriptions	1,200	800	800	(400)	-33.3%
Printing	6,000	6,000	6,000	-	0.0%
Mileage Reimbursement	50,000	50,000	52,000	2,000	4.0%
Committee Meetings	3,600	3,600	3,600	-	0.0%
Other Admin	1,000	500	1,000	-	0.0%
Total	\$ 65,400	\$ 64,500	\$ 67,000	\$ 1,600	2.4%

- Dues & Subscriptions, (\$400): decrease based on analysis of historical and projected costs
- Mileage Reimbursement, \$2,000: increase due to community growth and anticipated higher fuel costs





I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET



I. SITUATION ANALYSIS

The Woodlands is a large, forested community being developed in accordance with a master plan to be a large self-sustaining community in which people can live, work, and play.

Land uses have been carefully laid out with both business and family requirements in mind, affording well-planned residential, commercial, industrial, recreational, open space and institutional buildings, facilities and areas.

The Covenant Administration Department serves as the representative of the Committees and provides services to residents and property owners of The Woodlands with respect to the enforcement of all covenants, easements, restrictions, charges and liens restrictions and collects all liens created hereby, and the creation, operation, management and maintenance of properties and services.

The Woodlands Covenants and Residential Development Standards have been designed to put into place procedures that will carry forward The Woodlands development philosophy while enhancing the quality of life. Some of these procedures are:

- Encourage environmental excellence,
- Preserve the design integrity and architectural quality of Woodlands dwellings as well as existing commercial properties,
- Prevent the deterioration of neighborhoods which inevitably follows an unregulated, laissez-faire philosophy of construction, maintenance, and property use,
- Prevent the deterioration of commercial properties, and
- Uphold property values.

Deed Restrictions promote clean, well maintained properties and preserve architectural integrity. They also help maintain property values.

Covenant Administration provides the following services:

- Deed restriction administration and enforcement – Covenant Administration for 2018 included monitoring and enforcement of Commercial Covenants on properties for violations as well as improvements to existing commercial structures. The Development Standards Committee reviews and considers requests for approvals on existing commercial properties. The workload increased significantly and continues to do so as The Woodlands continue to build out. Each of the Woodlands Community Association (WCA) Villages were mostly fully staffed throughout the year with 4 technicians for Grogan's Mill, Cochran's Crossing and Indian Springs WCA and Panther Creek (combined). Indian Springs (WCA) and Panther Creek (combined) had a new supervisor which required significant training being that it was an external hire with no enforcement experience, but with significant experience in construction and property management. Each of the The Woodlands Association (TWA) Villages was somewhat fully staffed for most of the year with 3 technicians for Sterling Ridge and 4 for Creekside Park and Alden Bridge. College Park and Indian Springs TWA had 2 Technicians.

2019 Covenant Administration Budget Plan



Technicians actively pursue violations, respond to complaints and provide information to review applications for improvements at residential and commercial properties. Cases and Violations created in 2017 were approximately 10,100.

- Maintenance of all property records as well as Accela data base for all residential and WCA commercial properties were approximately 42,500 records.
- Staff support for nine village Residential Design Review Committees (RDRCs) - Supervisors and Team Specialists prepare applications for improvements to present to the RDRC Committees. Preparation may include, among other items, a posted agenda, a public agenda and a worksheet agenda. PowerPoint Presentations are prepared for each meeting which consists of the application, the property survey, a plat and photos of the area for which the proposed improvement will be located. There are approximately 120 RDRC meetings. Total number of applications reviewed in 2017 was approximately 5,000 with 3,500 staff approved.
- Staff support for Development Standards Committee which heard approximately 1,500 requests for variances or appeals to RDRC decisions. Staff prepares the variance requests by residents and existing commercial properties for improvements to present to the Development Standards Committee (Variance and Appeals Committee). Preparation includes, among other items, a posted agenda, a public agenda and a worksheet agenda. PowerPoint presentations are prepared for each meeting which consists of the application, the property survey, a plat and photos of the area for which the improvement will be located or in some cases already exists. Staff prepares all cases for consideration of legal action and presents to the Board of Directors for information purposes. Staff also works with legal counsel and attends court hearings. The DSC also holds joint meetings with the RDRCs several times annually.
- Staff support for WCA, TWA and WCOA Commercial Properties - Supervisor and Team Specialist prepare applications for improvements and items for variances to present to the Development Standards Committee. Preparation includes, among other items, a posted agenda, a public agenda and a worksheet agenda. PowerPoint presentations are prepared for each meeting which consists of the application, the property survey, a plat and photos of the area for which the proposed improvement will be located or requested variances.
- Staff support for Revitalization Program in all Villages - A Property Revitalization Specialist oversees all aspects of the Revitalization Program. The Specialist also oversees and monitors vacant and abandoned properties and coordinates contractors to perform the necessary maintenance in conjunction with Interfaith and United Way. Coordinates Good Neighbor Days and Neighbor Involvement Days. Solicits requests for bids for maintenance of properties as needed for vacant and abandoned properties.
- Staff support for all incoming applications and technical review - All applications for improvements are reviewed and accepted by 5 part-time and 1 full-time Application Technician. Staff aids residents and contractors when applications are submitted.

2019 Covenant Administration Budget Plan



Application Technicians review applications for completeness, review plans in accordance for construction and collect compliance deposits. Once all applications are acted upon, staff processes letters and the applicable plans and applications and submits them to inspectors, homeowners, contractors and maintain a copy for the Township's records.

II. ACCOMPLISHMENTS OF 2018

- Conducted an orientation meeting for all newly elected Township Board Members and RDRC members. Provided orientation for newly appointed DSC members.
- Ongoing completion of transcription of neighborhood criteria from development criteria for all TWA Villages.
- Implemented Accela Program improvements for all of Covenant Administration. This program allows for processing of all applications, violations and reports for all Villages. This is an ongoing program with enhancements and improvements which are considered quarterly.
- Revisions to current applications to minimize the number of documents and applications required for review and processing. Currently, all applications are being reviewed to allow for online submittal of applications.
- Facilitated approximately 3,639 walk in residents and 83,000 incoming and outgoing phone calls for Covenant Administration.
- Provided ongoing training for Standards revisions, Accela enhancements, Commercial property enforcement and applications processing.
- Drafted and provided articles to be published every month in the community magazine.
- Electronic scanning of all paper records for Grogan's Mill which were converted to electronic documents to provide for a paperless environment. Continue with WCA properties to allow for more timely review and access of property records.
- Presented to DSC amendments to standards to allow for staff approval of applications which provides for expedited approval, improved customer service and less variance requests to DSC.
- Finalized revised home business standards to address the increase in Airbnb. This included an open forum for residents and revisions to the current standard with legal counsel input regarding legislation.
- Community Revitalization program accomplishments:

Interfaith: Serving our Seniors & serving our Neighbors: 80

2019 Covenant Administration Budget Plan



Maintenance Liens Filed: 125

Maintenance Liens Paid: 25

Total Monies Spent: +- \$54,681.00

Liens and Judgements Collected +-\$ 81,287.00

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

- Provide for additional enforcement in the older villages as well as the Village of Alden Bridge, which was the first village in TWA for ageing of homes and maintenance. Implement a plan to address demolition of older homes and redevelopment of older homes in WCA villages.
- Additional training and staffing to focus on enforcement of commercial property violations and maintenance as well as application review. Provide input for revisions to current commercial standards.
- Prepare for Accela upgrades to allow for technicians to provide results for site visits regarding applications and violations. Reduction in actual paper records.
- Provide for procedures to facilitate review and approval of new home permits in WCA. Provide for additional inspections during construction, compliance deposits and fees for new permit review. Provide for architectural review before final approval and certificate of completion and occupancy. Possible implementation of engineered drainage plan on reconstruction.
- Complete electronic scanning of all paper records for WCA to electronic documents to provide for a paperless environment. Continue with TWA properties to allow for more timely review and access of property records.
- Create electronic resident and contractor application and approval process to allow for electronic submission of applications and electronic submissions of approvals by staff. Goal set to provide electronic submittal and approval for all applications, including inspector related improvements.
- Continue to grow and promote the Community Revitalization program through volunteer agencies while working with businesses and volunteers to provide these services to those in need.
- Prepare for completion of residential growth, development and expansion in the Village of Creekside Park and Creekside Park West, while still maintaining existing service levels. Anticipate the many vacant and unoccupied homes that will require property maintenance due to absentee homeowners.

2019 Covenant Administration Budget Plan



IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Salaries and Benefits

\$2,822,384

- Covenant Administration Department Personnel (\$2,822,384) – Includes salaries and benefits for 45.5 full-time equivalents. Covenant Administration staff provide deed restriction administration and enforcement, maintenance of property records for residential and commercial properties, and administrative support for the Residential Design Review Committees and Development Standards Committee.

Staff Development

\$11,000

(In accordance with Key Initiative 1.4.2 Update standard as technology advances; and Key Initiative 1.4.3 Research and provide programming and policy options to maintain vitality as the community ages)

- Staff Meetings (\$500)
- Training & Conferences (\$6,500)
- Uniforms (\$4,000) - staff uniforms

Equipment Expense

\$44,500

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Data Services (\$41,000) – Communication expenses for compliance monitors and team leaders.
- Office Equipment (\$3,500) –Replacement office equipment and cameras.

Contracted Services

\$24,000

(In accordance with Key Initiative 1.4.1 Develop and maintain the structure to enforce covenants and standards)

- Contract Labor (\$12,000) – Includes temporary contract staffing due to staff absences during peak work periods. Also includes fees for services provided for property maintenance.
- Maintenance Fees (\$12,000) – Unreimbursed costs for repairs and maintenance of properties.

Program Expenses

\$75,000

(In accordance with Key Initiative 1.4.3 Research and provide programming and policy options to maintain vitality as the community ages)

- Community Education/Revitalization (\$75,000) - This line item is for the continuation of annual funding for the Community Revitalization Program.

Public Education/Relations

\$6,000

(In accordance with Key Initiative 1.4.3 Research and provide programming and policy options to maintain vitality as the community ages)

- Public Relations (\$6,000) - Educational materials for department and community events. Also includes committee election expenses and volunteer recognition.

2019 Covenant Administration Budget Plan



Administrative Expenses

- Supplies (\$3,600) – Includes department specific supplies: property file folders, processing and special plastic document holders, stop work tags, batteries, labels, notebooks, maps, reference books, film, photos and toner.
- Dues & Subscriptions (\$800) – Includes professional journals, certification fees, membership dues in Southern Building Code, code reference, International Building Code, Professional Community Associations, and subscriptions to industry related publications including National Pool and Spa Institute and Association of Building Officials.
- Printing (\$6,000) – Business cards, post cards, flyers, brochures, notices, residential standards, covenants and other related printing needs.
- Mileage Reimbursement (\$52,000) – Reimbursement expenses for compliance technicians, team specialists and managers.
- Committee Meetings (\$3,600) – Meals for volunteer Committee Members.
- Other Admin (\$1,000) - Expenses not classified elsewhere.

Total Cost for Covenant Administration 2019 Budget Plan

\$3,050,334

**The Woodlands Township
Department Budget Detail
(in whole dollars)**

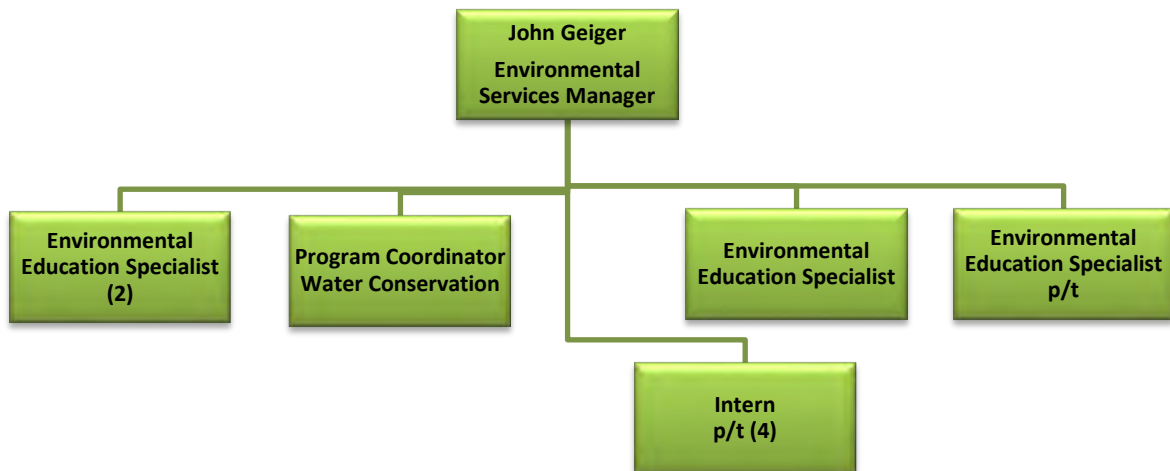
	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
COVENANT ADMINISTRATION - Dept 410							
Salaries and Benefits							
Salaries and Wages	100-410-5010-0000-10	1,874,225	2,028,806	2,028,806	2,114,771	85,965	4.2%
Overtime	100-410-5011-0000-10	22,575	16,000	21,000	21,000	5,000	31.3%
Employee Benefits - FICA	100-410-5020-0000-10	140,632	156,428	156,810	163,386	6,958	4.4%
Employee Benefits - TEC	100-410-5021-0000-10	2,933	10,431	10,431	10,773	342	3.3%
Employee Benefits - Retirement	100-410-5030-0000-10	189,791	210,210	210,910	216,550	6,340	3.0%
Employee Benefits - Insurance	100-410-5031-0000-10	225,259	308,599	279,600	292,517	(16,082)	-5.2%
Employee Benefits - Workers Comp	100-410-5032-0000-10	1,630	5,497	1,283	3,837	(1,660)	-30.2%
		<u>2,457,045</u>	<u>2,735,971</u>	<u>2,708,840</u>	<u>2,822,834</u>	<u>86,863</u>	<u>3.2%</u>
Staff Development							
Meetings	100-410-5100-0000-10	-	500	300	500	-	0.0%
Training & Conferences	100-410-5120-0000-10	496	6,500	4,500	6,500	-	0.0%
Uniforms	100-410-5130-0000-10	3,166	4,000	4,000	4,000	-	0.0%
		<u>3,662</u>	<u>11,000</u>	<u>8,800</u>	<u>11,000</u>	<u>-</u>	<u>0.0%</u>
Equipment Expense							
Equipment	100-410-5330-0000-10	2,817	4,500	3,500	3,500	(1,000)	-22.2%
Data Services	100-410-5335-0000-10	19,440	32,000	29,000	41,000	9,000	28.1%
		<u>22,257</u>	<u>36,500</u>	<u>32,500</u>	<u>44,500</u>	<u>8,000</u>	<u>21.9%</u>
Contracted Services							
Contract Labor	100-410-5407-0000-10	-	12,000	12,000	12,000	-	0.0%
Maintenance Fees	100-410-5450-0000-10	-	12,000	12,000	12,000	-	0.0%
		<u>-</u>	<u>24,000</u>	<u>24,000</u>	<u>24,000</u>	<u>-</u>	<u>0.0%</u>
Program Expense							
Community Education/Revitalization	100-410-5650-0000-10	60,400	75,000	60,000	75,000	-	0.0%
		<u>60,400</u>	<u>75,000</u>	<u>60,000</u>	<u>75,000</u>	<u>-</u>	<u>0.0%</u>
Public Education/Relations							
Public Relations	100-410-5700-0000-10	-	6,000	2,500	6,000	-	0.0%
		<u>-</u>	<u>6,000</u>	<u>2,500</u>	<u>6,000</u>	<u>-</u>	<u>0.0%</u>
Administrative Expense							
Supplies	100-410-5800-0000-10	3,612	3,600	3,600	3,600	-	0.0%
Dues & Subscriptions	100-410-5802-0000-10	38	1,200	800	800	(400)	-33.3%
Printing	100-410-5803-0000-10	1,249	6,000	6,000	6,000	-	0.0%
Mileage Reimbursement	100-410-5804-0000-10	45,062	50,000	50,000	52,000	2,000	4.0%
Committee Meetings	100-410-5809-0000-10	2,974	3,600	3,600	3,600	-	0.0%
Other Admin	100-410-5899-0000-10	353	1,000	500	1,000	-	0.0%
		<u>53,288</u>	<u>65,400</u>	<u>64,500</u>	<u>67,000</u>	<u>1,600</u>	<u>2.4%</u>
Total Covenant Administration		<u><u>2,596,651</u></u>	<u><u>2,953,871</u></u>	<u><u>2,901,140</u></u>	<u><u>3,050,334</u></u>	<u><u>96,463</u></u>	<u><u>3.3%</u></u>

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ORGANIZATION CHART



Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Environmental Services Manager	1.00	1.00	0.00
Environmental Education Specialist	3.50	3.50	0.00
Program Coordinator Water Conservation	1.00	1.00	0.00
Intern	1.00	1.00	0.00
Total	6.50	6.50	0.00

Summary of Personnel Changes for 2019 Budget

- No changes from 2018 Budget to 2019 Budget



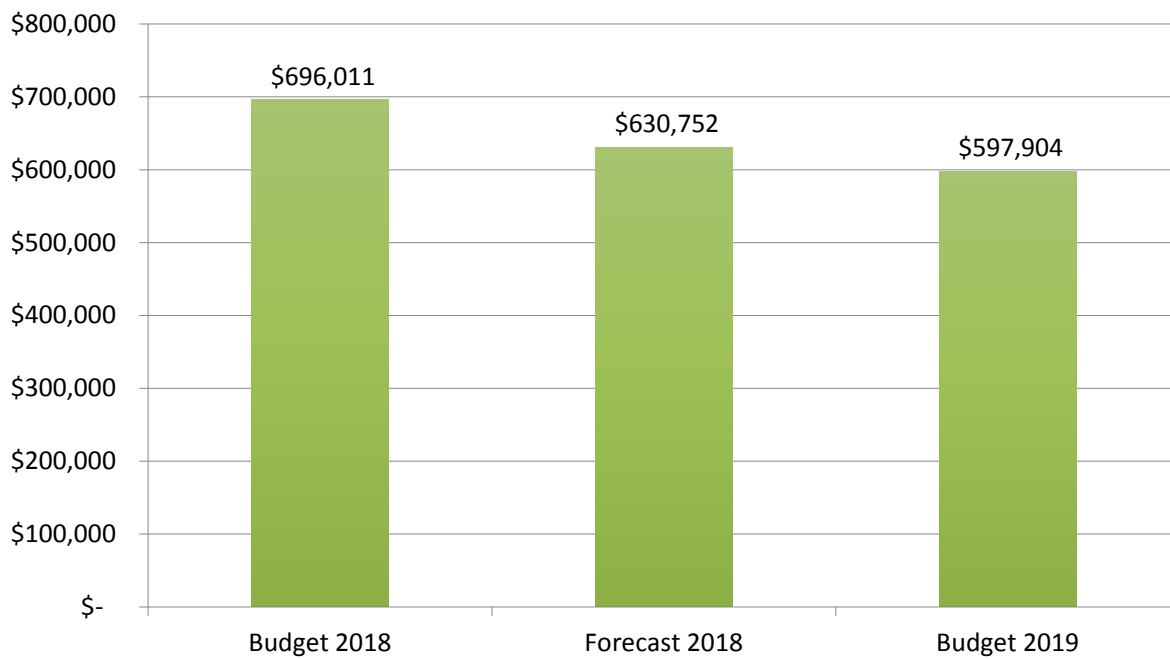
Environmental Services

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 434,311	\$ 397,752	\$ 408,904	\$ (25,407)	-5.8%
Staff Development	9,600	7,400	7,600	(2,000)	-20.8%
Equipment Expense	4,800	4,800	5,100	300	6.3%
Contracted Services	68,000	68,000	3,000	(65,000)	-95.6%
Program Expense	171,500	145,500	165,500	(6,000)	-3.5%
Administrative Expense	7,800	7,300	7,800	-	0.0%
Total	\$ 696,011	\$ 630,752	\$ 597,904	\$ (98,107)	-14.1%

Expenditures



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Environmental Services

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 343,719	\$ 310,013	\$ 316,187	\$ (27,532)	-8.0%
Benefits	90,592	87,739	92,717	2,125	2.3%
Total	\$ 434,311	\$ 397,752	\$ 408,904	\$ (25,407)	-5.8%

- Decrease due primarily to staff turnover and changes in employee benefit selections

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 300	\$ 100	\$ 300	\$ -	0.0%
Training & Conferences	9,000	7,000	7,000	(2,000)	-22.2%
Uniforms	300	300	300	-	0.0%
Total	\$ 9,600	\$ 7,400	\$ 7,600	\$ (2,000)	-20.8%

- Training & Conferences, (\$2,000): decrease based on analysis of historical and projected costs

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 1,800	\$ 1,800	\$ 1,800	\$ -	0.0%
Data Services	3,000	3,000	3,300	300	10.0%
Total	\$ 4,800	\$ 4,800	\$ 5,100	\$ 300	6.3%

- Data Services, \$300: increase to upgrade cellular phones to provide photo, email, and texting capability in the field



Environmental Services

Budget 2019

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Contract Labor	\$ 68,000	\$ 68,000	\$ 3,000	\$ (65,000)	-95.6%
Total	\$ 68,000	\$ 68,000	\$ 3,000	\$ (65,000)	-95.6%

- Contract Labor, (\$65,000): decrease due to temporary contracted services needed in 2018 related to solid waste contract renewal

Program Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Other Programs	\$ 50,000	\$ 40,000	\$ 50,000	\$ -	0.0%
Landscape Solutions	26,500	26,500	26,500	-	0.0%
Water Conservation	16,000	13,000	16,000	-	0.0%
Pollinator Support Program	5,000	5,000	5,000	-	0.0%
Recycling, HHW & Solid Waste	36,000	32,000	36,000	-	0.0%
Walk-to-School/ Bike-to-Work	5,000	5,000	5,000	-	0.0%
Mosquito Awareness	33,000	24,000	27,000	(6,000)	-18.2%
Total	\$ 171,500	\$ 145,500	\$ 165,500	\$ (6,000)	-3.5%

- Mosquito Awareness, (\$6,000): decrease based on analysis of historical and projected costs for the program



Environmental Services

Budget 2019

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.0%
Dues & Subscriptions	2,600	2,600	2,600	-	0.0%
Printing	1,000	500	1,000	-	0.0%
Mileage Reimbursement	3,000	3,000	3,000	-	0.0%
Total	\$ 7,800	\$ 7,300	\$ 7,800	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



2019 Environmental Services Budget Plan



I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET



I. SITUATION ANALYSIS

Established in 1992, The Environmental Services (ES) Department's mission is "to empower informed choices for the sustained health of our community and environment." Sponsorship dollars, grant funds, and funds provided through the solid waste contract for collateral educational programs are maximized through the Department's partnerships with other stakeholder agencies, non-profit organizations, and an active volunteer base (in 2017 volunteers provided over 5500 hours* of in-kind services). As the department's record demonstrates, Environmental Services is positioned to proactively address environmental and conservation issues, ensuring a sustainable future for a growing and dynamic community.

Solid Waste, Recycling and Waste Minimization

In 1993, The Woodlands adopted a solid waste management plan with the stated goal "to achieve maximum waste diversion through an integrated approach to waste management in a cost-effective manner."

In 1996, the Department assumed oversight of contracted residential solid waste services that included curbside trash, recycling, bulk items, and yard trimmings collection. To contain costs, achieve maximum diversion, and minimize recycling contamination, staff continues to respond to emerging solid waste issues and resident concerns through comprehensive educational campaigns. Examples of these campaigns include WRAP – plastic film recycling; Recycle Right, Recycle Often – curbside recycling guidelines; and, 3R Bazaar – recycling education and collection fair.

Resident-driven concerns, fires on solid waste trucks, and lack of options prompted Environmental Services to research cost-effective solutions addressing household hazardous waste. From 2002 to 2004, the Department provided planning and grant writing for a phased-in approach that resulted in \$400,000 in grant funds for Precinct 3 to implement ongoing programs for paint recycling, electronics recycling and a permanent Household Chemical Waste facility (including Reuse Center for usable household chemicals). The facility was recognized after its first year of operations by the North American Hazardous Materials Management Associations (NAHMMMA) as the outstanding new facility in the country. Environmental Services continues to identify safe disposal options and educate residents.

Oversight of the solid waste contract revealed that a large volume of usable construction materials, appliances and other household items were being landfilled. Working with Habitat for Humanity of Montgomery County, staff assisted in the development of the ReStore. Recognizing that many potential donations were lost due to transport issues, staff wrote a successful H-GAC solid waste grant in 2005 for over \$64,000 to purchase a truck with a lift, enabling the organization to provide pick-up of larger construction items in The Woodlands and throughout Montgomery County. In addition, staff developed a *Donation Guide* and *Recycle More Guide* which provide contact information for organizations that will accept a wide variety of items.

Solid waste services went out for bid in 2011, terms were negotiated and the final contract was awarded to Waste Management with implementation in February 2012. Since that time, The

2019 Environmental Services Budget Plan



Woodlands has seen a steadily increasing recycling participation rate, reaching 82% in 2017, assisted by the implementation of larger 96 gallon recycle carts. 2017 saw a 30% waste diversion rate with over 15,000 tons of recycling and yard trimmings collected. Curbside textile recycling, added in August, 2017 projects to divert an additional 100 tons of material from the landfill annually.

Diversion is only half of the equation, though. Constraints in international recycling markets require a heightened focus on contamination; the quality or cleanliness of our recyclables is now just as critical as the volume. Township residential recycling contamination rate averaged 21% in 2017, compared to the national average of 18%. To address this the Environmental Services Department has implemented a number of “Recycle Right” education campaigns.

Mosquito Control and Surveillance

In 2003, staff logged growing residential concern about routine calendar spraying conducted by the County for mosquito control. At the same time, regional concern for pesticide resistance and West Nile virus (WNV) was mounting. Once again, the department provided leadership, partnering with Texas A&M University (TAMU) and the Texas Department of State Health Services (TDSHS) to study the problem. The research concluded that routine calendar spraying was largely ineffective at stemming the spread of mosquito-borne disease in our area. Study recommendations were presented to the Precinct 3 Commissioner with a request to pilot Integrated Mosquito Management (IMM) in The Woodlands.

Beginning in 2004, Environmental Services staff managed trapping and surveillance of mosquitoes, consulting TAMU and TDSHS as issues arose. The first year of IMM resulted in an 89% decrease in the amount of pesticide used by Pct 3 and significant success in reducing the numbers of virus carrying mosquitoes. The program was a finalist for the Governor’s Award for Environmental Excellence. In 2007, as a result of Environmental Services’ groundwork, Pct 3 qualified for an \$80,000+ grant from TDSHS to expand the IMM program. From 2007 until mid-season 2013, mosquito surveillance and trapping were managed by Environmental Services with Precinct 3 funding four out of seven seasonal interns. In addition, Precinct 3 conducts targeted spraying based on protocol established by Environmental Services with TAMU.

2014 saw record-breaking disease activity and the County implemented aerial spraying. Environmental Services set traps the day before and day after spraying in all villages in Montgomery County and confirmed that in all but one location the spraying did result in reducing the numbers of mosquitoes that are the vector for WNV. Unfortunately the spraying occurred too late to have real impact on disease activity as the disease had already significantly dropped in occurrence from a peak of 35 +WNV samples per week to under 5 positive samples per week the week spraying occurred. This highlights the importance of surveillance and collaboration to inform disease response activities on a large scale.

In 2015, a part-time, year-round position was added to the Mosquito Division increasing capacity and continuity of surveillance and disease response activities for the revolving roster of seasonal staff. This position was upgraded to full-time starting in 2017 which allowed the Department to respond appropriately to the rising challenge of Zika.

2019 Environmental Services Budget Plan



In spring of 2017 the Department created a *Phased Surveillance & Education Response Plan to Zika Virus in The Woodlands Township*, which coordinates efforts between the Township, Precinct 3, Montgomery County Health Authority, Montgomery County Office of Emergency Management and the Department of State Health Services to affect a timely and effective response to a locally-transmitted case of Zika virus in our community. The Department has also increased collaboration with the Harris County Mosquito and Vector Control District in the Village of Creekside Park, including the setting of additional traps and a more coordinated approach to disease response in this shared jurisdiction.

As a result, extensive flooding due to Hurricane Harvey in late August of 2017, DSHS, through partnership with the Department of Defense (DoD), conducted Federal Aerial Chemical Control Support Missions (aerial spraying) in Montgomery and Harris Counties among others. Special surveillance was conducted throughout a 4 week period to establish mosquito abundance and speciation before and after aerial spraying occurred. Aerial treatment was largely effective at reducing mosquito abundance across The Woodlands Township. The ability to track these trends and shifts in species composition enabled the targeted deployment of resources to areas with higher risk of disease transmission. Close communication with DSHS and DoD kept them informed of what was happening on the ground and in return allowed Environmental Services staff to provide accurate public updates regarding mission status and disease risk.

The Department continues to conduct outreach and create educational materials regarding bite prevention and source reduction, which have been identified as a critical component in keeping human disease rates low even in years of high mosquito disease activity.

Sustainable Landscapes

Grant funds secured in 1990 supported the establishment of a Compost Demonstration Site and Water-wise Demonstration Garden. Construction was accomplished by Eagle Scouts, and in 1994, Environmental Services implemented monthly composting classes, recruiting Master Gardeners as volunteer trainers. Those classes remain popular today, with over 200 attendees in 2017 and 80 backyard compost bins sold. Gardening classes are in high demand, as well; 349 residents attended one of the 4 classes held in 2017.

In 1997, focusing on dwindling water resources and the environmental impact of landscape management practices, the Department initiated Woodlands Landscaping Solutions, a free, hands-on, how-to event. Held at the Millennium Forest Gardens, the three-hour fall event has grown each year and attracted over 475 residents in 2017 exploring sustainable landscaping practices, efficient irrigation techniques, organic methods, habitat restoration techniques, and native plant information. Walk in the Woods Nature Lecture Series, with 6 events per year, connects residents to the native flora and fauna in our forested community.

A Community Garden was built in 1998 in response to resident requests. Environmental Services worked with Parks to identify a location, develop a plan and construct the garden at Bear Branch Sports Fields. Environmental Services continues to oversee the program. With little promotion, the program maintains a steady waiting list. In 2009, adoption of a Community Garden Master Plan resulted in the expansion of Bear Branch Garden and a new community garden location at Alden

2019 Environmental Services Budget Plan



Bridge Sports Park, completed in August 2011. In 2016 Wendtwoods Garden was completed in Creekside Village to bring the total number of managed plots to 141. A Conservation Garden, to demonstrate native, water-wise and pollinator friendly plantings as well as a beautiful aesthetic, was added to Wendtwoods Park.

Water Conservation

In response to unprecedented drought and wildfire hazard during 2011, the Department scheduled public forums and guest speakers to address firewise landscaping, tree care, pruning, plant selection, water-saving irrigation practices and water-wise landscape design. Staff made presentations to community groups on rainwater harvesting and water conservation methods. Expanding outreach, magazine articles and event displays were developed to target water conservation and yard trimmings management to reduce fire hazard.

In 2014, a fulltime Water Conservation Coordinator was added to the Department to increase public appreciation and understanding. Since that time, resident awareness of water conservation issues has steadily expanded, evidenced by heavy attendance (average 75 participants) at day-long, Smarter About Water Seminars, held multiple times a year. Initiatives such as the Water-Wise Village Challenge (residents pledge to turn off their lawn irrigation for the winter), school-based programs (conservation field studies, teacher workshops, and in-school presentations), and home water-saving device promotions have seen steady growth over the past 3 years.

Litter Control

To address a growing litter problem and mounting costs to maintain pathways, the Adopt-a-Path program was initiated in 1993. Residents and businesses show their community pride by adopting at least one-mile of pathway and committing to a minimum of four pick-ups a year. In response to information in the 2009 Keep America Beautiful Litter Cost Study, the department focused additional resources on litter abatement programs in 2011, launching the Earth Day GreenUp, a community-wide stewardship project. With over 870 participants in 2017 – a 20% increase from 2016 – the event continues to generate increased impact on the community.

Earth Day was initiated by The Woodlands Recycles (TWG) in 1990 to kick off recycling. In a very profound way, the department has its roots in the first little celebration in Grogan's Mill that demonstrated community concern for the environment. The Environmental Services Department cosponsored the event, coordinating the Village Challenge, until 1999 when the Department assumed administration and coordination of the entire event. In keeping with an emphasis on building a more sustainable community, in 2011 Earth Day and the Village Challenge evolved into a series of events and programs under the banner "How Green is Your Village?" Actively engaging residents, Village Associations and schools in stewardship, activities spotlight all of the Department's environmental programs in the spirit of Earth Day. A fall challenge for America Recycles Day provides opportunities for residents to close the loop, discover upcycling, recycle non-traditional items and to become aware of new recycling opportunities. Department staff has been an integral part of expanding sustainable practices at Parks and Recreation events and races by providing guidance and staff to affect zero waste practices.

2019 Environmental Services Budget Plan



Pollinator Support

Recognizing the ecological and economic importance of pollinators and the significant impacts that habitat loss and pesticide use have had on their populations, the Board funded a 5-year Pollinator Support Program beginning in 2018. Through this program the ES Department is increasing public awareness of the problem and partnering with homeowners, businesses, churches, schools and governmental agencies to address it through the establishment of more pollinator habitat (native wildflowers and milkweed) on their property. The first new pollinator field was established at Reedy Pond as an eagle scout project in April 2018.

Walk to School

Piloted with one elementary school in 2002, The **Walk to School** program promotes clean air, healthy kids and families, a sense of community and safe use of bike paths, exemplifying our community values. Eleven elementary schools consistently participate in the month-long program, organized and coordinated by Environmental Services with participation from Parks and Recreation and Neighborhood Services. When Conroe I.S.D. responded to budget cuts in 2011 by curtailing bus service for students residing less than a mile from school, we already had a model in place. In response to principal requests from Woodlands schools, we supplied walking routes for each school and a *Safe Routes to School* public forum.

I. ACCOMPLISHMENTS OF 2018

Adopt-A-Path

- *Adopt-A-Path*: 39 Active groups, 1244 community service hours, and 7832 gal of litter collected *Focus Areas 1.2.3, 7.1.3.*
- Achieved *Good Standing* recognition with *Keep Texas Beautiful*. *Focus Areas 1.1.3, 1.2.3, 7.2.2, 7.1.3, 7.1.2*
- Facilitated *Walk to School* at 12 schools for over 8,900 students and family members. *Focus Areas 1.2.5, 7.1.2*
- Facilitated 8 compost classes for 210 residents and sold 105 compost bins, helping to reduce landfill contributions and improve local soil conditions. *Focus Areas 1.2.5, 7.1.2, 7.1.3.*
- Supported annual Arbor Day Tree Planting, recruiting 161 volunteers to plant and mulch in Creekside Village. *Focus Areas 1.2.4, 1.2.5, 7.1.2, 7.1.3, 7.3.2.*

Communications

- Published 28 press releases, 50 magazine articles, 96 Facebook posts, 71 Blog posts; 5 online ads; 1 Facebook online campaign; 19 print ads; *Focus Areas 2.1.6, 2.1.7, 2.1.8, 7.1.2*

2019 Environmental Services Budget Plan



Community Gardens

- Eagle Scout candidates added a garden shed and rainwater harvesting system at Bear Branch and purple martin houses and benches at Alden Bridge and Wendtwoods *Focus areas 1.2.2, 7.1.3.*
- Leased all 141 community garden plots with waiting lists. *Focus Areas 1.2.4*
- Enhanced outdoor compost classroom with signage, tool shed and composting tools. *Focus Areas 1.2.1, 7.1.2*

Mosquito Surveillance and Education

- Developed a *Phased Surveillance & Education Response Plan to Zika Virus in The Woodlands Township* and participated in a *Regional Zika Preparedness and Response Plan* meeting to coordinate efforts between the Township, Precinct 3, Montgomery County Health Authority, Montgomery County Office of Emergency Management and the Department of State Health Services. *Focus Areas 1.3, 1.1.6, 1.5.1, 1.5.2, 2.1.2, 2.1.3*
- Set 1749 traps, a 77% increase over 2016; responded to 19 requests for surveillance by Township residents. *Focus Areas 1.1.3, 1.5.1*
- Responded to Hurricane Harvey by conducting 4 weeks of pre- and post-aerial spraying at 22 sites; provided critical surveillance data to DSHS and DOD that helped guide spray operations. *Focus areas 1.1.6, 2.1.2, 2.1.3*
- Presented *JoJo Mosquito Show* for 930 third grade students. *Focus Area 7.1.2*

Pollinator Support

- Initiated Pollinator Support Program; completed first new pollinator field at Reedy Pond. *Focus Areas 7.1.3, 7.3.1.*

Solid Waste, Recycling and Waste Minimization

- Managed the Waste Management contract to control costs, provide excellent customer service, and divert over 15,000 tons of recycling and organic material from the landfill. *Focus Areas 1.3, 7.1.3, 7.2.5*
- Implemented free curbside textile recycling through a contract with Simple Recycling. Diverted 66 tons in the first 8 months. *Focus Areas 1.3, 7.1.3, 7.2.5*

2019 Environmental Services Budget Plan



- *America Recycles Day*: 511 participants (9% increase over 2016), 60 volunteers, 17 educational booths; collected 7.5 tons of materials that cannot be recycled curbside. *Focus Areas 1.3, 1.2.5, 7.1.2, 7.1.3, 7.2.5*
- *Earth Day GreenUp*: 840 participants (20% increase over 2016) from 63 organizations; collected 9,660 gallons of trash (54% increase over 2016). *Focus Areas 1.3, 1.2.5, 7.1.2, 7.1.3, 7.2.5*
- Provided trash, recycling, and composting services for Township special events including *Red Hot & Blue*, *CB&I Tri*, *Muddy Trails*, and *10 for Texas*. *Focus Areas 1.3, 1.2.5, 7.1., 7.2.5.*

Sustainable Landscapes

- *Walk in the Woods Nature Lecture series* – 6 programs, 480 participants. *Focus Areas 1.2.4, 1.2.5, 7.1.2, 7.3.1, 7.3.2*
- *Gardening 101 and 102 Workshops* – 157 registrants. *Focus Areas 1.2.4, 1.2.5, 7.1.2, 7.1.3, 7.2.4, 7.3.1.*
- *Woodlands Landscaping Solutions*: 472 participants, 66 volunteers; 30 educational booths, demonstrations and activities. *Focus Areas 1.2.5, 7.1.2, 7.1.3, 7.1.4, 7.3.1, 7.3.2*

Water Conservation

- Facilitated (2) day-long *Water Conservation Seminars* for 143 participants. *Focus Areas 1.2.5, 7.1.2, 7.1.3.*
- Partnered with local businesses to host leak repair clinics during *Fix-a-Leak Week*. *Focus Areas 2.1.3, 7.1.1, 7.1.2, 7.1.3.*
- Delivered water conservation education at 16 community events including Village Association meetings and events, Farmers Markets, Community Group meetings and Involvement Days – 1,100 resident contacts. *Focus Areas 1.2.5, 7.1.2, 7.1.3.*
- Trained 55 public school teachers to implement water conservation education in their classroom. *Focus areas 7.1.2, 7.1.3.*
- Provided in-school presentations to 925 students, adults and teachers. *Focus Area 7.1.2.*
- Coordinated day-long *Water Conservation Field Studies* for intermediate school students at Bear Branch Recreation Center for 370 students and 35 adults. *Focus Area 7.1.2.*
- Implemented Water-Wise Village Challenge with 426 households (20% increase over 2017). *Focus Areas 7.1.2, 7.1.3.*



III. Goals of the Department's 2019 Budget Plan

Community Gardens

- Enhance accessibility features in the three existing community gardens. *Focus Area 1.2.2*

Mosquito Surveillance and Education

- Participate in Regional Arbovirus Preparedness and advance Phased Disease Response Plans for The Woodlands Township in coordination with State, Regional and Local partners. *Focus Areas 1.1.3, 1.1.6, 1.5.1, 1.5.2, 2.1.2, 2.1.3*
- Employ software tools to visualize, analyze and interpret mosquito surveillance data to better understand trends in arbovirus risk and effectively deploy resources. *Focus Areas 1.1.3, 1.5.1, 2.1*
- Collaborate with Township staff and local partners to improve notification processes, streamline procedures, and look for leverage points to achieve greater source reduction with existing resources. *Focus Areas 1.1.3, 1.2.1, 1.4.4, 1.5.1, 1.5.2, 2.1.7*
- Expand education and outreach outlets to engage more residents in bite prevention and source reduction. *Focus Areas 1.1.3, 1.2.5, 1.4.4, 1.5.1, 2.1.1, 2.1.7, 2.1.8, 7.1.2*

Pollinator Support

- Increase pollinator habitat throughout The Woodlands through resident education and open space enhancements. *Focus Areas 7.1.2, 7.1.3, 7.3.1.*

Solid Waste, Recycling and Waste Minimization

- Support the new Solid Waste Contract process, helping to ensure a cost effective solution that meets the service needs of our community while maximizing landfill diversion and the quality of our recyclables. *Focus Areas 1.3, 7.2.5.*
- Enhance recycling opportunities for multi-unit housing complexes, Township parks, and schools. *Focus Areas 1.3, 7.1.3, 7.2*
- Increase awareness of Curbside Textile Recycling Program through effective promotion, contract management, and superior customer service. *Focus Areas 1.3, 7.1.3, 7.2*
- Reduce recycling contamination through targeted public education outreach. *Focus Areas 1.3, 7.1.2, 7.2.5*

Sustainable Landscapes

- Grow Woodlands Landscaping Solutions; re-brand and add elements to attract a broader demographic. *Focus Areas 1.2.5, 7.1.2, 7.1.3, 7.1.4, 7.3.1, 7.3.2*

Water Conservation

- Advance school-based education through teacher workshops and hands-on, field-based programs.

2019 Environmental Services Budget Plan



Focus area 7.1.2

- Leverage partnerships with MUDs and Village Associations to further community outreach. *Focus Areas 2.1.3, 7.1.1, 7.1.2, 7.1.3*
- Implement additional fall programming including Water-Wise Village Challenge Workshop to further increase participation. *Focus Areas 7.1.1, 7.1.2, 7.1.3*
- Implement additional fall Drip Irrigation and Rainwater Harvesting Workshop. *Focus Areas 7.1.2, 7.1.3*

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Salaries and Benefits

\$408,904

- Environmental Services Department Personnel (\$408,904) – Salaries and benefits for a 6.5 FTEs including an environmental services manager, education program coordinators, education specialists, and interns.

Staff Development

\$7,600

(In accordance with Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development)

- Meetings (\$300) – Local and regional meetings such as HGAC, Gulf Coast Water Conservation Network, and Household Hazardous Waste meeting.
- Staff Training and Conferences (\$7,000) – Includes State Recycling Conference, Keep Texas Beautiful Conference, National Recycling Resource Conference, National Water-Wise Conference, State of Texas Association for Recycling Conference, Texas Mosquito Control Board Spring Workshop and Fall Conference, and other staff development/educational opportunities.
- Uniforms (\$300) – Uniforms for staff.

Equipment Expense

\$5,100

- Equipment (\$1,800) – Includes event recycling equipment and outdoor presentation equipment.
- Data Services (\$3,300) – Communication expenses for staff.

Contracted Services

\$3,000

(In accordance with Goal 1.3 Provide and promote efficient, cost effective and environmentally responsible waste disposal and recycling community wide)

- Contract Labor (\$3,000) – Temporary and contract labor to help with events.

Program Expenses

\$165,500

(In accordance with Key Initiative 1.2.5 Provide special event opportunities that foster community spirit, family values, and healthy lifestyle; Key Initiative 7.1.1 Support efforts of the municipal utility

2019 Environmental Services Budget Plan



districts, San Jacinto River Authority, and others to achieve superior water quality, conservation and reuse; Key Initiative 7.1.2 Expand environmental education; Key Initiative 7.1.3 Support conservation initiatives, and Key Initiative 7.2.5 Expand Recycling Stream)

- Other Programs (\$50,000) – Other environmental education materials and programs funded by proceeds received from the solid waste vendor.
- Sustainable Landscapes (\$26,500) - Includes Woodlands Landscaping Solutions event, Walk in the Woods Nature Lecture Series, Community Gardens program, and Composting and Gardening Classes.
- Water Conservation (\$16,000) - Includes school-based education, Water-Wise Village Challenge, Water Conservation Seminars, Fix-a-Leak Week, and outreach and education materials.
- Pollinator Support Program (\$5,000) – Includes education materials, workshops, and habitat improvement supplies including seeds and seedlings.
- Solid Waste, Recycling & Waste Minimization Education (\$36,000) – Supplies and equipment for Earth Day GreenUP and 3R Bazaar events; Adopt-A-Path, Village Challenge programs; recycling and composting services at Township events including Muddy Trails, CB&I Tri, Red, Hot & Blue and 10 for Texas; supplies and equipment as well as contractor services for a 1-day electronics recycling event (off-set by HGAC grant).
- Walk-to-School (\$5,000) – Promotions and supplies for events held at Township elementary schools.
- Mosquito Surveillance (\$27,000) – Supplies and equipment for surveillance and education; \$10,000 allocated for State testing should fees be enacted in 2019.

Administrative Expense

\$7,800

- Supplies (\$1,200) – Office supplies specific to the department.
- Dues and Subscriptions (\$2,600) – Dues for Solid Waste Association of North America, National Recycling Coalition, Keep Texas Beautiful, Texas Mosquito Control Association, Community Garden/OBHA, The Woodlands GREEN. Subscriptions to Biocycle, Resource Recycling, Waste News, and E-Magazine.
- Mileage (\$3,000) – Reimbursement expense for use of personal vehicles on company business.
- Printing (\$1,000) – This line item is used to produce a department brochure.

Total Cost for Environmental Services 2019 Budget Plan

\$597,904

**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
ENVIRONMENTAL SERVICES - Dept 420							
Salaries and Benefits							
Salaries and Wages	100-420-5010-0000-10	329,818	341,519	302,513	308,687	(32,832)	-9.6%
Overtime	100-420-5011-0000-10	13,865	2,200	7,500	7,500	5,300	240.9%
Employee Benefits - FICA	100-420-5020-0000-10	25,677	26,295	23,716	24,188	(2,107)	-8.0%
Employee Benefits - TEC	100-420-5021-0000-10	535	1,368	1,368	1,368	-	0.0%
Employee Benefits - Retirement	100-420-5030-0000-10	29,309	34,737	34,737	31,863	(2,874)	-8.3%
Employee Benefits - Insurance	100-420-5031-0000-10	23,393	27,371	27,371	34,729	7,358	26.9%
Employee Benefits - Workers Comp	100-420-5032-0000-10	285	821	547	569	(252)	-30.7%
		422,882	434,311	397,752	408,904	(25,407)	-5.8%
Staff Development							
Meetings	100-420-5100-0000-10	-	300	100	300	-	0.0%
Training & Conferences	100-420-5120-0000-10	3,610	9,000	7,000	7,000	(2,000)	-22.2%
Uniforms	100-420-5130-0000-10	-	300	300	300	-	0.0%
		3,610	9,600	7,400	7,600	(2,000)	-20.8%
Equipment Expense							
Equipment	100-420-5330-0000-10	1,760	1,800	1,800	1,800	-	0.0%
Data Services	100-420-5335-0000-10	2,698	3,000	3,000	3,300	300	10.0%
		4,458	4,800	4,800	5,100	300	6.3%
Contracted Services							
Contract Labor	100-420-5407-0000-10	-	68,000	68,000	3,000	(65,000)	-95.6%
		-	68,000	68,000	3,000	(65,000)	-95.6%
Program Expense							
Other Programs	100-420-5605-3403-10	26,242	50,000	40,000	50,000	-	0.0%
Sustainable Landscapes	100-420-5605-3407-10	43,840	26,500	26,500	26,500	-	0.0%
Water Conservation	100-420-5605-3415-10	-	16,000	13,000	16,000	-	0.0%
Pollinator Support Program	100-420-5605-3416-10	-	5,000	5,000	5,000	-	0.0%
Solid Waste, Recycling & Waste Min	100-420-5605-3410-10	30,559	36,000	32,000	36,000	-	0.0%
Walk-to-School	100-420-5605-3413-10	5,865	5,000	5,000	5,000	-	0.0%
Mosquito Surveillance	100-420-5605-3408-10	14,996	33,000	24,000	27,000	(6,000)	-18.2%
		121,502	171,500	145,500	165,500	(6,000)	-3.5%
Administrative Expense							
Supplies	100-420-5800-0000-10	1,681	1,200	1,200	1,200	-	0.0%
Dues & Subscriptions	100-420-5802-0000-10	2,343	2,600	2,600	2,600	-	0.0%
Printing	100-420-5803-0000-10	244	1,000	500	1,000	-	0.0%
Mileage Reimbursement	100-420-5804-0000-10	2,701	3,000	3,000	3,000	-	0.0%
		6,969	7,800	7,300	7,800	-	0.0%
Total Environmental Services		559,420	696,011	630,752	597,904	(98,107)	-14.1%

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2019 Streetlighting Budget Plan



I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

2019 Streetlighting Budget Plan



I. SITUATION ANALYSIS

The Streetlighting Budget includes the utility costs associated with illuminating public road ways throughout the existing and future developing portions of The Woodlands Township.

Street lights are provided throughout the Township by Entergy Texas and CenterPoint Energy. The Woodlands Land Development Company (TWLDC) causes new street lights to be installed in new areas. Plans for new street lights are submitted to Township staff to ensure compliance with spacing standards. After which, the lights are added to the Township's street light accounts.

Parks and Recreation Department employees regularly inspect the town-wide roads and collector streets for street light malfunctions and report these problems to the responsible utility company. Residents can also report street light repairs directly to the utility company or through the Township Web site and 311 app. The goal is for street lights to be repaired within 14 days of reporting the problem.

Currently, there are 6,327 street lights within the Township of which 5,357 are serviced by Entergy and 970 by Centerpoint.

Monthly rates per street light range from \$7.74 to \$19.96, depending upon the carrier and the lamp wattage plus the Fixed Fuel Factor, currently at .0495179 per kWh.

Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
\$1,239,309	\$1,325,000	\$1,275,000	\$1,325,000	\$0	0%

II. ACCOMPLISHMENTS OF 2018

Improved reporting and tracking of malfunctioning streetlights utilizing My Woodlands 311 app.

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

Continue improvements to repair response rate.

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Total Cost for Streetlighting 2019 Budget Plan

\$1,325,000

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I. SITUATION ANALYSIS

II. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

2019 Streetscape Maintenance Budget Plan



I. SITUATION ANALYSIS

The Streetscape Maintenance Budget includes roadside maintenance along town-wide roads and collector streets within the Township. Services include trash removal, mowing, edging, irrigation, sweeping, planting and tree pruning.

Streetscape maintenance services are provided through an Agreement between The Woodlands Township and The Woodlands Land Development Company (TWLDC). Per the Comprehensive Community Service Agreement (CCSA) between the Township and The Woodlands Development Company, which consolidated the First Amended Mutual Benefit Agreement (MBA) between TWLDC and the Associations, and the Consent Agreement between The Township and TWLDC, TWLDC is selected as the streetscape maintenance vendor to provide streetscape maintenance service so long as the cost of the same quality and frequency is comparable to the fees charged by other qualified vendors. The CCSA provides for streetscape services to be extended until May 29, 2019.

The Parks and Recreation Department provides oversight of the streetscape maintenance contract on behalf of the Township. TWLDC provides the maintenance services, currently performed by The Brickman Group as their sub-contractor, as well as all accounting, billing and maintenance records management. The cost for these administrative functions is not included in the streetscape contract as they are provided by TWLDC. The Brickman Group merged with Valley Crest and the new company name is BrightView - a privately held company, is the largest commercial landscape company in the United States.

The Township's 2019 Budget for streetscape maintenance services is \$5,073,182. There is an increase in the base streetscape maintenance budget of \$167,500 (3.4%) per the contract. A budget initiative approved in 2015 for \$240,000 for additional road side mowings (if necessary) and an additional cycle of trash and litter removal each week is also included in the budget. The budget also includes other enhanced streetscape maintenance services totaling \$732,682.

TWDC's cost for providing streetscape maintenance services for the contract is projected to be \$1,070,754.

Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
\$4,298,518	\$4,905,682	\$4,986,335	\$5,073,182	\$167,500	3.33%

II. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Total Cost for Streetscape Maintenance 2019 Budget Plan

\$5,073,182

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I. SITUATION ANALYSIS

II. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

2019 Solid Waste Services Budget Plan



I. SITUATION ANALYSIS

The Solid Waste Services Budget includes the collection and disposal of solid waste, yard waste, and recyclables for residential properties throughout the existing and future developing areas of The Woodlands Township and operation of the Recycling Center.

Residential waste collection services are provided for all single family homes in the Township by Waste Management of Texas per the Solid Waste Collection and Disposal Services Contract.

The contract provides:

- Once per week curbside collection of trash utilizing a 96-gallon cart.
- Once per week curbside collection of recyclables utilizing a 96-gallon cart.
- Once per week collection of yard waste utilizing compostable bags or resident-provided containers.
- Once per week collection of bulky trash (items too large to fit in a 96-gallon cart), upon request.
- Once per month collection of bulk cardboard, upon request.
- Operation and maintenance of the Recycling Drop-off Center.
- Solid Waste collection for multi-unit complexes with an option for recycling services.

Once per week collection of curbside textiles recycling is provided by Simple Recycling through a separate contract. The 3-year contract was established in July 2017.

The current eight year agreement with Waste Management expires January 31, 2020. \$65,000 was allocated in 2018 for consulting services to assist with the negotiation of a renewal/extension of the current solid waste collection and recycling contract with Waste Management and/or to develop the specifications for an Invitation for Bids/Request for Proposals and help with the evaluation of subsequent bids/proposals.

As of March 2018, 34,870 residential units receive solid waste collection services provided by the Township. The number of units is projected to grow to 35,150 by the end of 2019.

The 2019 Budget for waste collection services is \$5,160,900. The current monthly rate per unit is \$10.46. This rate is anticipated to increase 3% in February 2019 to \$10.77.

Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
\$4,851,537	\$5,002,418	\$5,002,418	\$5,160,900	\$158,482	3.2%

II. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Total Cost for Solid Waste Services 2019 Budget Plan

\$5,160,900

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**The Woodlands Township
Department Budget Detail
(in whole dollars)**

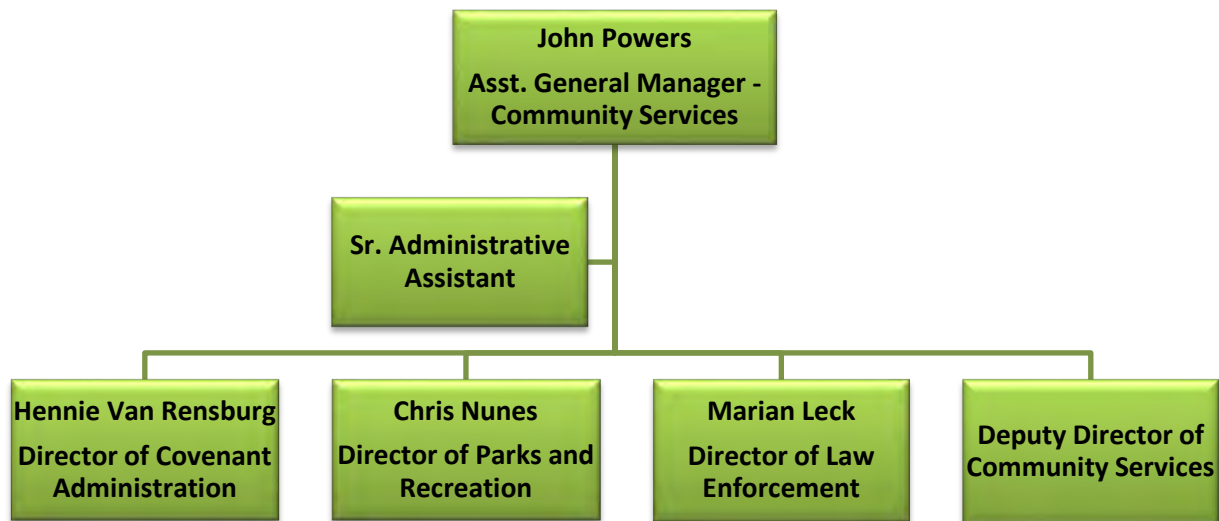
	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
OTHER COMMUNITY SERVICES (Veh. Storage) - Dept 430							
Facility Expense							
Telephone	100-430-5210-0000-10	-	-	-	-	-	
Utilities	100-430-5220-0000-10	-	-	-	-	-	
Facility Repair & Maintenance	100-430-5230-0000-10	-	-	-	-	-	
		-	-	-	-	-	
Equipment Expense							
Equipment Repair & Maintenance	100-430-5365-0000-10	-	-	-	-	-	
		-	-	-	-	-	
Contracted Services							
Other Contracted Services	100-430-5499-0000-10	500	-	-	-	-	
		500	-	-	-	-	
Administrative Expense							
Other Admin	100-430-5899-0000-10	6,244	-	-	-	-	
		6,244	-	-	-	-	
Total Vehicle Storage		6,744	-	-	-	-	
OTHER COMMUNITY SERVICES - Dept 430							
Streetlighting	100-430-5440-0000-10	1,239,309	1,325,000	1,275,000	1,325,000	-	0.0%
Streetscape Maintenance	100-430-5441-0000-10	4,298,518	3,933,000	4,013,653	4,100,500	167,500	4.3%
Streetscape Maintenance - Enhanced	100-430-5441-5600-10	-	972,682	972,682	972,682	-	0.0%
Solid Waste Services	100-430-5442-0000-10	4,851,537	5,002,418	5,002,418	5,160,900	158,482	3.2%
Total Other Community Services		10,389,364	11,233,100	11,263,753	11,559,082	325,982	2.9%

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ORGANIZATION CHART



Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Asst. General Manager - Community Services	1.00	1.00	0.00
Sr. Administrative Assistant	1.00	1.00	0.00
Total	2.00	2.00	0.00

Summary of Personnel Changes for 2019 Budget

- No Changes from 2018 Budget to 2019 Budget

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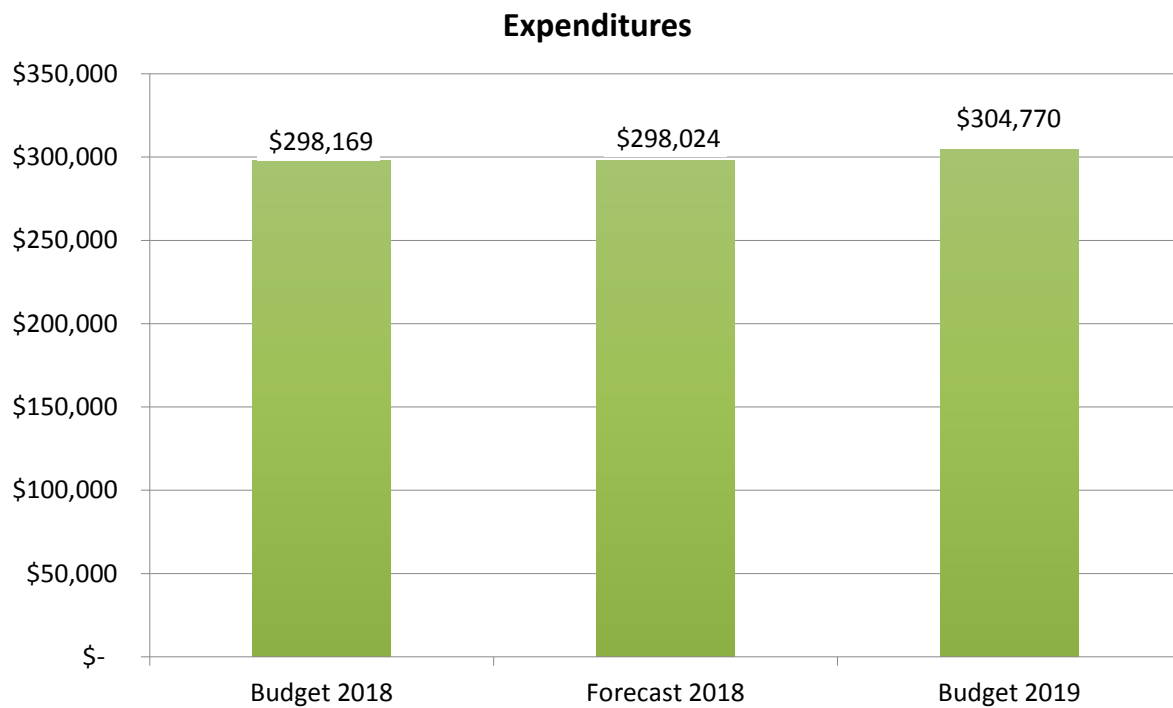


Community Services

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 292,019	\$ 291,824	\$ 298,720	\$ 6,701	2.3%
Staff Development	1,900	1,800	1,800	(100)	-5.3%
Equipment Expense	2,000	2,000	2,000	-	0.0%
Administrative Expense	2,250	2,400	2,250	-	0.0%
Total	\$ 298,169	\$ 298,024	\$ 304,770	\$ 6,601	2.2%





Community Services

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 222,559	\$ 222,559	\$ 228,384	\$ 5,825	2.6%
Benefits	69,460	69,265	70,336	876	1.3%
Total	\$ 292,019	\$ 291,824	\$ 298,720	\$ 6,701	2.3%

- Increase due to annual salary adjustment

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 200	\$ 200	\$ 200	\$ -	0.0%
Training & Conferences	1,500	1,500	1,500	-	0.0%
Uniforms	200	100	100	(100)	-50.0%
Total	\$ 1,900	\$ 1,800	\$ 1,800	\$ (100)	-5.3%

- Uniforms, (\$100): decrease based on analysis of historical and projected costs

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Cell Phones	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
Total	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



Community Services

Budget 2019

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 250	\$ 300	\$ 250	\$ -	0.0%
Dues & Subscriptions	1,000	1,100	1,000	-	0.0%
Other Admin	1,000	1,000	1,000	-	0.0%
Total	\$ 2,250	\$ 2,400	\$ 2,250	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

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2019 Community Services Budget Plan



I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET



I. SITUATION ANALYSIS

Community Services provides oversight, management and direction to the Covenant Administration, Parks, Recreation and Environmental Services, Neighborhood Services, Law Enforcement and Transportation and Infrastructure Departments.

II. ACCOMPLISHMENTS OF 2018

- Resolved resident issues and concerns. Provided oversight of the Resident Care Center.
- Maintained and cultivated positive relations and communications with various agencies and strategic partners.
- Developed, reviewed, and edited numerous agreements and contracts.
- Assisted with the Memorial Hermann Ironman Texas, IronKids, Woodlands Marathon, Waterway Arts Festival and Inspire Film Festival events and managed the Host Venue Sponsorship Agreements.
- Coordinated with Harris County for maintenance and operations.
- Coordinated with Montgomery County Precinct 2, 3 & 4 for maintenance and operations, including approval of Special Events.
- Assisted with the development and updates to the Township website to inform residents on traffic and construction projects.
- Assisted Woodlands Film Commission with various film projects and approvals.
- Ensured day to day operations are carried out to meet Township goals and objectives.
- Assisted with updating the Montgomery County Disaster Recovery Plan.
- Conducted various emergency preparedness events and programs for residents and businesses.
- Provided support to The Woodlands Bicycle Coalition for various bicycle education and safety programs and events.
- Assisted with Ice Rink operations and coordination of the joint use with Cynthia Woodlands Mitchell Pavilion.
- Implemented enforcement and training procedures for Covenant Administration .

2019 Community Services Budget Plan



- Oversight of capital projects.
- Provided oversight of process for new waste removal/recycling services contract.
- Directed RFP processes for fleet management services, adventure course design and construction, drainage engineer services, bridge lighting design and vending machine services.
- Served as Emergency Action Plan Coordinator for Township facilities including plan revisions and training.
- Coordinated lease termination and tenant close out of Township property at 9669 Grogan's Mill Rd.
- Coordinated Global Entry Enrollment Center operation with US Customs and Border Protection.

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

- Provide support to the President's Office, Departments and Committees.
- Resolve resident issues and concerns and complete all service requests within 14 days.
- Increase public satisfaction with Township services.
- Respond quickly to growth of the community and particularly Town Center and commercial areas to provide public safety and community services.
- Implement energy efficiency and conservation programs.
- Improve Covenant enforcement violation process and property owner compliance.
- Ensure Township compliance with local, state and federal requirements related to Community Service departments' operations.
- Assisted Visit The Woodlands with Plato Pappas Marina maintenance and boat removal.

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Salaries and Benefits

\$298,720

(In accordance with Key Initiative 3.2.3 Provide competitive benefit and compensation packages)

- Community Services Administration Personnel (\$298,720) – Salaries and benefits for 2.0 full-time equivalent positions (Assistant General Manager – Community Services and Sr. Administrative Assistant).

2019 Community Services Budget Plan



Staff Development

\$1,800

(In accordance with Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development)

- Meetings (\$200) – Includes meetings with volunteers and other agencies.
- Staff Training & Conferences (\$1,500) – Includes travel, registration and expenses to attend conferences, seminars and/or training events.
- Uniforms (\$100) – Includes Township shirts for employees

Equipment Expense

\$2,000

(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)

- Data Services (\$2,000) – Communication expenses for staff

Administrative Expenses

\$2,250

(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)

- Supplies (\$250) – Office supplies specific to the department.
- Dues & Subscriptions (\$1,000) – Professional memberships including TRAPS, Rotary, NRPA and Rice Design Alliance.
- Other (\$1,000) – For miscellaneous expenses not classified elsewhere.

Total Cost for Community Services 2019 Budget Plan

\$304,770

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**The Woodlands Township
Department Budget Detail
(in whole dollars)**

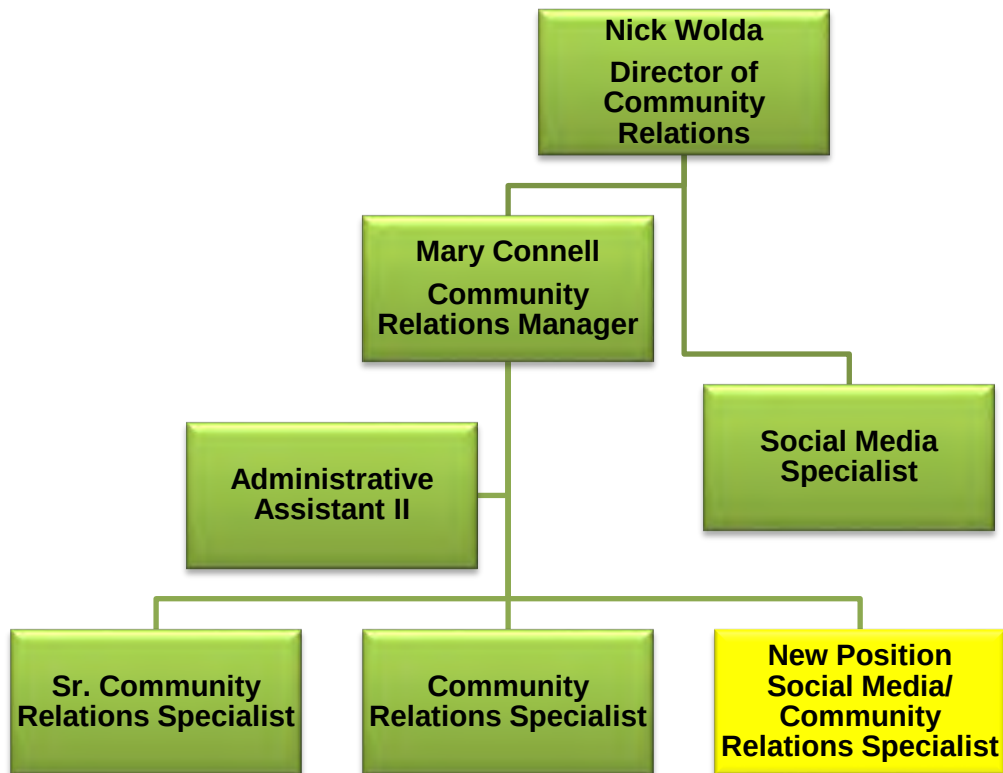
	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
COMMUNITY SERVICES ADMIN - Dept 400							
Salaries and Benefits							
Salaries and Wages	100-400-5010-0000-10	222,626	221,559	221,559	227,384	5,825	2.6%
Overtime	100-400-5011-0000-10	1,018	1,000	1,000	1,000	-	0.0%
Employee Benefits - FICA	100-400-5020-0000-10	13,924	13,859	13,859	14,138	279	2.0%
Employee Benefits - TEC	100-400-5021-0000-10	194	342	342	342	-	0.0%
Employee Benefits - Retirement	100-400-5030-0000-10	25,954	28,562	28,562	29,260	698	2.4%
Employee Benefits - Insurance	100-400-5031-0000-10	29,415	26,113	26,113	26,196	83	0.3%
Employee Benefits - Workers Comp	100-400-5032-0000-10	185	584	389	400	(184)	-31.5%
		293,316	292,019	291,824	298,720	6,701	2.3%
Staff Development							
Meetings	100-400-5100-0000-10	-	200	200	200	-	0.0%
Training & Conferences	100-400-5120-0000-10	1,000	1,500	1,500	1,500	-	0.0%
Uniforms	100-400-5130-0000-10	38	200	100	100	(100)	-50.0%
		1,038	1,900	1,800	1,800	(100)	-5.3%
Equipment Expense							
Equipment	100-400-5330-0000-10	-	-	-	-	-	0.0%
Data Services	100-400-5335-0000-10	1,079	2,000	2,000	2,000	-	0.0%
		1,079	2,000	2,000	2,000	-	0.0%
Administrative Expense							
Supplies	100-400-5800-0000-10	13	250	300	250	-	0.0%
Dues & Subscriptions	100-400-5802-0000-10	305	1,000	1,100	1,000	-	0.0%
Other Admin	100-400-5899-0000-10	1,672	1,000	1,000	1,000	-	0.0%
		1,990	2,250	2,400	2,250	-	0.0%
Total Community Services Admin		297,424	298,169	298,024	304,770	6,601	2.2%

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ORGANIZATION CHART



Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Community Relations Manager	1.00	1.00	0.00
Sr. Community Relations Specialist	1.00	1.00	0.00
Community Relations Specialist	1.00	1.00	0.00
Social Media Specialist	1.00	1.00	0.00
Social Media/Community Relations Specialist	0.00	1.00	1.00
Administrative Assistant II	1.00	1.00	0.00

Summary of Personnel Changes for 2019 Budget

New Position

- 1.0 FTE – Social Media/Community Relations Specialist

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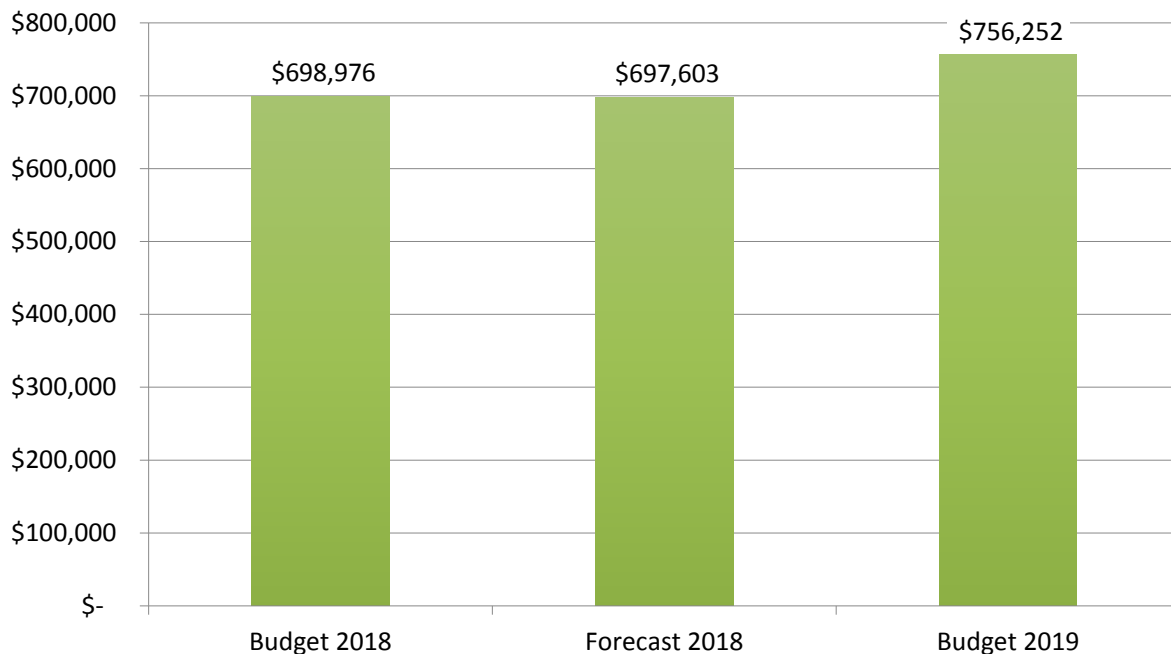
Community Relations

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 495,576	\$ 488,603	\$ 540,602	\$ 45,026	9.1%
Staff Development	5,500	3,300	4,400	(1,100)	-20.0%
Equipment Expense	6,500	5,500	7,000	500	7.7%
Contracted Services	115,400	137,400	130,450	15,050	13.0%
Program Expense	1,500	1,500	1,500	-	0.0%
Public Education/Relations	51,000	43,000	49,000	(2,000)	-3.9%
Administrative Expense	23,500	18,300	23,300	(200)	-0.9%
Total	\$ 698,976	\$ 697,603	\$ 756,252	\$ 57,276	8.2%

Expenditures





Community Relations

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 368,065	\$ 368,065	\$ 420,812	\$ 52,747	14.3%
Benefits	127,511	120,538	119,790	(7,721)	-6.1%
Total	\$ 495,576	\$ 488,603	\$ 540,602	\$ 45,026	9.1%

- Increase in due to proposed new staff position and annual salary adjustment, partially offset by a decrease in health insurance expense due to some employees selecting a lower level of benefits

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 500	\$ 300	\$ 400	\$ (100)	-20.0%
Training & Conferences	5,000	3,000	4,000	(1,000)	-20.0%
Total	\$ 5,500	\$ 3,300	\$ 4,400	\$ (1,100)	-20.0%

- Meetings, (\$100): decrease based on analysis of historical costs
- Training & Conferences, (\$1,000): decrease based on analysis of historical costs

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 4,000	\$ 3,000	\$ 3,000	\$ (1,000)	-25.0%
Data Services	2,500	2,500	4,000	1,500	60.0%
Total	\$ 6,500	\$ 5,500	\$ 7,000	\$ 500	7.7%

- Equipment, (\$1,000): decrease based on analysis of historical and projected costs
- Data Services, \$1,500: cellular phone for proposed new staff position; phone for use during media events and at the EOC



Community Relations

Budget 2019

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Computer Support	\$ 17,000	\$ 17,000	\$ 17,000	\$ -	0.0%
Consulting	2,000	-	-	(2,000)	-100.0%
Contract Labor	36,400	18,400	28,000	(8,400)	-23.1%
Website	45,000	45,000	70,450	25,450	56.6%
Video Production	15,000	15,000	15,000	-	0.0%
Public Opinion Surveys	-	42,000	-	-	
Total	\$ 115,400	\$ 137,400	\$ 130,450	\$ 15,050	13.0%

- Consulting, (\$2,000): decrease based on analysis of historical and projected costs
- Contract Labor, (\$8,400): decrease based on analysis of historical and projected costs
- Website, \$25,450: increase to improve accessibility components of the website

Program Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Holiday Lighting Contest	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
Total	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



Community Relations

Budget 2019

Public Education/Relations

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Community Relations	\$ 20,000	\$ 16,000	\$ 18,000	\$ (2,000)	-10.0%
Specialty Supplies	14,000	14,000	14,000	-	0.0%
Advertising	17,000	13,000	17,000	-	0.0%
Total	\$ 51,000	\$ 43,000	\$ 49,000	\$ (2,000)	-3.9%

- Community Relations, (\$2,000): decrease based on analysis of historical and projected costs

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
Dues & Subscriptions	6,500	6,500	6,500	-	0.0%
Printing	15,000	10,000	15,000	-	0.0%
Mileage Reimbursement	500	300	300	(200)	-40.0%
Total	\$ 23,500	\$ 18,300	\$ 23,300	\$ (200)	-0.9%

- Mileage Reimbursement, (\$200): decrease based on analysis of historical and projected costs



2019 Community Relations Budget Plan



I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET



I. SITUATION ANALYSIS

The Community Relations Department produces and manages The Woodlands Community Magazine and The Woodlands Township website, www.thewoodlandstownship-tx.gov, along with numerous graphics, publications, print advertising, presentations, proclamations, research, communications and other projects to promote and market the work and services of The Woodlands Township, in addition to helping the Township's service departments with their marketing initiatives. The department also has a robust social media program that includes Facebook, Twitter, Instagram, blogs, emergency communications, social media advertising and more.

The goal of The Woodlands Township's Community Relations Department is to promote The Woodlands Township by providing accurate, timely communication to residents and businesses in The Woodlands Township via printed and electronic communications as well as other methods as needed. Communications and marketing focus on the work and accomplishments of the Township's Board of Directors and the Township's services.

Methods include The Woodlands Township website, The Woodlands Community Magazine, media relations and public relations including news releases, brochures, e-newsletters, promotional material, presentations, advertising, collateral for special events, social media and marketing. The Woodlands Community Magazine, published monthly in partnership with Champions Printing and Publishing, was rated the number one information source for learning about activities in the neighborhood or village, according to the 2016 Resident Survey.

The objectives and goals of the 2018 Community Relations Plan center on growth and awareness of The Woodlands Township and how it serves The Woodlands residents and businesses.

II. ACCOMPLISHMENTS OF 2018

- Continued successful communication of Township services through numerous means and channels.
- Managed and maintained the Township website, which continues to prove its value with 956,349 unique visitors and 1,099,281 visits in 2017, along with 14,061 updates made by staff in 2017.
- Continued monthly production of The Woodlands Community Magazine, rated the number one information source for learning about activities in the neighborhood or village, according to the 2016 Resident Survey. The magazine is mailed to more than 44,000 homes each month at \$0 cost to the Township for production, printing and mailing, and celebrated 20 years of continuous publication in May 2017. It can also be read online, accessible through the Township website.
- Created designs and artwork for publications such as The Woodlands Township Parks and Recreation Action Guide, About The Woodlands Township booklet, Summary of Accomplishments, Public Safety Awards recognition printed material, Volunteer of the Year Awards, *Splash!* Guide,

2019 Community Relations Budget Plan



Parks and Pathways map, Volunteer Recognition event, various invitations and others, including signage and collateral for the Ice Rink.

- Maintained and cultivated positive media relations, including partnership with KSTAR Country 99.7 as the official Emergency Broadcast Radio Station for The Woodlands Township.
- Continued advertising layout, design, and placement for Parks and Recreation events, previously handled through the CVB's ad agency.
- Wrote, posted and distributed Township press releases (163 in 2017).
- Created, produced and placed advertising for The Woodlands Township (90 ads designed and placed in 2017).
- Completed hundreds of communications projects for various Township departments in addition to regular Community Relations duties (578 projects in 2016, not all-inclusive).
- Continued to coordinate and guide blogs and newsletters for various Township services, including Environmental Services, Parks and Recreation and Neighborhood Watch. Discontinued the Parks and Recreation blog and newsletter and Riva Row newsletter in favor of the Parks and Rec Facebook page.
- Produced weekly *Talk of the Township* eNewsletter, with 3,781 subscribers in the first half of 2018 and growing, plus additional department newsletters, calendar listings, emergency alerts and other notifications with over 27,000 total subscribers in the first half of 2018 and growing. (Total subscribers encompass Talk of the Township, Environmental Services Enewsletter, Neighborhood Watch Enewsletter, Newsflash, Bids, Community-wide Emergency Alerts, Transit Alerts and Calendar updates.)
- Monitored social media for Township issues and responded to resident complaints and inquiries via social media.
- Crossed 14,000 milestone for number of likes on the Township's Facebook page.
- Provided overall Township support for departmental reporting, photography, proclamations, signage, maps, promotional items and apparel, presentations and graphic design as requested. Not all-inclusive.
- Worked with Ad Hoc Economic Development Committee and consultants to continue the Cultural Arts Feasibility Study.



III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

- Promote the work of The Woodlands Township and the work of the Township Board of Directors through various communication channels.
- Continue to educate the general public and business community on the entire scope of The Woodlands Township.
- Continue to improve and streamline The Woodlands Township website.
- Continue the success of The Woodlands Community Magazine.
- Build upon social media initiatives to increase visibility of The Woodlands Township and to provide more ways for residents and businesses to reach and interact with the Township.
- Continue to build upon current relationships and build new relationships with media representatives and outlets to improve and expand media coverage of The Woodlands Township.
- Continue to work with Township departments, partners, village associations, chamber of commerce, EDP, media outlets and others to strengthen relationships with the Township and to assist in communicating items of importance and interest to residents.
- Continue to assist the Ad Hoc Economic Development Committee and The Woodlands Township Board of Directors with the Cultural Arts Feasibility Study.
- Create new marketing opportunities for The Woodlands Township.
- To specifically fulfill these items from the Township's vision, mission and strategic plan:
 - 2.1. Ensure effective communications with the community and partners
 - 2.1.1. Expand public service announcements and information outlets
 - 2.1.3. Effectively utilize other entities and programs to disseminate and collect information
 - 2.1.4. Provide feedback opportunities such as surveys and opinion polling
 - 2.1.6. Communicate accurate and timely information on the activities of the Township to the media and the public
 - 2.1.7. Proactively educate residents on Township-related community issues to ensure residents have the facts and are well-educated
 - 2.2.3. Effectively communicate financial information to the public
 - 2.2.5. Encourage awareness of public meetings
 - 2.2.6. Promote and recognize volunteer and community accomplishments
 - 3.1.1. Provide a working environment that promotes productivity and high morale
 - 1.2.5. Provide special event opportunities that foster community spirit, family values, and healthy lifestyles



In summary:

- Ensure residents stay informed about the Township and its services.
- Ensure residents are informed during times of emergency.
- Support and promote the work of the Board of Directors via press releases, proclamations, presentations, events, speeches and reports.
- Develop and promote the positive public perception and image of the Township to ensure the general public and businesses are aware of the services of the Township and the scope of its work.
- Ensure consistency of image through the Township's graphic standards and style.

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Salaries and Benefits

\$540,602

(In accordance with Key Initiative 3.2.3 Provide competitive benefit and compensation packages)

- Community Relations Department Personnel (\$540,602) – Salaries and benefits for Community Relations positions and 30 percent allocated cost of the Director of Community Relations/CVB President as those duties relate directly to the community relations initiatives of The Woodlands Township. Community Relations staff positions include: an Administrative Assistant who inputs routine changes onto the website, organizes files for The Woodlands Community Magazine, and creates reports for the department and the Township, including assistance with project tracking; a Community Relations Specialist who prepares and places newspaper and magazine advertisements, produces graphic designs, brochures, photography and writing projects, and updates sections of the Township website; a Senior Community Relations Specialist who produces larger design projects, elements of special events, writing projects, photography, website updating, reports, presentations and assists with strategic planning; a Social Media Specialist/Analyst; and a Community Relations Manager who manages the work of the department, provides graphic design, writing and editorial guidance, serves as editor and contract manager for The Woodlands Community Magazine and serves as website manager. All six staff persons provide various levels of updates to the website and provide communications guidance and assistance to departments throughout the Township.

The Community Relations Department has requested one new position for the 2019 Budget. The addition of a second Community Relations Specialist would allow the team to do more to promote the Township, the Board and the community. It would also help promote more productivity and morale because there are communications needs that are not being met with our current staffing level, some of those being creation of a strategic communications plan for Township services, expanded methods of communication such as increased video content, improved content in the magazine and an increased ability to craft marketing plans for events and programs in collaboration with Township service departments, among many other communications needs and efforts.

2019 Community Relations Budget Plan



Staff Development

(In accordance with Goal 3.1 Provide education and training opportunities and a supportive working environment for Township staff)

- Meetings (\$400) – Expenses for meetings as needed.
- Staff Training and Conferences (\$4,000) – Professional development and training for Community Relations staff including multimedia, pre-press design, web design and maintenance, online software training and professional association conferences related to public relations/communications best practices, tools and techniques. Includes travel, conference registration and expenses.

Equipment Expense

\$7,000

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Data Services (\$3,000) – Communication expenses for Community Relations Manager and Social Media Specialist, Senior Community Relations Specialist, and potentially new position.
- Equipment (\$4,000) – Office equipment including photography equipment and storage, projector for public presentations, scanners and other equipment as necessary.

Contracted Services

\$130,450

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township; and Goal 2.1 Ensure effective communications with the community and partners)

- Computer Support (\$17,000) – Computer and technical support for Community Relations software and electronic initiatives.
- Contract Labor (\$28,000) – Outsourcing of graphic design, writing, editing or photography services during peak activity for projects such as Action Guides, pathway maps, booklets, brochures or similar needs.
- Website (\$70,450) – Expenses associated with the maintenance and hosting of the Township's website, www.thewoodlandstownship-tx.gov. The website features multiple navigation and interactive features and includes up-to-date programs and initiatives of The Woodlands Township, news releases, information regarding public meetings, public inquiries, and much more relevant information for the general public. This budget line item also includes expenses related to the hosting and production of board meeting videos. The website generates close to 1,000,000 unique visitors annually. The 2019 budget includes an additional \$7,000 to cover a new video module and assistance from SiteImprove to monitor broken links, disconnected files and pages and other website improvements.
- Video Production (\$15,000) – Production of video products promoting and educating the general public such as public safety achievements, economic development, and general awareness videos. In addition, produce promotional segments for The Woodlands Township events including wrap-up

2019 Community Relations Budget Plan



videos. This line also includes production of video clips that may be stored and viewed on The Woodlands Township Website.

Program Expense

\$1,500

(In accordance with Goal 2.1 Ensure effective communications with the community and partners)

- Holiday Lighting Contest (\$1,500) – Expenses include support materials for The Woodlands traditional annual Holiday Lighting Contest, conducted through the Village Associations. Materials include signs, plaques and event supplies for Awards Night.

Public Education/Relations

\$49,000

(In accordance with Goal 2.1 Ensure effective communications with the community and partners)

- Community Relations (\$18,000) – Initiatives for promoting and communicating the programs and services of The Woodlands Township for its constituents including participation in trade shows, events, marketing collateral, public relations efforts, media relations, social media tools (\$5,000) and other opportunities as they arise in the promotion of The Woodlands Township.
- Specialty Supplies (\$14,000) – Supplies specifically related to promoting The Woodlands Township. These supplies include general promotional items such as pens, lapel pins, shirts, plaques for presentation, signage and other promotional or commemorative items for residents and volunteers.
- Advertising (\$17,000) – General advertising and promotion of The Woodlands Township, including the Interfaith Directory ad, Chamber kiosk and directories, election ads, Town Hall meeting ads and other opportunities as they arise; including, but not limited to magazines, radio, cable, newspaper, websites, billboards and direct mail.

Administrative Expense

\$23,300

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)

- Supplies (\$1,500) – Office supplies specific to the Community Relations department.
- Dues & Subscriptions (\$6,500) – Professional association dues, subscriptions to stock art and photographs for use in publications, subscriptions to industry publications and news monitoring services.
- Printing (\$15,000) – Printed material to promote messages and services of The Woodlands Township including The Woodlands Township brochure, parks and pathway maps, service guides or reprints of The Woodlands Community Magazine service issue, wildflower brochure and other printing related to promoting the Township.

2019 Community Relations Budget Plan



- Mileage Reimbursement (\$300) – Expenses incurred by Community Relations staff for travel for business purposes, including mileage, parking, tolls, etc.

Total Cost for Community Relations 2019 Budget Plan

\$756,252

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**The Woodlands Township
Department Budget Detail
(in whole dollars)**

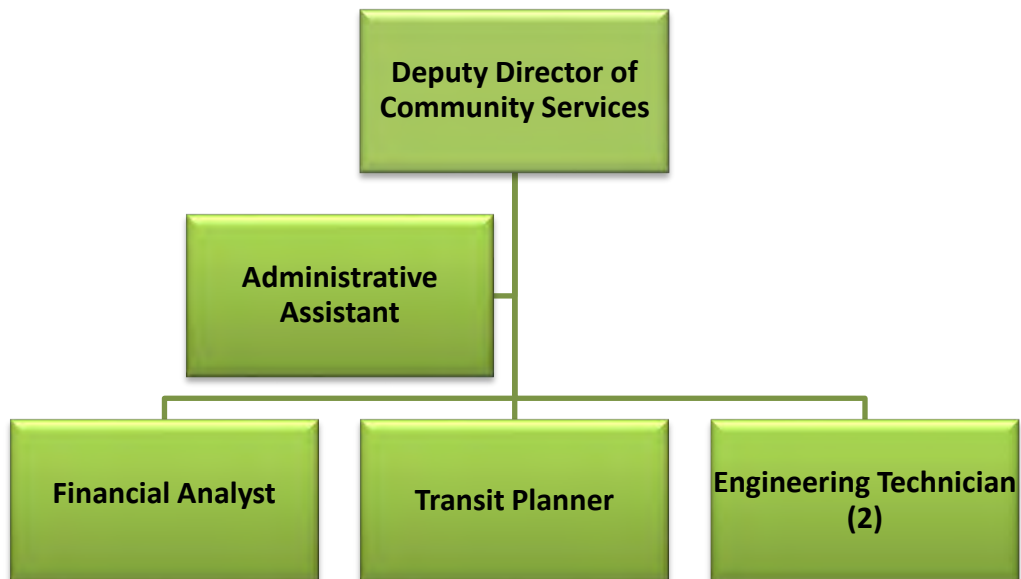
	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
COMMUNITY RELATIONS - Dept 500							
Salaries and Benefits							
Salaries and Wages	100-500-5010-0000-10	350,677	366,065	366,065	418,812	52,747	14.4%
Overtime	100-500-5011-0000-10	5,693	2,000	2,000	2,000	-	0.0%
Employee Benefits - FICA	100-500-5020-0000-10	25,037	24,846	24,846	28,543	3,697	14.9%
Employee Benefits - TEC	100-500-5021-0000-10	495	855	855	1,026	171	20.0%
Employee Benefits - Retirement	100-500-5030-0000-10	30,366	42,484	42,484	44,442	1,958	4.6%
Employee Benefits - Insurance	100-500-5031-0000-10	58,957	58,346	51,700	45,030	(13,316)	-22.8%
Employee Benefits - Workers Comp	100-500-5032-0000-10	297	980	653	749	(231)	-23.6%
[Includes Allocated Cost (30% Director Comm Relations)]		471,522	495,576	488,603	540,602	45,026	9.1%
Staff Development							
Meetings	100-500-5100-0000-10	-	500	300	400	(100)	-20.0%
Training & Conferences	100-500-5120-0000-10	1,535	5,000	3,000	4,000	(1,000)	-20.0%
		1,535	5,500	3,300	4,400	(1,100)	-20.0%
Equipment Expense							
Equipment	100-500-5330-0000-10	1,226	4,000	3,000	3,000	(1,000)	-25.0%
Data Services	100-500-5335-0000-10	2,172	2,500	2,500	4,000	1,500	60.0%
		3,398	6,500	5,500	7,000	500	7.7%
Contracted Services							
Computer Support	100-500-5400-0000-10	17,823	17,000	17,000	17,000	-	0.0%
Consulting	100-500-5401-0000-10	-	2,000	-	-	(2,000)	-100.0%
Contract Labor	100-500-5407-0000-10	5,845	36,400	18,400	28,000	(8,400)	-23.1%
Website	100-500-5470-0000-10	33,356	45,000	45,000	70,450	25,450	56.6%
Video Production	100-500-5471-0000-10	450	15,000	15,000	15,000	-	0.0%
Public Opinion Surveys	100-500-5499-0000-10	2,740	-	42,000	-	-	-
		60,214	115,400	137,400	130,450	15,050	13.0%
Program Expense							
Holiday Lighting Contest	100-500-5605-3405-10	544	1,500	1,500	1,500	-	0.0%
		544	1,500	1,500	1,500	-	0.0%
Public Education/Relations							
Community Relations	100-500-5700-0000-10	7,169	20,000	16,000	18,000	(2,000)	-10.0%
Specialty Supplies	100-500-5702-0000-10	9,131	14,000	14,000	14,000	-	0.0%
Advertising	100-500-5704-0000-10	11,301	17,000	13,000	17,000	-	0.0%
		27,602	51,000	43,000	49,000	(2,000)	-3.9%
Administrative Expense							
Supplies	100-500-5800-0000-10	1,789	1,500	1,500	1,500	-	0.0%
Dues & Subscriptions	100-500-5802-0000-10	4,054	6,500	6,500	6,500	-	0.0%
Printing	100-500-5803-0000-10	4,433	15,000	10,000	15,000	-	0.0%
Mileage Reimbursement	100-500-5804-0000-10	137	500	300	300	(200)	-40.0%
		10,413	23,500	18,300	23,300	(200)	-0.9%
Total Community Relations		575,227	698,976	697,603	756,252	57,276	8.2%

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ORGANIZATION CHART



Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Deputy Director of Community Services	1.00	1.00	0.00
Transit Planner	1.00	1.00	0.00
Financial Analyst	1.00	1.00	0.00
Engineering Technician	2.00	2.00	0.00
Administrative Assistant	1.00	1.00	0.00
Total	6.00	6.00	0.00

Summary of Personnel Changes for 2019 Budget

- No changes from 2018 Budget to 2019 Budget

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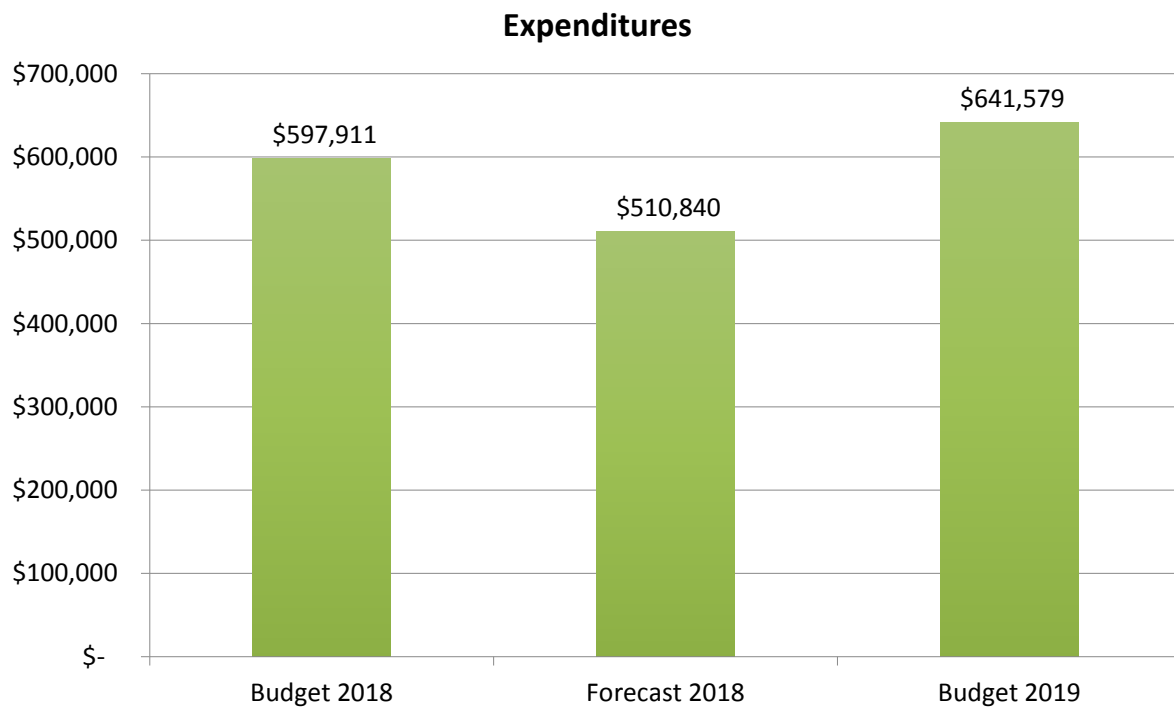


Transportation and Infrastructure

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 565,711	\$ 482,440	\$ 611,179	\$ 45,468	8.0%
Staff Development	7,900	4,600	6,600	(1,300)	-16.5%
Equipment Expense	6,800	5,800	5,800	(1,000)	-14.7%
Administrative Expense	17,500	18,000	18,000	500	2.9%
Total	\$ 597,911	\$ 510,840	\$ 641,579	\$ 43,668	7.3%





Transportation and Infrastructure

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 432,720	\$ 358,720	\$ 441,110	\$ 8,390	1.9%
Benefits	132,991	123,720	170,069	37,078	27.9%
Total	\$ 565,711	\$ 482,440	\$ 611,179	\$ 45,468	8.0%

- Increase due to annual salary adjustment and higher health insurance expense resulting from some employees selecting a higher level of benefits (for example, changing from employee only coverage to employee + child coverage)

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 500	\$ 300	\$ 300	\$ (200)	-40.0%
Training & Conferences	7,000	4,000	6,000	(1,000)	-14.3%
Uniforms	400	300	300	(100)	-25.0%
Total	\$ 7,900	\$ 4,600	\$ 6,600	\$ (1,300)	-16.5%

- Meetings, (\$200): decrease based on analysis of historical and projected costs
- Training & Conferences, (\$1,000): decrease based on analysis of historical and projected costs
- Uniforms, (\$100): decrease based on analysis of historical and projected costs

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 2,500	\$ 1,500	\$ 1,500	\$ (1,000)	-40.0%
Data Services	4,300	4,300	4,300	-	0.0%
Total	\$ 6,800	\$ 5,800	\$ 5,800	\$ (1,000)	-14.7%

- Equipment, (\$1,000): decrease based on analysis of historical and projected costs



Transportation and Infrastructure

Budget 2019

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
Dues & Subscriptions	8,500	\$ 8,000	\$ 8,000	(500)	-5.9%
Mileage Reimbursement	8,000	\$ 9,000	\$ 9,000	1,000	12.5%
Total	\$ 17,500	\$ 18,000	\$ 18,000	\$ 500	2.9%

- Dues & Subscriptions, (\$500): decrease based on analysis of historical and projected costs
- Mileage Reimbursement, \$1,000: increase based on analysis of historical and projected costs

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**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
TRANSPORTATION - Dept 600							
Salaries and Benefits							
Salaries and Wages	100-600-5010-0000-10	298,420	431,720	356,720	439,110	7,390	1.7%
Overtime	100-600-5011-0000-10	2,938	1,000	2,000	2,000	1,000	100.0%
Employee Benefits - FICA	100-600-5020-0000-10	22,172	33,103	27,366	33,745	642	1.9%
Employee Benefits - TEC	100-600-5021-0000-10	514	1,026	1,026	1,026	-	0.0%
Employee Benefits - Retirement	100-600-5030-0000-10	35,382	50,339	47,195	59,695	9,356	18.6%
Employee Benefits - Insurance	100-600-5031-0000-10	35,612	47,355	47,355	74,809	27,454	58.0%
Employee Benefits - Workers Comp	100-600-5032-0000-10	343	1,168	778	794	(374)	-32.0%
		395,382	565,711	482,440	611,179	45,468	8.0%
Staff Development							
Meetings	100-600-5100-0000-10	42	500	300	300	(200)	-40.0%
Training & Conferences	100-600-5120-0000-10	3,215	7,000	4,000	6,000	(1,000)	-14.3%
Uniforms	100-600-5130-0000-10	160	400	300	300	(100)	-25.0%
		3,417	7,900	4,600	6,600	(1,300)	-16.5%
Equipment Expense							
Equipment	100-600-5330-0000-10	80	2,500	1,500	1,500	(1,000)	-40.0%
Data Services	100-600-5335-0000-10	2,799	4,300	4,300	4,300	-	0.0%
		2,879	6,800	5,800	5,800	(1,000)	-14.7%
Administrative Expense							
Supplies	100-600-5800-0000-10	818	1,000	1,000	1,000	-	0.0%
Dues & Subscriptions	100-600-5802-0000-10	7,323	8,500	8,000	8,000	(500)	-5.9%
Mileage Reimbursement	100-600-5804-0000-10	8,528	8,000	9,000	9,000	1,000	12.5%
		16,669	17,500	18,000	18,000	500	2.9%
Total Transportation		418,346	597,911	510,840	641,579	43,668	7.3%

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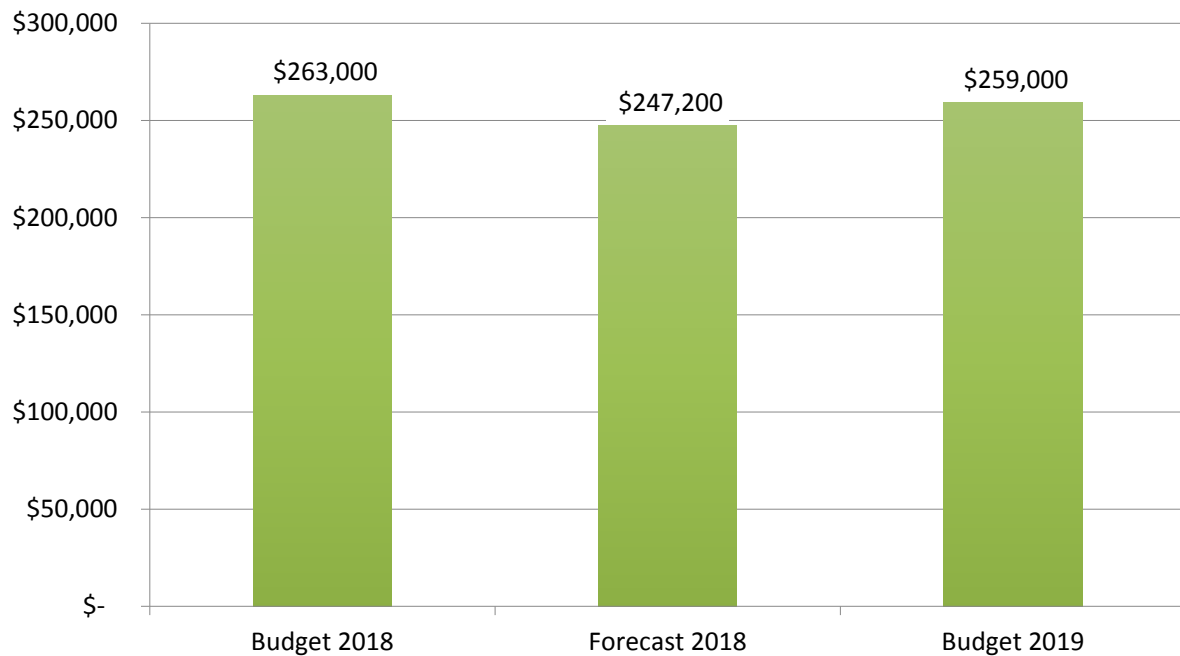
Economic Development

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Staff Development	\$ 5,700	\$ 3,700	\$ 4,000	\$ (1,700)	-29.8%
Contracted Services	175,000	175,000	175,000	-	0.0%
Program Expense	40,000	40,000	40,000	-	0.0%
Public Education/Relations	35,000	26,000	35,000	-	0.0%
Administrative Expense	7,300	2,500	5,000	(2,300)	-31.5%
Total	\$ 263,000	\$ 247,200	\$ 259,000	\$ (4,000)	-1.5%

Expenditures





Economic Development

Budget 2019

Analysis of Expenses by Category

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Training & Conferences	\$ 5,700	\$ 3,700	\$ 4,000	\$ (1,700)	-29.8%
Total	\$ 5,700	\$ 3,700	\$ 4,000	\$ (1,700)	-29.8%

- Training & Conferences, (\$1,700): decrease based on analysis of historical and projected costs

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Economic Development Partnership	\$ 175,000	\$ 175,000	\$ 175,000	\$ -	0.0%
Total	\$ 175,000	\$ 175,000	\$ 175,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Program Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Center for Houston's Future	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.0%
GHP Opportunity Houston Program	20,000	20,000	20,000	-	0.0%
Leadership Montgomery County Program	5,000	5,000	5,000	-	0.0%
Total	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



Economic Development

Budget 2019

Public Education/Relations

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Govt'l. Rep & Strategic Partnerships	\$ 35,000	\$ 26,000	\$ 35,000	\$ -	0.0%
Total	\$ 35,000	\$ 26,000	\$ 35,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Dues & Subscriptions	\$ 7,300	\$ 2,500	\$ 5,000	\$ (2,300)	-31.5%
Total	\$ 7,300	\$ 2,500	\$ 5,000	\$ (2,300)	-31.5%

- Dues & Subscriptions, (\$2,300): decrease based on analysis of historical and projected costs

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I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET



I. SITUATION ANALYSIS

Since its creation, The Woodlands Township has embarked on a number of marketing and economic development programs which concentrate on heightening the awareness of the area as a regional destination for shopping, dining, and entertainment, as well as economic development initiatives focused on business recruitment, retention and job creation. These program areas work together in attracting corporate headquarters, business operators, visitors and customers to the area. This plan moves forward with economic development goals anticipated by The Woodlands Township in 2019 and its legislative purpose.

Evolving from its initial focus on public safety, the Township has emerged as the governmental body to facilitate the transition to local self-governance. The Township's focus will continue to expand over the years to address other significant mandates approved by its enabling legislation and subsequent amendments. Maintaining a strong economic development program will be an essential driver of tax revenues to meet the financial obligations of the Township.

As a result of the development and construction projects undertaken over the past decade, The Woodlands Township now has approximately 46,085 residential units and 34.7 million square feet of commercial and industrial square footage. Major factors driving the local economy include the 11 million square feet of retail and general commercial development, 14 hotels offering more than 2,200 rooms for guests, and 195,000 square feet of convention and exhibit hall space in the Township. Commercial construction continues near The Woodlands Waterway. In addition, new Class A office buildings have been constructed on Lake Woodlands including Hughes Landing & Technology Forest and new retail space in Lake Woodlands Crossing. *Source: The Woodlands Development Co.*

Job Creation & Corporate Relocation

Major businesses located within the Township's boundaries or in close proximity include hospitals, hotels, resorts, conference centers, corporate headquarters as well as shopping, entertainment, and other retail centers. These businesses have a significant economic presence in the area by providing employment to approximately 66,820 people. Projections show The Woodlands to have more than 81,550 jobs in the next few years. The Township's economic development program focuses primarily on job creation and planning initiatives which generate economic development leads and corporate relocations to The Woodlands. One of the largest sectors of growth is the medical community with two new hospitals that opened in 2017 – Texas Children's and Houston Methodist – The Woodlands. *Source: The Woodlands Development Company*

THE WOODLANDS TOWNSHIP ECONOMIC DEVELOPMENT ZONE

The Township has created and established over all of its boundaries a political subdivision known as The Woodlands Township Economic Development Zone (EDZ). The EDZ is authorized to impose and collect an incremental sale and use tax of up to one percent (1%) to fund specific improvement projects and services essential to the economic development of the Township. *Funding for EDZ projects is included in the Township's special revenue fund.*



II. ACCOMPLISHMENTS OF 2018

During 2018, The Woodlands Area Economic Development Partnership (EDP) provided economic development services to The Woodlands Township through business recruitment and business retention efforts. The Township continues to be a major partner to the EDP.

EDP REQUESTS FOR PROPOSALS/BUSINESS RECRUITMENT DISCUSSIONS

Project Amazon HQ2

- Amazon.com, Inc. is seeking second location for corporate headquarters.
- 500,000 square feet of office space initially, growing to 8 million square feet.
- Represents approximately 50,000 jobs.

Project Boone Light

- Outdoor lighting manufacturer seeking industrial site.
- Estimate \$500,000 in capital investment.
- Represents approximately 50 new jobs.

Project Habanero

- Mexican manufacturer of automotive components seeking site to construct 100,000-167,000 square feet of industrial space.
- Estimate \$60 million in capital investment.
- Represents approximately 875 jobs with an annual salary of \$75,000.

Project Pineapple

- International manufacturer in the mining industry seeking U.S. skills training center.
- Represents 105,000 square feet of industrial space.
- Average wage of \$22.03/hour.

Project Plastics

- Japanese company seeking a site to construct a manufacturing facility.
- The company provides a wide range of anti-corrosion equipment such as tanks, towers, tank containers, heat exchangers, and reaction tanks lined with their highest quality fluoropolymer lining sheets. They serve the semiconductor, chemical, logistics, and environmental services industries.
- Represents approximately 30,000 square feet of industrial space.

Project Pronghorn

- Global technology company seeking a site for a build-to-suit project.
- Represents approximately 625,000 square feet of office and laboratory space.
- Approximate 3,500 employees.

2019 Economic Development Budget Plan



GREATER HOUSTON PARTNERSHIP AND OPPORTUNITY HOUSTON BUSINESS RECRUITMENT ACTIVITY

San Francisco, CA Mission

- Participated in an Opportunity Houston mission to San Francisco in November 2017. The visit included one-on-one visits with national site selectors and companies, including Google and Bayer Pharmaceuticals.

Bio International Convention

- Attended the 2018 BIO International Convention in Boston, MA with the Greater Houston Partnership.
- This convention attracts over 15,000 biotechnology and pharma leaders who come together for one week of intensive networking to discover new opportunities and promising partnerships.

GHP 2017 Soirée

- Attended the Greater Houston Partnership's 2017 Soirée, Houston and Beyond, where attendees celebrated Houston's legacy, the diversity of global industries and status as a dynamic city propelling beyond barriers.

Offshore Technology Conference

- Participated in the Greater Houston Partnership's Houston No Limits OTC Reception. During the reception, Houston's Consular Corps were recognized, and an official welcome was offered to the international guests.
- The Offshore Technology Conference is the largest oil and gas sector trade show in the world.
- The event offered a great opportunity to conduct executive-level networking with OTC delegates.

BUSINESS RECRUITMENT AD HOC ACTIVITY

Consultants Forum24

- Attended the Consultants Forum24 conference in St. Petersburg, Florida in December 2017.
- The conference brought together many of the leading voices in site consulting for an intense program of presentations, panels and roundtable discussions focused on current trends, strategies & solutions influencing corporate site selection.

South by Southwest

- The EDP participated with The Woodlands Convention & Visitors Bureau as an event sponsor at SXSW in Austin, Texas in March 2018.
- SXSW is a destination for professionals across the globe, featuring sessions, showcases, screenings, exhibitions, and a variety of networking opportunities. SXSW allows creative people to achieve their goals.
- Sponsors included The Woodlands Arts Council, The Cynthia Woods Mitchell Pavilion and Market Street. During the one-day outdoor event in highly visible, Brush Park, we showcased The Woodlands brand as a place to visit and generate business.

2019 Economic Development Budget Plan



Texas One

- As a member of the Texas Economic Development Corporation, the EDP attended a holiday reception at the Governor's Mansion. The Governor and First Lady personally welcomed every attendee and offered their thanks for the continued support.
- The TexasOne program is a public-private partnership of the State's Texas Economic Development Corporation that markets the state in a dynamic and competitive manner.

Empowering Entrepreneurship Workshop

- Participated in the Gulf Coast Economic Development District's workshop that highlighted regional resources and best practices for fostering start-ups and entrepreneurs in today's economy.
- Speakers included Workforce Solutions, Texas A&M Engineering Extension Service, Governor's Office of Economic Development and the Space Alliance Technology Outreach Program (SATOP).

Texas Economic Development Corporation

- Attended the Texas Economic Development Corporation Investors Luncheon in September 2017, with Texa's biggest players in industrial development, economic development, government and academia.

U.S.-Russian Chamber of Commerce

- Attended the U.S.-Russian Chamber of Commerce's OTC Reception, honoring delegations from Russia, Kazakhstan and Azerbaijan at Hotel ZaZa.

BUSINESS RETENTION AND EXPANSION

Retention and Expansion Projects

- EDP is assisting a local company, headquartered in The Woodlands, to acquire state incentives for a \$40 million capital investment project.
- EDP is in the process of working to retain an existing major employer in The Woodlands who has entered into a business transaction to combine with another company, by facilitating potential retention incentives.

Partner Recognition

- 52 gifts were delivered between September 2017 and May 2018 to celebrating and recognize the anniversary of EDP Partnerships.

Major Employer Survey

- Each year, a survey is conducted for The Woodlands area Major Non-Retail Employers to review their local employee count.
- Represents 76 employers with at least 100 employees.

2019 Economic Development Budget Plan

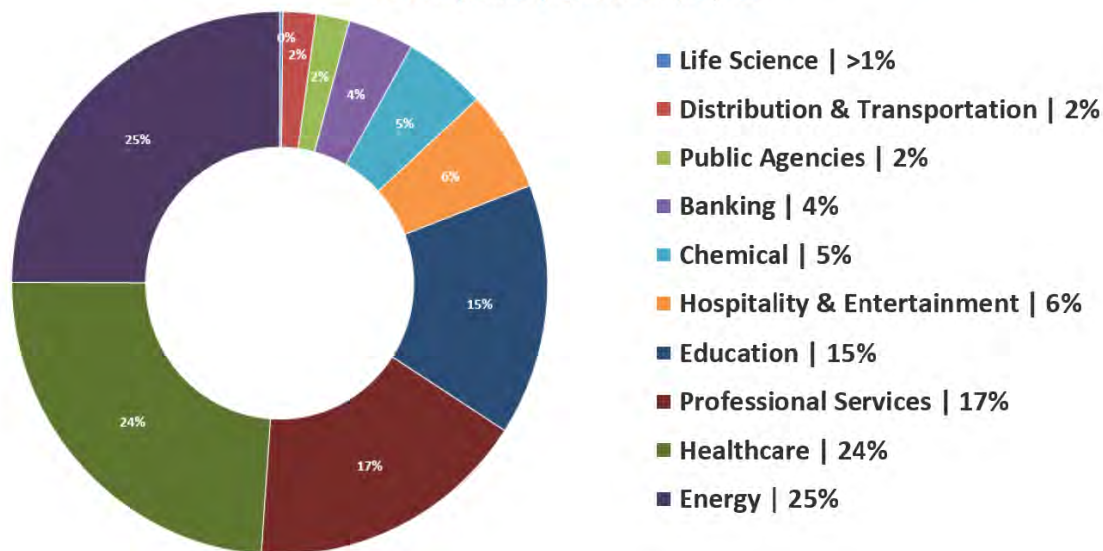


- Collectively, major employers added over **3,409 jobs** since **January of 2017** for a total of over **36,882 employees**.
- Healthcare represents the largest growing sector.

Industry Sectors

THE WOODLANDS AREA MAJOR EMPLOYERS BY SECTOR

76 Companies | 36,882 Employees



CEO Round Table

- The EDP held its first CEO Round Table Breakfast on September 25, 2017. A panel discussion was led by CEO's from CB&I, Chevron Phillips and Huntsman.

HR Forums

- The EDP held two "HR Lunch and Learn" forums, that included a panel of HR executives who led a "best practices" discussion.

IT Forums

- The first "IT Executives" forum was held, discussing new trends in cyber security.

TradeLink Workshop

- The EDP hosted a half-day workshop in conjunction with the Port of Houston Authority, United States Commercial Service, Small Business Administration and EXIM bank.
- The workshop introduced small and mid-sized regional businesses to the basics of exporting, including costs, risks, commercial transactions, finding overseas markets, trade financing, documentation and logistics.

2019 Economic Development Budget Plan



ORGANIZATIONAL ACTIVITY

Membership

During the current fiscal year to date (September 1, 2017 – May 7, 2018), the EDP recruited the following new Partners, representing \$55,000 in new annual income:

1. Viva! The Woodlands Magazine
2. Matrix Technologies/Aqua Car Wash
3. Webber
4. BBVA Compass
5. Mercedes Benz The Woodlands
6. Waterway Wealth Management
7. Southwestern Energy
8. CBRE
9. Move Resource Group/Prévu Concierge Service
10. LINK

Additionally the EDP retained 85 Partners, with five losses reported for the year. The losses represented \$27,500 in annual membership dues.

ORGANIZATIONAL EVENTS

Quarterly Partner Luncheons

- “Make Texas the Best Business Climate in the World” by Jeff Moseley, CEO of the Texas Association of Business held October 4, 2017.
- “Houston, Texas: Home of World Champions” by Reid Ryan, President of Business Operations of the Houston Astros held February 7, 2018.
- “State of The Woodlands Township” by Gordy Bunch, Chairman of the Board for The Woodlands Township held May 16, 2018.

Elected Officials Reception

- 20th Annual Elected Officials Reception at The Woodlands Resort & Conference Center.
- Twenty elected officials at the federal, state, and local levels attended the reception, as well as over 120 partners and guests.

Leadership Montgomery County

- EDP co-hosted the current class of Leadership Montgomery County for the annual economic development session on October 2017 at Repsol in The Woodlands.

EDP MARKETING

- Press Releases
 - Quarterly Partner Luncheons (2)
 - Elected Officials Reception

2019 Economic Development Budget Plan



- o The Woodlands Area Economic Development Partnership Celebrates 20 Year Anniversary
 - Site Selection Magazine September 2017 issue
 - Houston Business Journal's The Woodlands Special Edition
 - Houston Business Journal's Book of Lists
 - Business Facilities Magazine 47th Annual Site Seekers Directory
 - Southern Business & Development Magazine and Online Advertising
 - Texas Monthly's Houston Regional Economic Development Guide
 - Texas Monthly's Best Companies to Work For
 - Site Selection Economic Development Directory May 2018 issue
 - Community Profile Booklet in partnership with the North Houston Economic Development Center at Lone Star College
 - The Woodlands Area Chamber of Commerce Business Today Magazine
 - Community Impact Newspaper
 - Social Media: LinkedIn, Facebook, Twitter

CENTER FOR HOUSTON'S FUTURE (CHF)

Center for Houston's Future (CHF) works to address matters of highest importance to the long-term future of the greater Houston region, by engaging diverse leaders, providing impactful research, and defining actionable strategies.

The organization is affiliated with the Greater Houston Partnership, and was founded in 2000 as an independent 501(c)3 nonprofit organization with a mission to 'look over the horizon' and identify problems and opportunities that lie ahead for the nine county greater Houston region.

CHF believes and operates guided by the conviction that being proactive and planning ahead puts the region ahead of the curve, ensuring its competitiveness and sustainability in the short and long-term. As CHF brings business and community together to innovate for the long-term future, and nurture passionate, diverse civic leaders, it creates a foundation for a successful and prosperous future. To advance that vision, the Board of Directors named Brett Perlman as President and CEO of the Center. Brett brings a broad range of experience and tremendous energy and passion to address challenging issues in a constructive manner.

Three program areas provide a framework for accomplishing the mission:

Business/Civic Leadership Development, Strategic Planning and Community Future Awareness.

Bottom line:

- CHF provides leaders the tools they need to make smart decisions.
- CHF informs, develops, and nurtures civic leadership for a healthy and prosperous community.
- CHF connects the region to a brighter future by facilitating the development of a culture of long-range regional planning, opportunity/issue identification, broad diverse community input, consensus building, and problem solving.

2019 Economic Development Budget Plan



Programs and Services

The Business/Civic Leadership Forum is the core ongoing program of the Center, conducted twice yearly to build passionate civic leaders as diverse as the region and leveraging participants' skills to drive lasting change. To date, CHF has taken more than 1,050 participants on learning journeys through the thorniest social issues, over the biggest economic hurdles, with the effect of forming more engaged and invested community leaders.

Close to 240 of these community-minded individuals come from cities in Montgomery County, including The Woodlands, with the remainder coming from the 8 other counties. Leveraging these business and community leaders who have already shown a commitment to the future of the region will be a critical piece of work going forward. In addition to engaging the business and greater community to take a more proactive approach to a collective future, CHF will spotlight developing issues and will facilitate actions for issues that are fully developed.

CHF has, and will, continue holding Leadership Forum sessions at venues such as The Woodlands Resort & Conference Center and The Woodlands Waterway Marriott.

The Fall 2018 Forum planned dates are as follow:

Session I: September 13-15, 2018, Tremont House, Galveston.

Session II: October 26, 2018, location TBD.

Strategic Planning and Community Future Awareness

Over the past years, CHF has accomplished a great deal of intensive work to build Community Indicator research. To showcase data, CHF built the interactive website houstonindicators.org - a strong baseline of comparable facts on: Civic Vitality, Health, Education, Natural/Built Environment, Arts & Culture, Philanthropy, Diversity, and Public Safety. Based on this data, CHF has published reports and fostered community engagement through workshops, Summer Salons, brown-bags, etc. More recently CHF has engaged with KPMG to identify economic benchmarks for the region. This analysis will update and inform CHF ongoing indicator research.

In collaboration with partners and with community input, CHF works to identify the important long-range issues facing the region and facilitate the development of programs or initiatives to develop and implement solutions. Immigration and inclusive economy has already been selected as a relevant and strategic issue to the future of the region, CHF is specifically looking at the impact of immigration on the region's economy and assessing the long-term results of different immigration policies. Other topics in development are resilience, both from an infrastructure standpoint and broadly defined as the ability of a community to withstand shocks and stresses; the new energy economy and innovation, how the region can continue to thrive as the energy capital of the world not by abandoning oil and gas, but by expanding beyond it; and the standard of Houston region in comparison to its own history and competition on key economic and community indicators.

Experts and leaders from The Woodlands have played key roles in all aspects of research, including data groups, peer reviews, policy committees, focus groups and in Symposia and Summer Salons. Topics examined last year included criminal justice, immigration, and energy.

2019 Economic Development Budget Plan



This year, CHF is expanding the Summer Salons to include the new Community University, an opportunity for the Leadership Forum graduates to share what they discover on their learning journeys.

- June 20 Community University – Human Trafficking
- July 10 Salon – Tracking Houston’s Economic Vitality
- August 8 Salon – Development in the Post-Harvey World
- September 12 Salon – Smart Cities and the Geography of Work

At the 2018 Future of Leadership Luncheon, Bill and Andrea White were honored. The luncheon featured a panel of Art Organization leaders discussing resilience and re-adaptation after Harvey.

The 2017 Dinner and Conversation featured Don Graham, former publisher of the Washington Post and founder of theDream.us, a non-profit that provides scholarships to dreamers. For 2018, Lawrence Wright is the featured speaker, discussing Texas’ future on the world stage.

2018-2019 Plan

- Strengthen the Leadership Forum Program – through additional grad engagement opportunities such as the Community University, launched in June 2018. This will inspire participants to share their Learning Journey discoveries with the broader community. CHF will work more systematically offering access to community involvement opportunities (CHF committees, panels, CHF and community organization boards, volunteering, etc.). To secure the region's future, CHF needs cross-sector civic leaders who are armed with the facts about the region, that have a sense of history and context about what those facts mean, and who have the support and encouragement of the community to sustain or implement positive action.
- CHF will work to maximize opportunities for business and community to work together to improve quality of place and to persistently drive the community to think toward the future.
- CHF will explore collaboration opportunities with University of Houston’s Strategic Foresight certification program.
- Continue addressing matters of importance to the region's future through Indicators research in collaboration with community and business, informed and revised based on the excellent work donated by KPMG.
- Continue summoning stakeholders through facilitated encounters to agree on problem definition, and collaborate on actions and policies.
- Throughout the GHP work and for all the collaborations—with corporations, community organizations, our forum grads, the GHP, business and government leaders, etc.—has been and will continue to be at the center of the programs and projects led by the Center.

The Woodlands Township Support

Center for Houston’s Future receives approximately 80% of its revenues from charitable contributions, which include donations received from grant proposal requests and event underwriting for Spring Luncheon, and Fall Dinner & Conversation. About 20% of the Center revenues come from tuition from Business/Civic Leadership Forums.

2019 Economic Development Budget Plan



The Woodlands Township's support ensures that Center for Houston's Future continues building on the outcomes of the last 18 years of intensive work to drive lasting civic change for the region.

Center for Houston's Future will continue giving The Woodlands Township recognition both in print (on our Event invitations and Programs) and online, and the opportunity for meaningful connections with the foremost forward-thinking leaders in business and community sectors across the 9-county region. The Center directly engages more than 500,000 Houston area residents annually through briefings, summits, events, PR, and traditional media, plus an ever-expanding virtual reach through targeted online communications.

The Center is grateful for the sustaining support that it receives from The Woodlands Township, and looks forward to finding new ways to collaborate in the upcoming year.

LEADERSHIP MONTGOMERY COUNTY (LMC)

Signature Class Program

- Classes consist of 45 class members from throughout all areas of the county.
- Class members learn about the inner workings of the county through class education days, grow their leadership skills through the Leadership Series, and give back to the community with individual class projects.
- LMC is continually reshaping class education days to ensure class members are getting the full benefit of each session. Class members spend full days learning about Economic Development, Education, Government, Infrastructure, Public Safety, Healthcare and Leadership Development. "Serving Our Community" Session was added in recent years, allowing class members to learn more about how they can serve the community upon graduation.

LMC Alumni

- Recent years have shown the largest number of active and engaged "dues paying" alumni in LMC history. There are currently 259 active alumni members.
- Alumni events offered include: opportunities for alumni to give back, fall and spring socials and session updates (continuing education), joint Government Session with the class, annual event with Congressman Brady, an opportunity to participate in a poverty simulation with the class, and opportunities to serve at graduation.

Overall

- The mission of LMC is to prepare emerging and existing leaders to understand local issues, grow their leadership skills and connect with others to better serve Montgomery County.
- LMC is continuing implementation of a "2020 Vision" strategic plan, a 5-year plan for the future.
- Chamber partners include The Woodlands Area Chamber of Commerce, the Conroe/Lake Conroe Chamber of Commerce, Greater East Montgomery County Chamber, Greater Magnolia Parkway Chamber of Commerce, the Montgomery County Hispanic Chamber, and the Montgomery Area Chamber.
- LMC adopted Core Values in 2017 to include:

2019 Economic Development Budget Plan



- o Leadership. “It’s what we do (period). We raise it. We model it. We expect it.”
- o Character Counts. “Who we are is more important than what we do.”
- o People Matter. “Relationships are key.”
- o It’s “we” not “me.” C3: We Come-together, Connect and Collaborate.
- o We’re In On What’s Up. We stay relevant and informed.
- o We Give Back. “We leverage our roles for the betterment of our community.”
- o Excellence – Not Perfection. “We challenge ourselves and others to do better.”
- o Lifetime Learning. “There’s always room for leaders to grow.”
- o Leave Our Mark. “We challenge ourselves and others to make a lasting impression.”

CULTURAL ARTS STUDY

While not specifically found in this section of Budget, The Woodlands Township’s Economic Development Committee and Board of Directors have been engaged in a Cultural Arts Study and its implications on economic development.

Funding was made available in the Economic Development Reserve, approved in 2015 as a 2016 Budget Initiative and designated in the Events Admission Tax line item. The Board approved a feasibility study agreement with Gensler, in association with Webb Management and Sterling Associates, in late October 2016. Cost for Phase I was \$40,000. Phase I was completed as of June 22, 2017, and Phase II then began, with a previously approved cost of \$58,500. The Cynthia Woods Mitchell Pavilion has committed to fund 25 percent of the study, not to exceed \$25,000.

In late 2016, The Woodlands Township contracted with global design firm Gensler, in collaboration with Webb Management, an expert in cultural arts feasibility studies, to conduct the study for the Township. During Phase I of the Cultural Arts Feasibility Study, Gensler and Webb Management reviewed previous studies, conducted current market analyses and trends to determine viability, conducted meetings and interviews to gather information from community members and stakeholders and considered potential locations.

Based on the research, Webb Management concluded that there were nine projects that were feasible with a strong probability of success. Out of these recommended programs, the Ad Hoc Economic Development Committee decided to move forward with an Arts Center and a Natural Science Museum, as both projects presented a strong case for success, as well as the ability to be combined with other cultural elements in The Woodlands.

The Board approved and concluded Phase II of the Cultural Arts Study on December 6, 2017 with significant community input showing strong demand in the community for a Natural Science Museum and a Cultural Arts Center.

During the January 4, 2018 The Woodlands Township Board of Directors Meeting, the consultant Gensler discussed Project Initiation, Architectural programming, Pre-design analysis, and Update of the Business Plan for Phase III inclusions. Sterling Associates provided an overview of their plans to raise the capital requirements and capital campaign feasibility, planning, and management for the Cultural Arts Feasibility Study, which included objectives such as fundraising and philanthropic leadership from

2019 Economic Development Budget Plan



volunteers, foundations, and individuals. The Board of Directors accepted the recommendation from the Ad Hoc Economic Development Committee during this meeting, to authorize the President/General Manager to enter into an agreement to accept the proposal for Phase III of the Cultural Arts Feasibility Study at a cost not to exceed \$175,000, and to be funded by the Events Admission Tax line item.

Guidance for the Cultural Arts Study is provided through the Ad Hoc Economic Development Committee, appointed annually by The Woodlands Township Board of Directors. Current members in 2018 include Dr. Ann Snyder as Chairman of the Committee, John McMullan and Carol Stromatt. This is a working committee of the Board; all policy, procedural and budget authority is reserved to The Woodlands Township Board of Directors.

Results of the study are online at www.thewoodlandstownship-tx.gov/culturalarts.

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

- Continue to promote The Woodlands as a world-class address for corporate headquarters.
- Continue to participate in local and regional planning efforts with other organizations and governmental entities.
- Continue to attract businesses to relocate to The Woodlands, including the Town Center, the Research Forest Corridor and other areas, and South Montgomery County.
- Explore opportunities that expand employment and educational opportunities.
- Work with partner organizations to explore funding opportunities for transportation and mobility improvements.
- Explore opportunities to attract unique retail and entertainment venues through economic development incentive programs.

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Staff Training & Conferences

\$4,000

(In accordance with Key Initiative 4.1.2: Prioritize and assign board and staff representation)

- Includes travel, conference registration, or other expenses to attend economic development related conferences or seminars. This may include representation at the International Downtown Association annual conference, Chamber of Commerce events, South Montgomery County Economic Development Partnership functions, or other familiarization trips which provide business development opportunities.

2019 Economic Development Budget Plan



Contracted Services

South Montgomery County Economic Development Partnership (\$175,000)

(In accordance with Key Initiative 5.1.2: Maintain active involvement with other organizations, entities, and stakeholders to promote the local economy and secure economic development incentives)

- Continues the Township's (\$175,000) financial support of the South Montgomery County Woodlands Economic Development Partnership. This funding will position the Partnership to retain seasoned professionals to implement economic development programs. By establishing and maintaining close working relationships with other groups in the South Montgomery County and Houston metropolitan area, the Township will be in a position to have first-hand knowledge of prospects considering relocation to the area.

Program Expense

\$40,000

Center for Houston's Future (\$15,000)

(In accordance with Key Initiative 4.1.1: Identify participation opportunities)

- The Township has partnered with Center for Houston's Future since 2005 to support the advancement of the Houston region. The organization focuses on achieving regional goals by addressing challenges through collaboration and community involvement. This program regularly brings business executives to The Woodlands to discuss regional opportunities.

Greater Houston Partnership – Opportunity Houston Program (\$20,000)

(In accordance with Key Initiative 4.1.1: Identify participation opportunities; and Key Initiative 5.1.2 Maintain active involvement with other organizations, entities, and stakeholders to promote the local economy and secure economic development incentives)

- Opportunity Houston is a direct marketing program of the Greater Houston Partnership. This approach targets leads for the 10 county Houston region and aims to create regional jobs and attract capital investment by targeting five major economic sectors (aviation and aerospace, energy and petrochemical, medical and biotechnology, information technology, and nanotechnology). During the 2013 Budget process, The Woodlands Township's Board of Directors approved a \$100,000 commitment to the Greater Houston Partnership Opportunity Houston Program to be spread over a five-year period with annual contributions of \$20,000. The first contribution was made January 1, 2014 and following contributions were made on April 1, 2008; March 1, 2009; April 1, 2010; and March 11, 2011. Opportunity Houston 2.0's goal for this campaign includes the addition or expansion of up to 450,000 net new jobs and new regional investment of \$45 billion. The Woodlands Township contributed \$20,000 in 2017. The final year of the current agreement in 2018 is at the \$20,000 level. As of June 2018, Township staff was awaiting word of extension of this marketing effort and has kept the \$20,000 in for budget purposes.

2019 Economic Development Budget Plan



Leadership Montgomery County Program (\$5,000)

In accordance with Key Initiative 5.2.2: Explore and develop viable incentives to attract employment and education opportunities to The Woodlands)

- Continued funding to support the Leadership Montgomery County community leaders training program.

Public Education/Relations

\$35,000

Governmental Representation & Strategic Partnerships (\$35,000)

(In accordance with Goal 4.3 Maintain and expand local, regional, state, and federal partnerships with other governmental entities and stakeholders; and Key Initiative 5.1.2 Maintain active involvement with other organizations, entities, and stakeholders to promote the local economy and secure economic development incentives)

- This funding expands upon efforts of other entities in the community through cooperative programs which sustain business relations efforts and other business recruitment and strategic partner opportunities.

2018 Strategic Business Partners:

- The Woodlands Area Chamber of Commerce
- South Montgomery County Economic Development Partnership
- Greater Conroe/Lake Conroe Area Chamber of Commerce
- Interfaith of The Woodlands
- Lone Star College System
- Conroe Independent School District
- Memorial Hermann The Woodlands Hospital
- Leadership Montgomery County
- Center for Houston's Future
- North Houston Association
- Greater Houston Partnership

Administrative Expense

\$5,000

Dues & Subscriptions (\$5,000)

(In accordance with Key Initiative 4.1.1: Identify participation opportunities; and Key Initiative 5.1.2: Maintain active involvement with other organizations, entities, and stakeholders to promote the local economy and secure economic development incentives)

- Includes organizational or individual memberships to The Woodlands Area Chamber of Commerce, Greater Houston Convention & Visitors Bureau, International Downtown Association, Greater Conroe/Lake Conroe Area Chamber, North Houston Association, Urban Land Institute, and the International Economic Development Council.

Total Cost of Economic Development 2019 Budget Plan

\$259,000

**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
ECONOMIC DEVELOPMENT - Dept 700							
Staff Development							
Training & Conferences	100-700-5120-0000-10	-	5,700	3,700	4,000	(1,700)	-29.8%
		-	5,700	3,700	4,000	(1,700)	-29.8%
Contracted Services							
Economic Development Partnership	100-700-5499-5500-10	175,000	175,000	175,000	175,000	-	0.0%
		175,000	175,000	175,000	175,000	-	0.0%
Program Expense							
Center for Houston's Future	100-700-5605-3500-10	15,000	15,000	15,000	15,000	-	0.0%
GHP Opportunity Houston Prog	100-700-5605-3501-10	20,000	20,000	20,000	20,000	-	0.0%
Leadership Montgomery County Prog	100-700-5605-3502-10	5,000	5,000	5,000	5,000	-	0.0%
Ice Rink	100-700-5605-3507-10	67,706	-	-	-	-	-
		107,706	40,000	40,000	40,000	-	0.0%
Public Education/Relations							
Gov'tl Rep & Strategic Partnerships	100-700-5705-0000-10	17,210	35,000	26,000	35,000	-	0.0%
		17,210	35,000	26,000	35,000	-	0.0%
Administrative Expense							
Dues & Subscriptions	100-700-5802-0000-10	1,250	7,300	2,500	5,000	(2,300)	-31.5%
		1,250	7,300	2,500	5,000	(2,300)	-31.5%
Total Economic Development		301,166	263,000	247,200	259,000	(4,000)	-1.5%

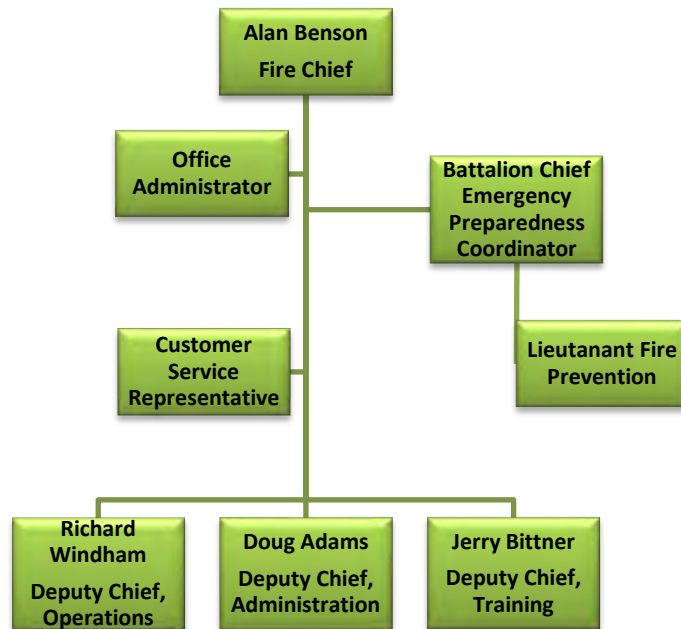
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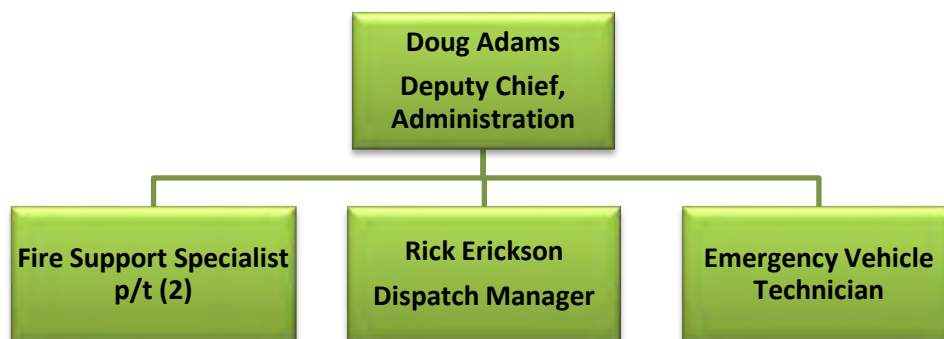
Fire Department



ORGANIZATION CHART Fire and EMS Management

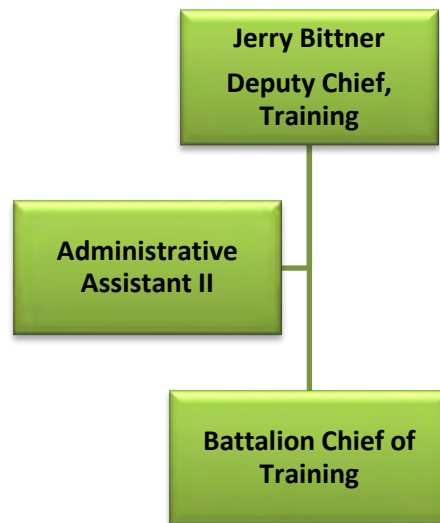


Fire Administration

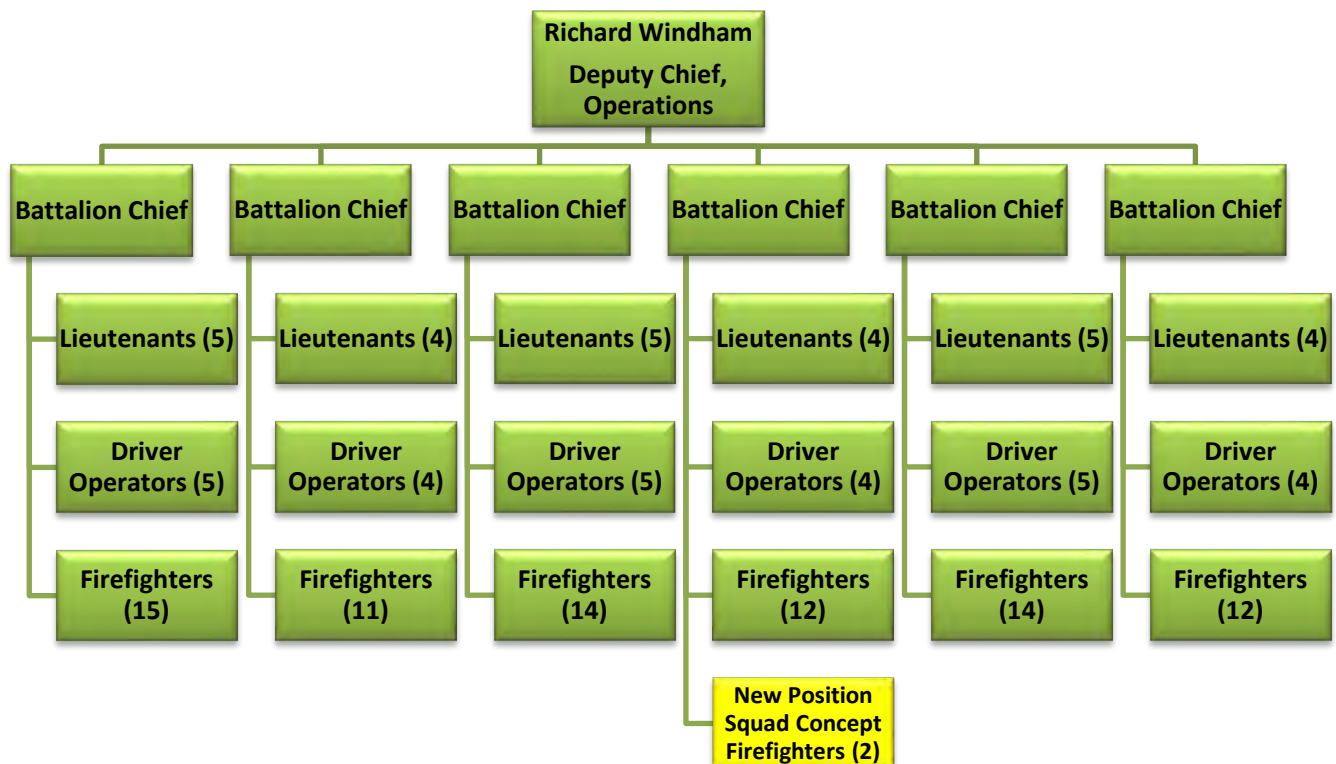




Training



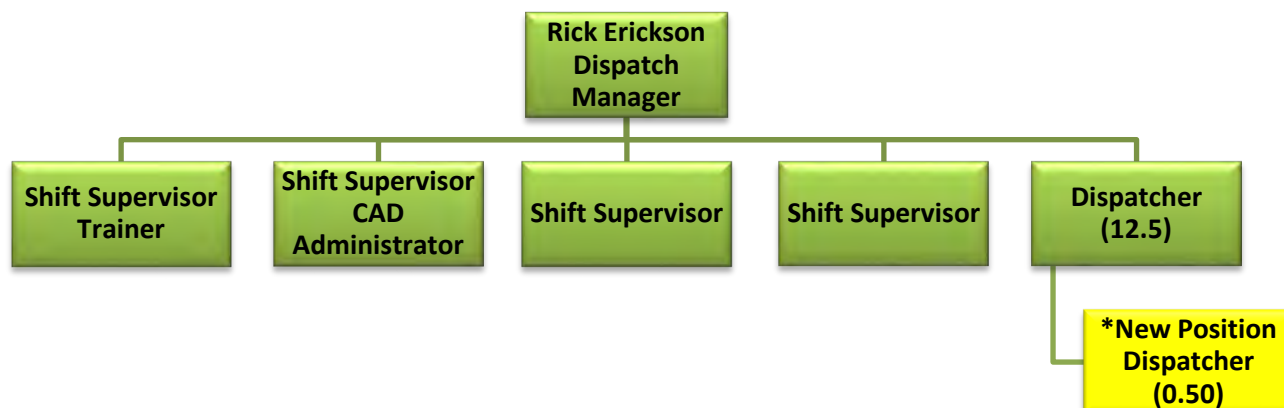
Fire Protection



Fire Department



Dispatch



*Note – Dispatcher position approved during the July 25th Board Meeting for 2018.

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STAFFING SUMMARY

Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Fire Chief	1.00	1.00	0.00
Deputy Chief	3.00	3.00	0.00
Battalion Chief	1.00	1.00	0.00
Fire Prevention Officer	1.00	1.00	0.00
Office Administrator	1.00	1.00	0.00
Administrative Assistant II	1.00	1.00	0.00
Customer Service Rep	1.00	1.00	0.00
Fire Support Specialist	1.00	1.00	0.00
Emergency Vehicle Technician	1.00	1.00	0.00
Emergency Preparedness Coordinator	1.00	1.00	0.00
Total	12.00	12.00	0.00

Summary of Personnel Changes for 2019 Budget

- No changes from 2018 Budget to 2019 Budget

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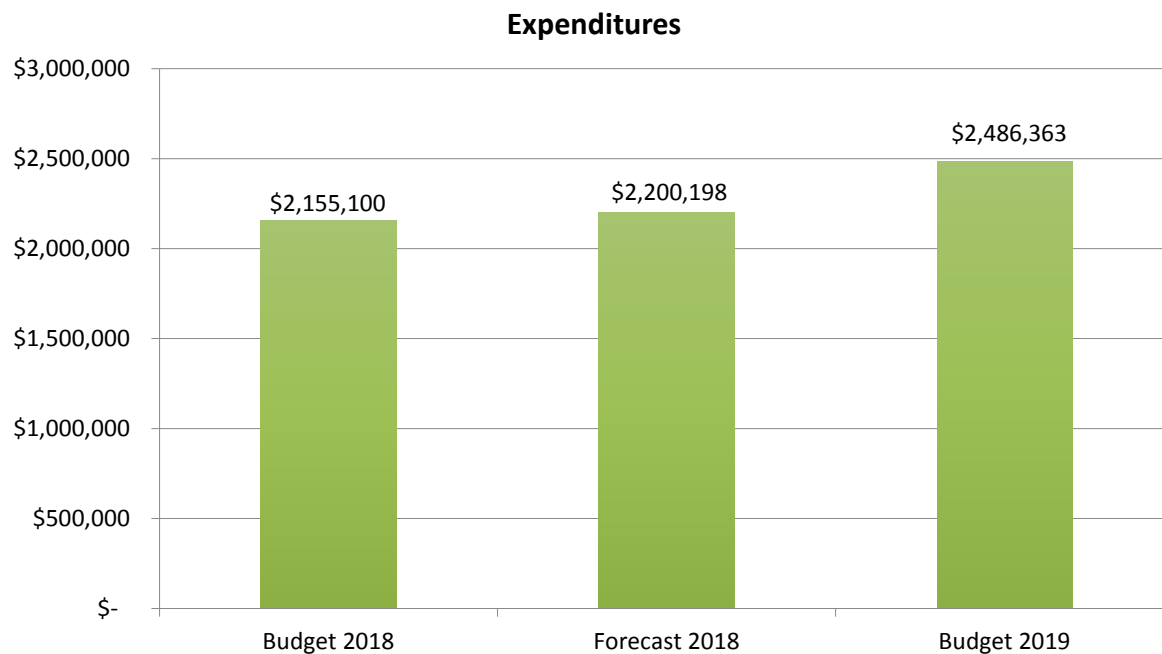


Fire Department - Fire and EMS Management

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 1,525,100	\$ 1,547,798	\$ 1,623,063	\$ 97,963	6.4%
Staff Development	51,200	45,400	51,200	-	0.0%
Equipment Expense	100,800	91,000	98,300	(2,500)	-2.5%
Contracted Services	400,200	450,200	638,200	238,000	59.5%
Program Expense	26,000	20,000	26,000	-	0.0%
Public Education/Relations	8,100	6,100	8,100	-	0.0%
Administrative Expense	43,700	39,700	41,500	(2,200)	-5.0%
Total	\$ 2,155,100	\$ 2,200,198	\$ 2,486,363	\$ 331,263	15.4%





Fire Department - Fire and EMS Management

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 1,107,902	\$ 1,130,902	\$ 1,170,687	\$ 62,785	5.7%
Benefits	417,198	416,896	452,376	35,178	8.4%
Total	\$ 1,525,100	\$ 1,547,798	\$ 1,623,063	\$ 97,963	6.4%

- Increase based on annual salary adjustment, increase in overtime budget, and increase in health insurance expense resulting for some employees selecting a higher level of benefits (for example, changing from employee only coverage to employee + child coverage)

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Meetings	\$ 3,000	\$ 2,000	\$ 3,000	\$ -	0.0%
Training & Conferences	20,000	20,000	20,000	-	0.0%
Uniforms	6,200	5,400	6,200	-	0.0%
Tuition Reimbursement	12,000	8,000	12,000	-	0.0%
Awards Ceremony	10,000	10,000	10,000	-	0.0%
Total	\$ 51,200	\$ 45,400	\$ 51,200	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
Data Services	32,000	32,000	34,500	2,500	7.8%
Vehicle Fuel	27,800	24,000	25,800	(2,000)	-7.2%
Equipment Repair & Maintenance	31,000	25,000	28,000	(3,000)	-9.7%
Total	\$ 100,800	\$ 91,000	\$ 98,300	\$ (2,500)	-2.5%

- Data Services, \$2,500: increase due to upgrading cellular phones in 9 fire apparatus
- Vehicle Fuel, (\$2,000): decrease based on analysis of historical and projected costs
- Equipment Repair & Maintenance, (\$3,000): decrease based on analysis of historical and projected costs



Fire Department - Fire and EMS Management

Budget 2019

Contracted Services

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Computer Support	\$ 279,300	\$ 279,300	\$ 317,300	\$ 38,000	13.6%
Consulting	10,000	10,000	10,000	-	0.0%
Medical Support Services	90,000	90,000	190,000	100,000	111.1%
Other Contracted Services	20,900	20,900	20,900	-	0.0%
Employee Relations Professional Svcs	-	50,000	100,000	100,000	
Total	\$ 400,200	\$ 450,200	\$ 638,200	\$ 238,000	59.5%

- Computer Support, \$38,000: increase due primarily to new capital project for electronic accountability system
- Medical Support Services, \$100,000: increase based on additional lab work requirements, squad staff, and cancer screening
- Employee Relations Professional Services, \$100,000: new expense for contracted human resource support

Program Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Fire and Life Safety Education	\$ 26,000	\$ 10,000	\$ 16,000	\$ (10,000)	-38.5%
Emergency Preparedness	-	10,000	10,000	10,000	
Total	\$ 26,000	\$ 20,000	\$ 26,000	\$ -	0.0%

- Fire & Life Safety Education, (\$10,000): decrease to reallocate funds to Emergency Preparedness line item
- Emergency Preparedness, \$10,000: expenses for this program were previously budgeted in Fire & Life Safety Education line item

Public Education/Relations

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Training Aids	\$ 6,500	\$ 5,000	\$ 6,500	\$ -	0.0%
Advertising	1,100	600	600	(500)	-45.5%
Fire Investigation	500	500	1,000	500	100.0%
Total	\$ 8,100	\$ 6,100	\$ 8,100	\$ -	0.0%

- Advertising, (\$500): decrease based on analysis of historical and projected costs
- Fire Investigation, \$500: increase funds available for fire investigations



Fire Department - Fire and EMS Management

Budget 2019

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Supplies	\$ 14,800	\$ 15,800	\$ 15,800	\$ 1,000	6.8%
Postage and Delivery	2,100	2,100	2,100	-	0.0%
Dues & Subscriptions	10,000	10,000	10,000	-	0.0%
Printing	4,800	1,800	3,600	(1,200)	-25.0%
Other Admin	12,000	10,000	10,000	(2,000)	-16.7%
Total	\$ 43,700	\$ 39,700	\$ 41,500	\$ (2,200)	-5.0%

- Supplies, \$1,000: increase based on analysis of historical and projected costs
- Printing, (\$1,200): decrease based on analysis of historical and projected costs
- Other Admin, (\$2,000): decrease based on analysis of historical and projected costs



STAFFING SUMMARY

Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Battalion Chiefs	6.00	6.00	0.00
Lieutenant	27.00	27.00	0.00
Driver/Operator	27.00	27.00	0.00
Firefighter	78.00	80.00	2.00
Total	138.00	140.00	2.00

Summary of Personnel Changes for 2019 Budget

New Positions

- 2.0 FTE – Firefighter - Squad Concept

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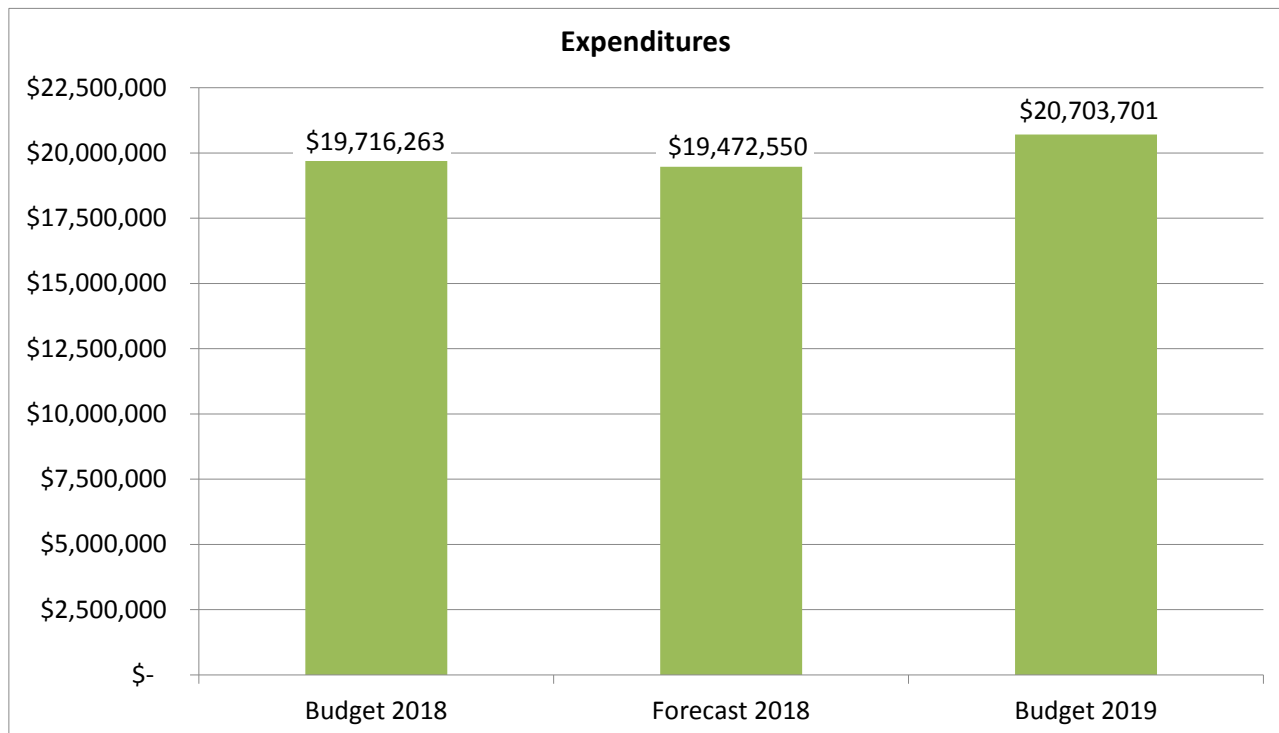


Fire Department - Fire Protection

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 17,598,787	\$ 17,386,874	\$ 18,348,825	\$ 750,038	4.3%
Staff Development	205,700	225,700	275,000	69,300	33.7%
Facility Expense	912,000	886,400	931,000	19,000	2.1%
Equipment Expense	999,776	973,576	1,148,876	149,100	14.9%
Total	\$ 19,716,263	\$ 19,472,550	\$ 20,703,701	\$ 987,438	5.0%





Fire Department - Fire Protection

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 12,508,823	\$ 12,508,823	\$ 13,090,457	\$ 581,634	4.6%
Benefits	5,089,964	4,878,051	5,258,368	168,404	3.3%
Total	\$ 17,598,787	\$ 17,386,874	\$ 18,348,825	\$ 750,038	4.3%

- Increase based on annual salary adjustment and incentive pay to add 3 members to Hazmat Team, 3 members to Technical Rescue Team, and 2 Squad Staff

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Training & Conferences	\$ 100,000	\$ 120,000	\$ 110,000	\$ 10,000	10.0%
Uniforms	81,700	81,700	141,000	59,300	72.6%
Training Materials	24,000	24,000	24,000	-	0.0%
Total	\$ 205,700	\$ 225,700	\$ 275,000	\$ 69,300	33.7%

- Training & Conferences, \$10,000: increase based on analysis of historical and projected costs
- Uniforms, \$59,300: increase due to purchase of winter jackets for all department personnel and new staff

Facility Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Telephone	\$ 315,000	\$ 315,000	\$ 340,000	\$ 25,000	7.9%
Utilities	231,000	216,400	221,000	(10,000)	-4.3%
Facility Repairs & Maintenance	245,000	245,000	255,000	10,000	4.1%
Facility Materials & Supplies	121,000	110,000	115,000	(6,000)	-5.0%
Total	\$ 912,000	\$ 886,400	\$ 931,000	\$ 19,000	2.1%

- Telephone, \$25,000: increase bandwidth for data lines to each fire station
- Utilities, (\$10,000): decrease based on analysis of historical and projected costs
- Facility Repairs & Maintenance, \$10,000: increase based on analysis of projected needs and costs
- Facility Materials & Supplies, (\$6,000): decrease based on analysis of historical and projected costs



Fire Department - Fire Protection

Budget 2019

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Vehicle Fuel	\$ 130,000	\$ 115,000	\$ 128,000	\$ (2,000)	-1.5%
Equipment Repair & Maintenance	390,576	390,576	390,576	-	0.0%
Equipment	95,000	95,000	95,000	-	0.0%
Equipment - Firefighting Tools	15,000	15,000	15,000	-	0.0%
Equipment - Portable Radios	33,000	33,000	33,000	-	0.0%
Equipment - Protective Clothing	74,000	74,000	147,900	73,900	99.9%
Equipment - SCBA	20,000	20,000	22,200	2,200	11.0%
Equipment - Fitness Equipment	20,000	20,000	20,000	-	0.0%
Equipment - Station Furniture	30,000	30,000	30,000	-	0.0%
Equipment - HAZMAT	15,000	15,000	15,000	-	0.0%
Equipment - Training Tools	30,000	30,000	30,000	-	0.0%
Equipment - Automation	40,000	40,000	40,000	-	0.0%
Special Ops Materials & Supplies	52,000	52,000	52,000	-	0.0%
EMS Materials & Supplies	20,000	20,000	20,000	-	0.0%
Other Leases & Rentals	35,200	24,000	110,200	75,000	213.1%
Total	\$ 999,776	\$ 973,576	\$ 1,148,876	\$ 149,100	14.9%

- Vehicle Fuel, (\$2,000): decrease based on analysis of historical and projected costs
- Equipment - Protective Clothing, \$73,900: increase due to purchase of protective hoods and new squad staff
- Equipment - SCBA, \$2,200: increase due to new squad staff
- Other Leases & Rentals, \$75,000: increase due to new program to lease cardiac monitors instead of purchasing them; this increase in operating expense is offset by a decrease in capital asset expenditures

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STAFFING SUMMARY

Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
Dispatch Manager	1.00	1.00	0.00
Shift Supervisor	4.00	4.00	0.00
Dispatcher	12.50	13.00	0.50
Total	17.50	18.00	0.50

Summary of Personnel Changes for 2019 Budget

New Position

- 0.50 FTE – Dispatcher – Position approved during the July 25th Board Meeting for 2018.

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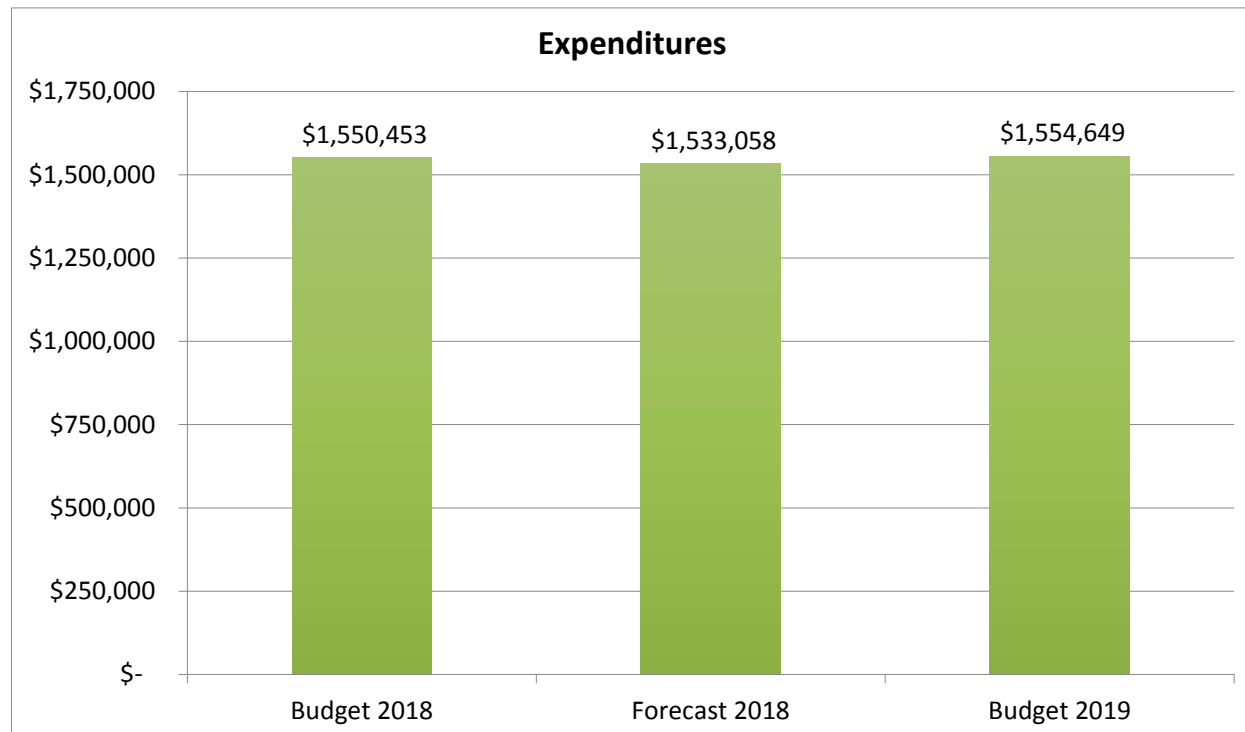


Fire Department - Dispatch

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries and Benefits	\$ 1,482,253	\$ 1,466,858	\$ 1,483,849	\$ 1,596	0.1%
Staff Development	25,200	25,200	27,800	2,600	10.3%
Equipment Expense	42,000	40,500	42,000	-	0.0%
Administrative Expense	1,000	500	1,000	-	0.0%
Total	\$ 1,550,453	\$ 1,533,058	\$ 1,554,649	\$ 4,196	0.3%





Fire Department - Dispatch

Budget 2019

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Salaries	\$ 1,039,051	\$ 1,039,051	\$ 1,057,136	\$ 18,085	1.7%
Benefits	443,202	427,807	426,713	(16,489)	-3.7%
Total	\$ 1,482,253	\$ 1,466,858	\$ 1,483,849	\$ 1,596	0.1%

- Increase due to proposed new staff position (0.5 FTE) and annual salary adjustment; decrease in benefits due to some employees lowering their participation in the retirement plan

Staff Development

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Training & Conferences	\$ 17,000	\$ 17,000	\$ 18,300	\$ 1,300	7.6%
Uniforms	7,200	7,200	8,000	800	11.1%
Training Materials	1,000	1,000	1,500	500	50.0%
Total	\$ 25,200	\$ 25,200	\$ 27,800	\$ 2,600	10.3%

- Training & Conferences, \$1,300: increase due to proposed new staff position and additional training requirements
- Uniforms, \$800: increase for proposed new staff position
- Training Materials, \$500: increase due to additional training requirements

Equipment Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Equipment	\$ 5,000	\$ 3,500	\$ 5,000	\$ -	0.0%
Other Leases & Rentals	37,000	37,000	37,000	-	0.0%
Total	\$ 42,000	\$ 40,500	\$ 42,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget



Fire Department - Dispatch

Budget 2019

Administrative Expense

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Other Admin	\$ 1,000	\$ 500	\$ 1,000	\$ -	0.0%
Total	\$ 1,000	\$ 500	\$ 1,000	\$ -	0.0%

- No change from 2018 Budget to 2019 Budget

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2019 Woodlands Fire Department Budget Plan



I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

2019 Woodlands Fire Department Budget Plan



I. SITUATION ANALYSIS

The Woodlands Fire Department continues to maintain the Insurance Service Office (ISO) Class 1 Fire Department rating and remains one of the elite fire departments in the United States. Achieving this goal not only accomplished the maximum lowering of residential and commercial property insurance premiums obtainable, it enhanced equal fire and medical emergency services throughout the 44 square mile boundary of The Woodlands Township. The Township's eight fire stations, nine front-line Advanced Life Support (ALS) fire companies, Emergency Operations Center, Communications Center and Emergency Training Center all greatly contribute to that success.

Our community leaders have provided sufficient fire department resources to keep pace with the community's current growth and development in order to provide excellent fire, rescue and emergency medical services. These resources equate to decreased emergency response times, increased capabilities to quickly take action at emergency incidents and increase the safety of our citizens and our firefighters.

The department must continue to analyze emergency incident data to plan and prepare for the future. As the Township continues to increase in commercial and residential development and experience mobility challenges, the frequency of emergency incidents will continue to rise. Emergency incidents have increased from 5,977 in 2010 to a projected 12,000 incidents in 2018. This represents an overall increase of over 100% in eight years or an average of 12.5% increase year after year. The department must continue to evaluate the effects of this growth as it relates to the delivery of emergency services and adjust the departmental operational plan accordingly.

The Woodlands Fire Department still remains the only fire department in Montgomery County that provides Advanced Life Support (ALS) emergency medical care and the services of two fully functional special operations teams, a hazardous materials team and a technical rescue team. In 2019, The Woodlands Fire Department will continue to provide our customers with emergency management, fire suppression, ALS emergency medical care, hazardous materials response, technical rescue operations, enhanced inspection services and innovative public education programs.

In conjunction with maintaining and monitoring current service levels, local emergency agency partnerships have been enhanced. The Woodlands Township, the Montgomery County Hospital District (MCHD), Montgomery County Fire Marshal's Office (MCFMO), Harris County Fire Marshal's Office (HCFMO), Harris County Cypress Creek EMS Emergency Service District, Montgomery County Emergency Communications District (MC911), and Lone Star College continue to enter into partnerships which enhance service levels. Examples include MC911's incentive pay for dispatchers, Command Central Inform Software (CCI), audio visual information wall (I-Wall) in the EOC and FireComm, the Emergency Training Center/Lone Star College cooperative use agreement and the cooperative EMS housing agreements which co-locates medic units in 4 fire stations.

The Woodlands Fire Department will continue to partner with local, county, state and national agencies including: Joint Powers Association, San Jacinto River Authority, utility companies, Montgomery County Hospital District, Cypress Creek EMS, Montgomery County Sheriff's Office,

2019 Woodlands Fire Department Budget Plan



Montgomery County Precinct 3 Constable's Office, Harris County Precinct 4 Constable's Office, Shenandoah PD, Interfaith, United Way, Red Cross, Montgomery County Office of Emergency Management, Community Emergency Response Team (CERT), Montgomery County Search & Rescue, City of Shenandoah, City of Oakridge North, other Emergency Service Districts, Greater Harris County 911, Montgomery County Emergency Communication District 911, Harris County Office of Homeland Security and Emergency Management, Texas Department of Public Safety, Texas Commission on Fire Protection, Texas Department of State Health Services, Texas Department of Transportation, Texas Association of Fire Chief's, National Fire Protection Agency, International Association of Firefighters, International Association of Fire Chief's, US Fire Administration, FEMA and Metropolitan Fire Chief's Association. These strategic partnerships will assist our community in maximizing the available resources and the delivery of core services. This includes responding to and mitigating emergencies with a well-trained, well equipped, and professional workforce to maintain a high quality of life for the citizens and businesses of The Woodlands Township.

The Woodlands Fire Department is dedicated to providing innovative leadership and strategic planning to provide for prudent fiscal management, keeping pace with growth and striving for equal quality service levels and facilities throughout The Woodlands. We offer quality training to ensure a professional workforce capable of meeting the emergency and service needs of the community. The Woodlands Fire Department places an emphasis on reducing the impact of fire and injuries throughout the community by promoting fire and injury prevention educational programs to all ages, focusing on the very young and elderly, as well as educating commercial businesses throughout The Woodlands Township. All of these initiatives reinforce our ultimate goal of overall risk-reduction and a safer community, in accordance with Section 1.1 of The Woodlands Township Strategic Plan, which refers to the Key Initiative "To protect the well-being and safety of constituents."

II. ACCOMPLISHMENTS OF 2018

- Completed installation of a new state-of-the-art US Digital station alerting system at all fire stations
- Partnered with MCHD for Opticom traffic signal Radio Frequency emitters for emergency response throughout Montgomery County
- Placed in service a 107' Tractor Drawn Tiller Aerial as TK101
- Placed in service a 107' Aerial Apparatus as TK104
- Completed aerial and ground ladder safety inspections
- Held a Chief Officer retreat
- Hosted Leadership Montgomery County's Public Safety Day and participated in speakers' panel at Central Station
- Held department-wide Hazmat training
- Conducted department Level 1 Ropes Rescue Course
- Completed phase two of three in Technical Search and Rescue Team training prop at the ETC
- Credentialed 3 paramedic first responders, 5 Advanced EMT (AEMT) first responders
- Renewed Certified Training Facility in 13 separate disciplines with the Texas Commission on Fire Protection

2019 Woodlands Fire Department Budget Plan



- Renewed EMS Continuing Education program credentials with the Texas Department of State Health Services
- Renewed Advanced Life Support First Responder program with the Texas Department of State Health Services
- Completed 300 different inspection activities
- Responded and mitigated a projected 12,000 emergency incidents
- Dispatched 56,240 calls for emergency service within Montgomery and Harris counties
- Participated in 512 public education events and 460 station tours
- Represented WFD on the Executive Advisory Council for Emergency Management
- Participated in various regional and county-wide disaster preparedness drills
- Represented WFD on the Local Emergency Planning Committee for Montgomery county – Fire Chief, Chairman
- Installed 17 Opticom traffic preemption systems
- Provided services for Ironman of Texas and The Woodlands Marathon
- Co-hosted Save Reunions with Montgomery County Hospital District
- Participated in Shattered Lives event at The Woodlands High School
- Conducted cadet interviews and hired 4 firefighters
- Continued Phase Training and testing program for new firefighters
- Completed annual bunker gear cleaning, inspection and repair
- Completed Technical Rescue training, Self-Contained Breathing Apparatus (SCBA) maze training, and Live Fire training
- Finished annual breathing air consumption course evaluations for all firefighters
- Conducted High Rise fire training for all operations personnel
- Conducted Emergency Operations Center training and setup for operations personnel
- Recertified 145 personnel, holding over 600 certifications through the Texas Commission of Fire Protection
- Maintained 144 personnel on Texas Department of State Health Services, Emergency Medical Service (EMS) certifications
- Completed 32,476 training hours for fire suppression personnel
- Completed Chief and Company Officer Development Training
- Conducted annual medical physicals on all uniformed personnel
- Held special driver training instructor class for operation of new apparatus
- Implemented CCI intelligent data portal software to more efficiently manage complex and/or large geographical emergencies
- Installed an Emergency Operation Center and FireComm Informational Wall (I-Wall) through partnership with Montgomery County 911
- Held Montgomery County 911's Junior First Responder Camp
- Hired Full Time Emergency Vehicle Tech
- Established Inclement Weather Monitoring Program
- Enhanced communication between dispatchers and call takers with new console configuration
- Established Emergency Management position within Fire Department
- Added two Emergency Evacuation Boats

2019 Woodlands Fire Department Budget Plan



- Added two High Water Vehicles
- Installed microwave towers at all fire stations for enhanced communications
- Enhanced security at all fire stations with additional electronic locks
- Replaced dual band radios with tri-band radios for enhanced interoperability with surrounding agencies
- Renewed partnership with Lonestar College for use of training facility for additional three years
- Attended multiple Emergency Management courses
- Implemented new mapping software with AVL (Responder 360)

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

- Maintain the Department's high level of service provided to the citizens of The Woodlands Township
- Maintain an average response time of five minutes or less to all emergencies
- Maintain the Insurance Service Office (ISO) rating of 1
- Continue to participate in various public education trainings and community events
- Maintain and enhance established strategic partnerships
- Maintain training and education for all fire department personnel, including certifications in fire and EMS
- Install approximately 5 Opticom traffic preemption systems
- Respond to and mitigate approximately 13,500 emergency incidents
- Continue to offer Community Emergency Response Team program to residents

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

Salaries and Benefits

\$21,455,737

(In accordance with Key Initiative 1.6; Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of The Township.)

- The Woodlands Fire Department Personnel provide funding for salary and benefits to accommodate fire suppression personnel, administrative personnel, and dispatchers.

Staff Development

\$354,000

(In accordance with Key Initiatives 1.1.6; Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies. 1.5.1; Serve as a resource for our constituents in dealing with issues that impact quality of life. 3.1.2; Encourage education and training opportunities and continuing professional development. 4.3.2; Coordinate representation to ensure maximum participation.)

- Staff Related Expenses Provide necessary training for fire department personnel and uniforms. Support various meeting expenses, certifications and other training material.

2019 Woodlands Fire Department Budget Plan



Facility Expenses

\$931,000

(In accordance with Key Initiatives 1.6; Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of The Township. 1.1.5; Maintain safe public facilities and amenities.)

- Facility Expense - Provide funding for telephone, utilities, repairs and maintenance, and materials and supplies for all Fire Department facilities. Also included in this category is Lease Space.

Equipment Expenses

\$1,289,176

(In accordance with Key Initiatives 1.1.7; Maintain Fire Department ISO 1 rating. 1.1.8; Maintain and continue to provide a high level of fire prevention and emergency medical services.)

- Equipment Expense Fund vehicle and equipment repairs and maintenance, equipment repairs and supplies, vehicle fuel, equipment rental, special operations materials for the various special teams and provide supplies and EMS materials and supplies.

Contracted Services

\$638,200

(In accordance with Key Initiatives 1.1.6; Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies. 1.1.7; Maintain Fire Department ISO 1 rating. 3.1.1; Provide a working environment that promotes productivity and high morale.)

- Contracted Services This includes funding for medical support services, labor relations, computer support, audit fees, legal fees and consultant fees.

Program Expense/Public Education

\$34,100

(In accordance with Key Initiatives 1.1.3; Explore, develop and implement options that improve safety and educate residents on the role they can play in making their community safer. 2.1.2; Improve and maintain emergency operations communications plans. 2.1.3; Effectively utilize other entities and programs to disseminate and collect information.)

- Program Expense Allow for continuation of fire and life safety education, participation in educating our residents through The Woodlands Watch events, National Night Out, school events and Assisted Living Centers.
- Public Education This includes funding for CPR and First Aid classes, ads for bids and employment, and equipment for fire scene documentation.

Administrative Expenses

\$42,500

(In accordance with Key Initiatives 1.6; Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of The Township. 3.2.4; Provide employee recognition events to recognize accomplishments and tenure.)

2019 Woodlands Fire Department Budget Plan



- Administrative Expense This will provide the funding necessary for office supplies, dues and subscriptions renewals, copy materials, printing and other administrative expenses.

Total Cost for the Fire Department's 2019 Budget Plan

\$24,744,713

**The Woodlands Township
Department Budget Detail
(in whole dollars)**

Budget Code		Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
FIRE AND EMS MANAGEMENT - Dept 810							
Salaries and Benefits							
Salaries and Wages	100-810-5010-0000-10	1,586,130	1,106,902	1,106,902	1,146,687	39,785	3.6%
Overtime	100-810-5011-0000-10	710	1,000	24,000	24,000	23,000	2300.0%
Employee Benefits - FICA	100-810-5020-0000-10	113,946	81,383	83,143	86,035	4,652	5.7%
Employee Benefits - TEC	100-810-5021-0000-10	337	2,394	2,394	2,223	(171)	-7.1%
Employee Benefits - Retirement	100-810-5030-0000-10	187,620	136,408	139,628	139,917	3,509	2.6%
Employee Benefits - Insurance	100-810-5031-0000-10	156,378	181,169	181,169	210,860	29,691	16.4%
Employee Benefits - Workers Comp	100-810-5032-0000-10	8,034	15,844	10,562	13,341	(2,503)	-15.8%
		2,053,155	1,525,100	1,547,798	1,623,063	97,963	6.4%
Staff Development							
Meetings	100-810-5100-0000-10	1,892	3,000	2,000	3,000	-	0.0%
Training & Conferences	100-810-5120-0000-10	11,869	20,000	20,000	20,000	-	0.0%
Uniforms	100-810-5130-0000-10	4,307	6,200	5,400	6,200	-	0.0%
Tuition Reimbursement	100-810-5140-0000-10	4,542	12,000	8,000	12,000	-	0.0%
Awards Ceremony	100-810-5150-0000-10	12,842	10,000	10,000	10,000	-	0.0%
		35,452	51,200	45,400	51,200	-	0.0%
Equipment Expense							
Equipment	100-810-5330-0000-10	9,436	10,000	10,000	10,000	-	0.0%
Data Services	100-810-5335-0000-10	30,436	32,000	32,000	34,500	2,500	7.8%
Vehicle Fuel	100-810-5360-0000-10	19,428	27,800	24,000	25,800	(2,000)	-7.2%
Equipment Repair & Maintenance	100-810-5365-0000-10	15,335	31,000	25,000	28,000	(3,000)	-9.7%
		74,635	100,800	91,000	98,300	(2,500)	-2.5%
Contracted Services							
Computer Support	100-810-5400-0000-10	143,319	279,300	279,300	317,300	38,000	13.6%
Consulting	100-810-5401-0000-10	43,750	10,000	10,000	10,000	-	0.0%
Medical Support Services	100-810-5480-0000-10	78,915	90,000	90,000	190,000	100,000	111.1%
Other Contracted Services	100-810-5499-0000-10	18,900	20,900	20,900	20,900	-	0.0%
Employee Relations Professional Svcs	100-810-5496-0000-10	-	-	50,000	100,000	100,000	
		284,884	400,200	450,200	638,200	238,000	59.5%
Program Expense							
Fire and Life Safety Education	100-810-5605-3404-10	6,697	26,000	10,000	16,000	(10,000)	-38.5%
Emergency Preparedness	100-810-5605-3417-10	-	-	10,000	10,000	10,000	
		6,697	26,000	20,000	26,000	-	0.0%
Public Education/Relations							
Training Aids	100-810-5701-0000-10	5,045	6,500	5,000	6,500	-	0.0%
Advertising	100-810-5704-0000-10	-	1,100	600	600	(500)	-45.5%
Fire Investigation	100-810-5706-0000-10	-	500	500	1,000	500	100.0%
		5,045	8,100	6,100	8,100	-	0.0%
Administrative Expense							
Supplies	100-810-5800-0000-10	19,046	14,800	15,800	15,800	1,000	6.8%
Postage and Delivery	100-810-5801-0000-10	552	2,100	2,100	2,100	-	0.0%
Dues & Subscriptions	100-810-5802-0000-10	6,406	10,000	10,000	10,000	-	0.0%
Printing	100-810-5803-0000-10	422	4,800	1,800	3,600	(1,200)	-25.0%
Other Admin	100-810-5899-0000-10	6,143	12,000	10,000	10,000	(2,000)	-16.7%
		32,568	43,700	39,700	41,500	(2,200)	-5.0%
Total Fire and EMS Management		2,492,436	2,155,100	2,200,198	2,486,363	331,263	15.4%

**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
FIRE PROTECTION - Dept 811							
Salaries and Benefits							
Salaries and Wages	100-811-5010-0000-10	9,570,344	10,739,055	10,739,055	11,211,091	472,036	4.4%
Overtime	100-811-5011-0000-10	1,671,963	1,719,768	1,719,768	1,829,366	109,598	6.4%
Ride Up Pay	100-811-5013-0000-10	54,913	50,000	50,000	50,000	-	0.0%
Employee Benefits - FICA	100-811-5020-0000-10	819,599	953,589	953,589	997,261	43,672	4.6%
Employee Benefits - TEC	100-811-5021-0000-10	1,503	23,598	23,598	23,940	342	1.4%
Employee Benefits - Retirement	100-811-5030-0000-10	1,242,062	1,429,790	1,429,790	1,519,337	89,547	6.3%
Employee Benefits - Insurance	100-811-5031-0000-10	2,039,831	2,442,277	2,310,600	2,550,325	108,048	4.4%
Employee Benefits - Workers Comp	100-811-5032-0000-10	68,099	240,710	160,474	167,505	(73,205)	-30.4%
		15,468,312	17,598,787	17,386,874	18,348,825	750,038	4.3%
Staff Development							
Training & Conferences	100-811-5120-0000-10	167,320	100,000	120,000	110,000	10,000	10.0%
Uniforms	100-811-5130-0000-10	92,493	81,700	81,700	141,000	59,300	72.6%
Training Materials	100-811-5160-0000-10	19,801	24,000	24,000	24,000	-	0.0%
		279,614	205,700	225,700	275,000	69,300	33.7%
Facility Expense							
Telephone	100-811-5210-0000-10	366,523	315,000	315,000	340,000	25,000	7.9%
Utilities	100-811-5220-0000-10	212,238	231,000	216,400	221,000	(10,000)	-4.3%
Facility Repair & Maintenance	100-811-5230-0000-10	273,353	245,000	245,000	255,000	10,000	4.1%
Facility Materials & Supplies	100-811-5240-0000-10	97,169	121,000	110,000	115,000	(6,000)	-5.0%
		949,283	912,000	886,400	931,000	19,000	2.1%
Equipment Expense							
Specialty Equipment	100-811-5331-0000-10	-	-	-	-	-	0.0%
Vehicle Fuel	100-811-5360-0000-10	86,890	130,000	115,000	128,000	(2,000)	-1.5%
Equipment Repair & Maintenance	100-811-5365-0000-10	454,802	390,576	390,576	390,576	-	0.0%
Equipment	100-811-5330-0000-10	271,968	95,000	95,000	95,000	-	0.0%
Equipment - Firefighting Tools	100-811-5330-9000-10	-	15,000	15,000	15,000	-	0.0%
Equipment - Portable Radios	100-811-5330-9000-10	-	33,000	33,000	33,000	-	0.0%
Equipment - Protective Clothing	100-811-5330-9000-10	-	74,000	74,000	147,900	73,900	99.9%
Equipment - SCBA	100-811-5330-9000-10	-	20,000	20,000	22,200	2,200	11.0%
Equipment - Fitness Equipment	100-811-5330-9000-10	-	20,000	20,000	20,000	-	0.0%
Equipment - Station Furniture	100-811-5330-9000-10	-	30,000	30,000	30,000	-	0.0%
Equipment - HAZMAT	100-811-5330-9000-10	-	15,000	15,000	15,000	-	0.0%
Equipment - Training Tools	100-811-5330-9000-10	-	30,000	30,000	30,000	-	0.0%
Equipment - Automation	100-811-5330-9000-10	-	40,000	40,000	40,000	-	0.0%
Special Operations Materials & Supplies	100-811-5370-0000-10	37,716	52,000	52,000	52,000	-	0.0%
EMS Materials & Supplies	100-811-5371-0000-10	20,998	20,000	20,000	20,000	-	0.0%
Other Leases & Rentals	100-811-5350-0000-10	19,278	35,200	24,000	110,200	75,000	213.1%
		891,651	999,776	973,576	1,148,876	149,100	14.9%
Administrative Expense							
Other Admin	100-811-5899-0000-10	16	-	-	-	-	
		16	-	-	-	-	
Total Fire Protection		17,588,877	19,716,263	19,472,550	20,703,701	987,438	5.0%

**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
DISPATCH - Dept 812							
Salaries and Benefits							
Salaries and Wages	100-812-5010-0000-10	851,408	903,974	903,974	919,708	15,734	1.7%
Overtime	100-812-5011-0000-10	154,440	135,077	135,077	137,428	2,351	1.7%
Employee Benefits - FICA	100-812-5020-0000-10	72,561	78,933	78,933	80,871	1,938	2.5%
Employee Benefits - TEC	100-812-5021-0000-10	1,891	2,993	2,993	3,279	286	9.6%
Employee Benefits - Retirement	100-812-5030-0000-10	108,639	116,488	116,488	90,895	(25,593)	-22.0%
Employee Benefits - Insurance	100-812-5031-0000-10	221,243	242,099	227,600	249,843	7,744	3.2%
Employee Benefits - Workers Comp	100-812-5032-0000-10	769	2,689	1,793	1,825	(864)	-32.1%
		1,410,950	1,482,253	1,466,858	1,483,849	1,596	0.1%
Staff Development							
Training & Conferences	100-812-5120-0000-10	18,261	17,000	17,000	18,300	1,300	7.6%
Uniforms	100-812-5130-0000-10	6,714	7,200	7,200	8,000	800	11.1%
Training Materials	100-812-5160-0000-10	730	1,000	1,000	1,500	500	50.0%
		25,705	25,200	25,200	27,800	2,600	10.3%
Equipment Expense							
Equipment	100-812-5330-0000-10	2,951	5,000	3,500	5,000	-	0.0%
Other Leases & Rentals	100-812-5350-0000-10	-	37,000	37,000	37,000	-	0.0%
		2,951	42,000	40,500	42,000	-	0.0%
Administrative Expense							
Other Admin	100-812-5899-0000-10	30	1,000	500	1,000	-	0.0%
		30	1,000	500	1,000	-	0.0%
Total Dispatch		1,439,636	1,550,453	1,533,058	1,554,649	4,196	0.3%

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Other Expenditures

Budget 2019

Budget Summary

Expenditures	Budget 2018	Forecast 2018	Budget 2019	\$ Change	% Change
Incorporation Study	\$ 872,500	\$ 872,500	\$ 82,000	\$ (790,500)	-90.6%
Regional Participation	1,644,020	1,674,798	1,682,819	38,799	2.4%
Funding Request - YMCA Youth Program	80,000	80,000	80,000	-	0.0%
Funding Request - Glade Arts Foundation	50,000	50,000	-	(50,000)	-100.0%
Carlton Woods Assoc Service Fee	423,700	391,300	412,000	(11,700)	-2.8%
Village Associations	80,000	80,000	100,000	20,000	25.0%
Cynthia Woods Events Tax	1,356,077	1,301,834	1,308,343	(47,734)	-3.5%
Costco Sales Tax Reimbursement	282,387	285,477	281,801	(586)	-0.2%
Drainage Engineering Services	-	20,000	20,000	20,000	
Contingency	250,000	250,000	250,000	-	0.0%
Total	\$ 5,038,684	\$ 5,005,909	\$ 4,216,963	\$ (821,721)	-16.3%

- Incorporation Study, (\$790,500): decrease due to substantial completion of study in 2018
- Regional Participation Agreement, \$38,799: increase based on higher sales and use tax projections
- Funding Request - Glade Arts Foundation, (\$50,000): funding request was approved for 2018 only
- Village Associations, \$20,000: approval of increased funding request from village associations from \$10,000 per village to \$12,500 per village
- Carlton Woods Association Fee, (\$11,700): fee is based on projected taxable property values within Carlton Woods Association and Carlton Woods Creekside Association
- Cynthia Woods Events Tax, (\$47,734): decrease based on lower tax revenue projections
- Costco Sales Tax Reimbursement, (\$586): decrease based on contract terms and sales tax projection
- Drainage Engineering Services, \$20,000: in 2018, the Board authorized funds to contract for drainage engineering services to help address flooding and drainage issues impacting the Township

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**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Incl(Dec)	% Incl(Dec)
OTHER EXPENDITURES - Dept 190							
Incorporation							
Incorporation Study	100-190-7001-0000-10	-	872,500	872,500	82,000	(790,500)	-90.6%
		-	872,500	872,500	82,000	(790,500)	-90.6%
Regional Participation							
Conroe RPA	100-190-7010-0000-10	50,356	49,117	50,608	51,114	1,997	4.1%
Houston RPA	100-190-7010-0000-10	1,656,565	1,594,903	1,624,190	1,631,705	36,802	2.3%
		1,706,921	1,644,020	1,674,798	1,682,819	38,799	2.4%
Other Expenditures							
Funding Request - YMCA Youth Prog	100-190-7020-0000-10	80,000	80,000	80,000	80,000	-	0.0%
Funding Request - Glade Arts	100-190-7021-0000-10	-	50,000	50,000	-	(50,000)	-100.0%
Carlton Woods Assoc Svc Fee	100-190-7030-0000-10	258,629	270,500	252,000	263,100	(7,400)	-2.7%
Carlton Woods Creekside Svc Fee	100-190-7031-0000-10	133,588	153,200	139,300	148,900	(4,300)	-2.8%
Village Association Contributions	100-190-7033-0000-10	70,000	80,000	80,000	100,000	20,000	25.0%
Cynthia Woods Mitchell Pavilion Events	100-190-7034-0000-10	1,210,740	1,356,077	1,301,834	1,308,343	(47,734)	-3.5%
Sales Tax Rebate	100-190-7037-0000-10	296,757	282,387	285,477	281,801	(586)	-0.2%
Storm Clean-up	100-190-7041-0000-10	192,653	-	-	-	-	-
Drainage Engineering Services	100-190-7042-0000-10	-	-	20,000	20,000	20,000	-
Contingency	100-190-7900-0000-10	-	250,000	250,000	250,000	-	0.0%
		2,242,368	2,522,164	2,458,611	2,452,144	(70,020)	-2.8%
Transfers Out							
CPF - Tax Funded Capital	100-190-8800-8010-10	4,895,089	3,146,073	2,493,566	2,915,230	(230,843)	-7.3%
CPF - Capital/Econ Dev Reserves	100-190-8800-8020-10	15,660,863	4,803,693	9,354,782	5,974,664	1,170,971	24.4%
The Woodlands CVB	100-190-8800-8080-10	525,168	924,567	718,365	951,449	26,882	2.9%
Transportation Fund	100-190-8800-8095-10	1,347,556	1,325,664	1,314,757	1,427,999	102,335	7.7%
Bond Redemption Reserve	100-190-8800-8099-10	-	-	-	500,000	500,000	-
		22,428,676	10,199,997	13,881,470	11,769,342	1,569,345	15.4%
Total Other Expenditures		26,377,964	15,238,681	18,887,379	15,986,305	747,624	4.9%

The Woodlands Convention & Visitors Bureau



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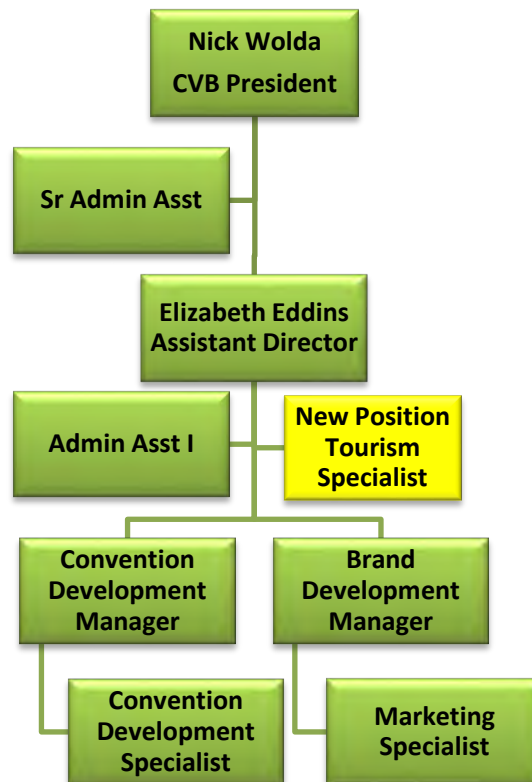
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The Woodlands Convention & Visitors Bureau



Organization Chart



Personnel

Full-Time Equivalents

Position Title	Budget 2018	Budget 2019	Change
CVB President	1.00	1.00	0.00
Assistant Director	1.00	1.00	0.00
Convention Development Manager	1.00	1.00	0.00
Brand Development Manager	1.00	1.00	0.00
Convention Development Specialist	1.00	1.00	0.00
Marketing Specialist	1.00	1.00	0.00
Sr. Admin Assistant	1.00	1.00	0.00
Admin Assistant I	0.50	0.50	0.00
Toursim Specialist	0.00	1.00	1.00
Total	7.50	8.50	1.00

Summary of Personnel Changes for 2019 Budget

New Positions

- 1.0 FTE – Tourism Specialist

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The Woodlands Convention & Visitors Bureau

Budget Overview

The Woodlands Convention & Visitors Bureau (CVB) is a 501(c)(6) non-profit organization which implements marketing programs and supports certain events to attract convention business and visitors to The Woodlands.

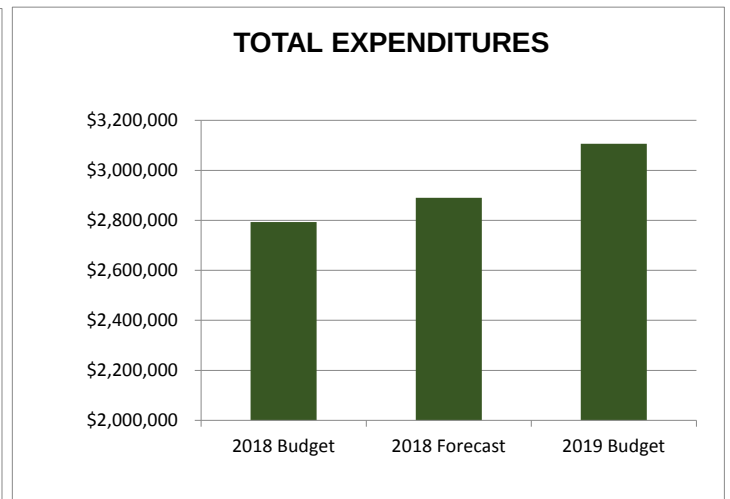
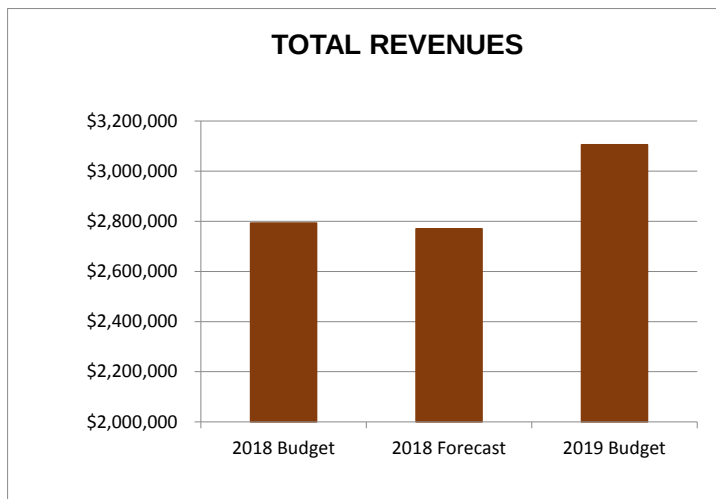
The primary source of funding for the CVB's 2019 Budget is a 2% supplemental hotel occupancy tax. Remaining funding requirements come from revenue generated by The Woodlands Township's base 7% hotel occupancy tax, but only to the extent that the Township's debt service obligations on outstanding revenue bonds have been fully met. In the event that the combination of funding sources referenced above is not adequate to pay for the CVB's budgeted expenditures, the CVB will utilize its available fund balance to supplement required funding.

	2018 Budget	2018 Forecast	2019 Budget	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL REVENUES/TRANSFERS IN (A)	\$ 2,793,124	\$ 2,770,173	\$ 3,105,822	\$ 312,698	11.2%
TOTAL EXPENDITURES/TRANSFERS OUT (B)	2,793,124	2,890,173	3,105,822	312,698	11.2%
REVENUES OVER/(UNDER) EXPENDITURES	-	(120,000)	-	-	
TRANSFERS OUT	(25,167)	(25,167)	-	25,167	-100.0%
BEGINNING FUND BALANCE	1,556,471	1,556,471	1,411,304	(145,167)	-9.3%
ENDING FUND BALANCE (C)	\$ 1,531,304	\$ 1,411,304	\$ 1,411,304	\$ (120,000)	-7.8%

(A) The increase in revenues is due to a projected increase in supplemental hotel occupancy tax revenues.

(B) The increase in expenditures is due primarily to three new programs to bring additional convention business to The Woodlands and a proposed new staff position (1.0 FTE).

(C) The \$120,000 decrease in CVB's fund balance from the 2018 Budget to the 2019 Budget is due to Waterway Cruiser expenses being funded by the fund balance in 2018.



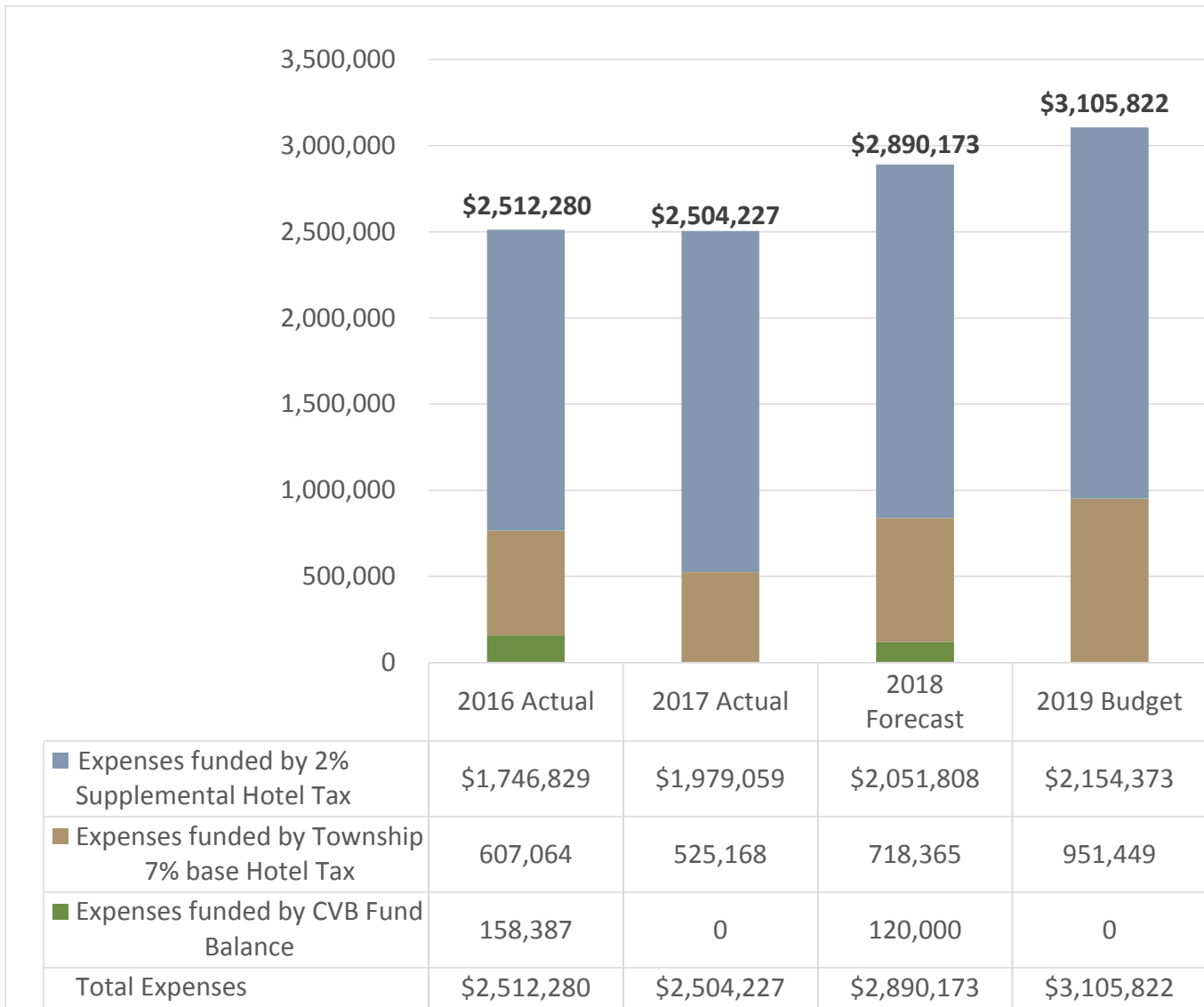
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THE WOODLANDS CONVENTION & VISITORS BUREAU
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	2018 Budget	2018 Forecast	2019 Budget	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES					
Supplemental Hotel Tax	\$ 1,868,057	\$ 2,051,308	\$ 2,153,873	\$ 285,816	15.3%
Interest Income	500	500	500	-	0.0%
Transfers In (General Fund - HOT)	924,567	718,365	951,449	26,882	2.9%
TOTAL REVENUES	\$ 2,793,124	\$ 2,770,173	\$ 3,105,822	\$ 312,698	11.2%
EXPENDITURES					
General					
Contracted Township Salaries and Benefits	674,274	673,823	792,822	118,548	17.6%
Staff Development	42,500	42,500	46,500	4,000	9.4%
Facility Expense	69,350	69,350	69,350	-	0.0%
Equipment Expense	13,600	11,100	15,250	1,650	12.1%
Contracted Services	51,000	56,000	61,000	10,000	19.6%
Public Education/Relations	40,000	40,000	47,500	7,500	18.8%
Administrative	29,500	29,500	30,500	1,000	3.4%
	920,224	922,273	1,062,922	142,698	15.5%
Strategic Partnerships					
Contracted Services	65,500	65,500	65,500	-	0.0%
Community Festivals & Events	146,000	146,000	161,000	15,000	10.3%
Public Education/Relations	45,000	30,000	45,000	-	0.0%
	256,500	241,500	271,500	15,000	5.8%
Marketing					
Contracted Services	376,000	376,000	405,000	29,000	7.7%
Program Expense	895,000	885,000	880,000	(15,000)	-1.7%
Public Education/Relations	120,000	120,000	121,000	1,000	0.8%
Administrative	18,000	18,000	18,000	-	0.0%
	1,409,000	1,399,000	1,424,000	15,000	1.1%
Convention Sales					
Staff Development	135,000	135,000	150,000	15,000	11.1%
Contracted Services	17,400	17,400	17,400	-	0.0%
Program Expense	55,000	55,000	155,000	100,000	181.8%
Public Education/Relations	-	-	25,000	25,000	
	207,400	207,400	347,400	140,000	67.5%
Waterway Cruisers					
Contracted Services	-	120,000	-	-	
	-	120,000	-	-	
TOTAL EXPENDITURES	\$ 2,793,124	\$ 2,890,173	\$ 3,105,822	\$ 312,698	11.2%
REVENUE OVER/(UNDER) EXPENDITURES	-	(120,000)	-	-	
NET TRANSFERS	(25,167)	(25,167)	-		
BEGINNING FUND BALANCE	1,556,471	1,556,471	1,411,304	(145,167)	-9.3%
ENDING FUND BALANCE	\$ 1,531,304	\$ 1,411,304	\$ 1,411,304	\$ (120,000)	-7.8%

The Woodlands Convention & Visitors Bureau Analysis of Funding Sources for Expenditures



The Convention & Visitors Bureau's operating expenditures have increased from \$2.5 million in 2016 to a projected total of \$3.1 million for 2019, representing growth of \$0.6 million or 23.6% over the three-year period.

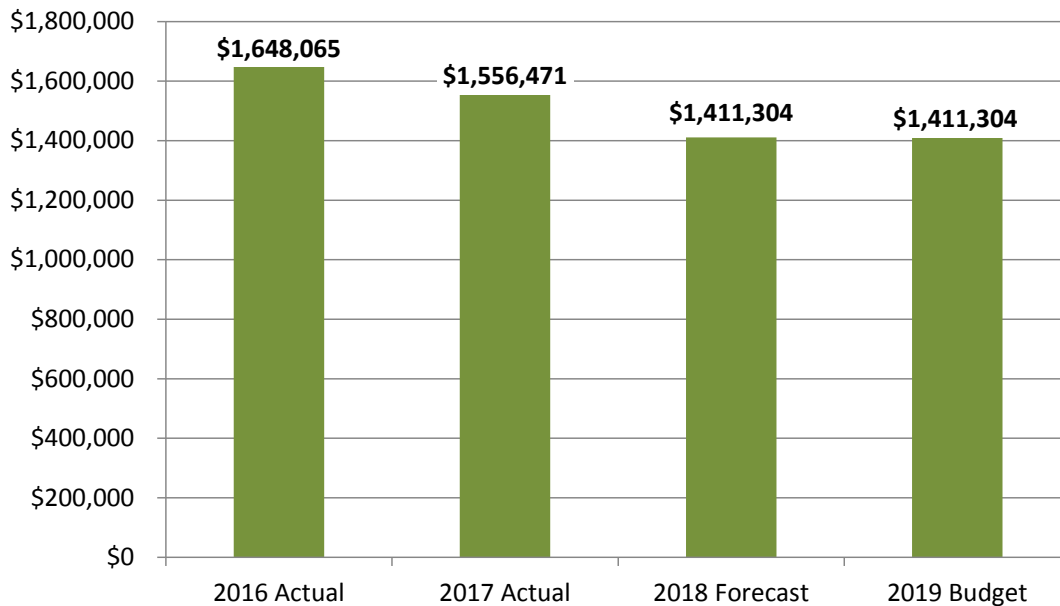
Revenues generated by the 2% supplemental hotel occupancy tax fund approximately 70% of CVB's total expenditures annually, and revenues from the Township's 7% base hotel tax fund the remaining 30%. Occasionally, certain defined expenses are paid from CVB's existing fund balance. Recent examples of these expenses include costs related to the Waterway Cruisers program and the office space expansion project.

Revenues from the 2% supplemental hotel tax have increased from \$1.7 million in 2016 to a projected total of \$2.1 million for 2019, which is an increase of \$0.4 million or 23.3%. During the same time period, funding required by the CVB from the Township's 7% base hotel tax revenues has increased from \$0.6 million to \$0.95 million, or 56.7%.

The Woodlands Convention & Visitors Bureau Fund Balance Analysis

	2016 Actual	2017 Actual	2018 Forecast	2019 Budget
Revenues				
2% Supplemental Hotel Tax	\$1,745,612	\$1,953,626	\$2,051,308	\$2,153,873
Allocation from Township Hotel Tax	607,064	525,168	718,365	\$951,449
Interest Income/Other	1,217	25,433	500	500
Total Revenues	\$2,353,893	\$2,504,227	\$2,770,173	\$3,105,822
Expenditures				
General	\$762,794	\$790,543	\$922,273	\$1,062,922
Strategic Partnerships	256,860	216,767	241,500	271,500
Marketing	1,373,439	1,301,233	1,399,000	1,424,000
Convention Sales	40,835	195,684	207,400	347,400
Waterway Cruisers, net (A)	77,351	0	120,000	0
Transfers Out (B)	0	91,593	25,167	
Total Expenditures	\$2,511,279	\$2,595,820	\$2,915,340	\$3,105,822
Increase/(Decrease) in Fund Balance	(\$157,386)	(\$91,593)	(\$145,167)	\$0
(A) The CVB ceased operating the Waterway Cruisers program on March 31, 2016. The program was being operated by a private company until late 2017. Expenses incurred in 2018 are related to exploring a new option/service. (B) Amount of CVB fund balance transferred to the Township to reimburse for costs associated with the buildout of CVB office space at the Town Hall facility.				

CVB Fund Balance



There was a \$157,386 decrease in fund balance from 2015 to 2016 due to the net cost impact of operating waterway cruisers during the first quarter of 2016 (\$77,351) and the purchase of ice rink dasher boards (\$80,035).

The \$91,594 decrease in fund balance from 2016 to 2017 was due to funding costs for the expansion of office space at the Township's Town Hall facility.

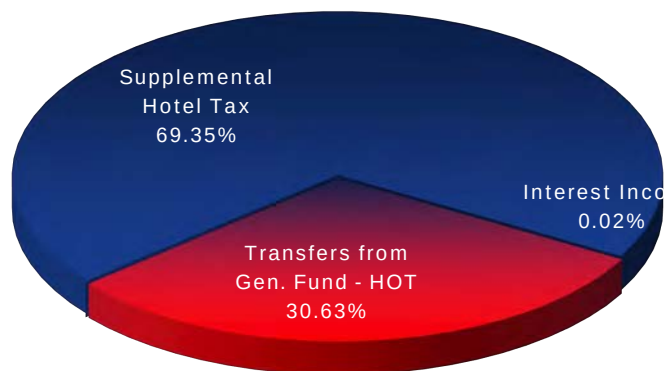
The \$145,167 decrease in fund balance from 2017 to 2018 is due to funding the remaining costs for the expansion of CVB office space (\$25,167) and Waterway Cruiser analysis and disposition costs (\$120,000).

REVENUES BY TYPE

Revenues	2018 Budget	2018 Forecast	2019 Budget	2018 Budget to 2019 Budget	
				\$ Change	% Change
Supplemental Hotel Tax	\$ 1,868,057	\$ 2,051,308	\$ 2,153,873	\$ 285,816	15.3%
Interest Income	500	500	500	-	0.0%
Transfers from Gen. Fund - HOT	924,567	718,365	951,449	26,882	2.9%
Total Revenues	\$ 2,793,124	\$ 2,770,173	\$ 3,105,822	\$ 312,698	11.2%

% of Total	2018 Budget	2018 Forecast	2019 Budget
Supplemental Hotel Tax	66.88%	74.05%	69.35%
Interest Income	0.02%	0.02%	0.02%
Transfers from General Fund - HOT	33.10%	25.93%	30.63%
Total	100.00%	100.00%	100.00%

2018 BUDGET % of TOTAL REVENUES

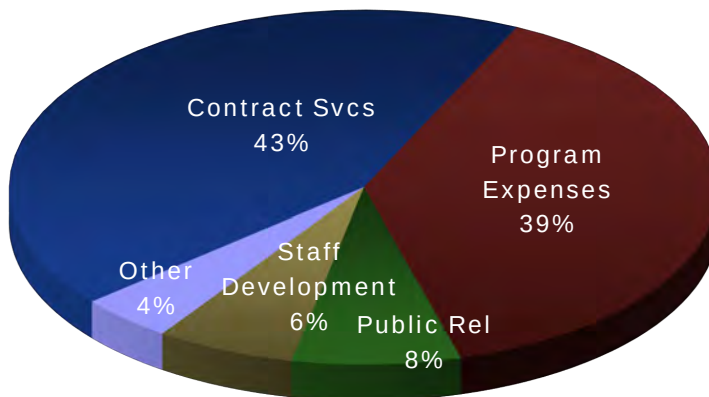


EXPENDITURES BY TYPE

Expenditures	2018 Budget	2018 Forecast	2019 Budget	2018 Budget to 2019 Budget	
				\$ Change	% Change
Staff Development	\$ 177,500	\$ 177,500	\$ 196,500	\$ 19,000	10.7%
Facility Expense	69,350	69,350	69,350	-	0.0%
Equipment Expense	13,600	11,100	15,250	1,650	12.1%
Contracted Services	1,184,174	1,308,723	1,341,722	157,548	13.3%
Program Expense	1,096,000	1,086,000	1,196,000	100,000	9.1%
Public Relations	205,000	190,000	238,500	33,500	16.3%
Administrative Expense	47,500	47,500	48,500	1,000	2.1%
Total Expenditures	\$ 2,793,124	\$ 2,890,173	\$ 3,105,822	\$ 312,698	11.2%

% of Total	2018 Budget	2018 Forecast	2019 Budget
Contracted Services	42.4%	45.3%	43.2%
Program Expense	39.2%	37.6%	38.5%
Public Relations	7.3%	6.6%	7.7%
Staff Development	6.4%	6.1%	6.3%
Facility Expense	2.5%	2.4%	2.2%
Administrative Expense	1.7%	1.6%	1.6%
Equipment Expense	0.5%	0.4%	0.5%
Total	100.0%	100.0%	100.0%

2019 BUDGET % of TOTAL EXPENDITURES



**THE WOODLANDS CONVENTION & VISITORS BUREAU
EXPENDITURE ANALYSIS**

Expense Category	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Staff Development	\$177,500	\$196,500	\$19,000	10.7%

Meeting Expenses	\$12,500	\$12,500	\$0	0.0%
Staff Training & Conferences	30,000	30,000	0	0.0%
Sales Missions & Tradeshow	\$135,000	\$150,000	15,000 (a)	11.1%
Uniforms	0	4,000	4,000 (b)	
Total Staff Development	\$177,500	\$196,500	\$19,000	10.7%

Summary of Significant Increases/(Decreases)

(a) Sales Missions & Tradeshow	<u>\$15,000</u> Increased travel to out of town conferences and trade shows to market The Woodlands
(b) Uniforms	<u>\$4,000</u> New budget line item for 2019

Expense Category	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Facility Expense	\$69,350	\$69,350	\$0	0.0%

Facility Expense	\$69,350	\$69,350	\$0	0.0%
Total Facility Expense	\$69,350	\$69,350	\$0	0.0%

Summary of Significant Increases/(Decreases)

No change from 2018 Budget to 2019 Budget

**THE WOODLANDS CONVENTION & VISITORS BUREAU
EXPENDITURE ANALYSIS**

Expense Category	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Equipment Expense	\$13,600	\$15,250	\$1,650	12.1%

Equipment	\$5,000	\$5,000	\$0	0.0%
Data Services	8,600	10,250	1,650 (a)	19.2%
Total Equipment Expense	\$13,600	\$15,250	\$1,650	12.1%

Summary of Significant Increases/(Decreases)

(a) Data Services \$1,650
Increase for proposed new staff position

Expense Category	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Contracted Services	\$1,184,174	\$1,341,722	\$157,548	13.3%

Contracted Staff Services	\$674,274	\$792,822	118,548 (a)	17.6%
Video Production	26,000	40,000	14,000 (b)	53.8%
Computer Support	17,400	17,400	0	0.0%
Visitor Services	65,500	65,500	0	0.0%
Website	100,000	100,000	0	0.0%
Public Relations	50,000	50,000	0	0.0%
Production	140,000	140,000	0	0.0%
Account Services	60,000	60,000	0	0.0%
Photography	-	15,000	15,000 (c)	100.0%
Legal	36,000	46,000	10,000 (d)	27.8%
Contract Labor	15,000	15,000	0	0.0%
Total Contracted Services	\$1,184,174	\$1,341,722	\$157,548	13.3%

Summary of Significant Increases/(Decreases)

(a) Contracted Staff Services \$118,548
Increase due to proposed new staff position and adjustment in benefit levels by current staff

(b) Video Production \$14,000
Increase for new videos to promote The Woodlands

(c) Photography \$15,000
Increase for additional photography services

(d) Legal \$10,000
Increase based on analysis of historical and projected costs

**THE WOODLANDS CONVENTION & VISITORS BUREAU
EXPENDITURE ANALYSIS**

Expense Category	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Program Expense	\$1,096,000	\$1,196,000	\$100,000	9.1%
Festivals/Special Events	146,000	161,000	15,000 (a)	10.3%
Leisure Advertising	620,000	520,000	(100,000) (b)	-16.1%
International Advertising	20,000	20,000	0	0.0%
Cooperative Advertising	25,000	25,000	0	0.0%
Meetings Advertising	230,000	315,000	85,000 (b)	37.0%
Incentives	55,000	55,000	0	0.0%
RFP Bid Proposals/Fulfillment	-	75,000	75,000 (c)	100.0%
Trade Show Sponsorships	-	25,000	25,000 (d)	100.0%
Total Program Expense	\$1,096,000	\$1,196,000	\$100,000	9.1%

Summary of Significant Increases/(Decreases)

- (a) Festivals/Special Events \$15,000
New event sponsorship - Houston and Beyond
- (b) Advertising (\$15,000), net
\$85,000 of the \$100,000 decrease in Leisure Advertising is being reallocated to Meetings Advertising. The remaining \$15,000 is being transferred to Other Advertising under the Public Relations expense category (see next page).
- (c) RFP Bid Proposals/Fulfillment \$75,000
New program for 2019 - funds to fulfill obligations made to organizations that have agreed to host their conferences or conventions in The Woodlands
- (d) Trade Show Sponsorships \$25,000
New program for 2019 - sponsorships paid to trade shows to enhance Visit The Woodlands brand, message, or booth placement

**THE WOODLANDS CONVENTION & VISITORS BUREAU
EXPENDITURE ANALYSIS**

Expense Category	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Public Relations	\$205,000	\$238,500	\$33,500	16.3%
The Woodlands Guide	\$35,000	\$35,000	\$0	0.0%
Current Newsletter	40,000	20,000	(20,000) (a)	-50.0%
Market Research	45,000	45,000	0	0.0%
Promotional Supplies	40,000	47,500	7,500 (b)	18.8%
Meeting Planner Guide	20,000	21,000	1,000 (c)	5.0%
Other Advertising	20,000	40,000	20,000 (d)	100.0%
Tear-off Maps	5,000	5,000	0	0.0%
Site Tours/FAM Tours	-	25,000	25,000 (e)	100.0%
Total Public Relations	\$205,000	\$238,500	\$33,500	16.3%

Summary of Significant Increases/(Decreases)

(a) Current Newsletter	<u>(\$20,000)</u> Decrease based on anticipated distribution
(b) Promotional Supplies	<u>\$7,500</u> Increase based on anticipated need
(c) Meeting Planner Guide	<u>\$1,000</u> Increase based on anticipated need
(d) Other Advertising	<u>\$20,000</u> Increase to take advantage of advertising opportunities not specifically identified in other budget line items; \$15,000 of this amount was reallocated from the Leisure Advertising budget line item (see preceding page).
(e) Site Tours/FAM Tours	<u>\$25,000</u> New public relations program for 2019 - funding for meeting planner site visits and familiarization tours of The Woodlands

**THE WOODLANDS CONVENTION & VISITORS BUREAU
EXPENDITURE ANALYSIS**

Expense Category	2018 Budget	2019 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Administrative Expense	\$47,500	\$48,500	\$1,000	2.1%

Printing	\$18,000	\$18,000	\$0	0.0%
Postage & Delivery	5,000	5,000	0	0.0%
Supplies	6,500	7,500	1,000 (a)	15.4%
Dues & Subscriptions	14,000	14,000	0	0.0%
Mileage Reimbursement	4,000	4,000	0	0.0%
Total Administrative Expense	\$47,500	\$48,500	\$1,000	2.1%

Summary of Significant Increases/(Decreases)

(a) Supplies \$1,000
Increase based on anticipated need





I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET



I. SITUATION ANALYSIS

As part of its mission, The Woodlands Convention & Visitors Bureau (TWCVB), now referred to as **Visit The Woodlands**, works to drive demand for both hotel and retail tax collections. In 2017, The Woodlands Township collected more than \$52 million in Sales and Use Tax, with 44% of that coming from retail. This, combined with a cumulative growth of 38% in hotel tax collections over the past 5 years, shows how Visit The Woodlands continues to prove its value to the local economy and experience significant successes in promoting The Woodlands as a premier destination for meetings and leisure travel.

There have been many articles, television appearances and countless websites that have featured The Woodlands as a destination of choice for leisure travelers and convention attendees alike. Much of this success is attributed to the promotion and sales efforts of Visit The Woodlands through its destination marketing, advertising, public relations outreach, group sales programs and corporate meeting connections. A number of major media outlets, such as *Houston Chronicle*, *ABC 13*, *Travel & Leisure*, *KPRC*, *Texas Meetings and Events*, *Smart Meetings Magazine*, *Austin Monthly* and *Texas Monthly* have covered The Woodlands as a destination for leisure and corporate business travelers as a result of Visit The Woodlands' marketing and public relations efforts.

The organization also continues to grow its international marketing through familiarization visits and by participating with Texas Tourism in the Mexico Sales & Media Mission in April 2018. The mission included sales opportunities, product presentations and travel marketplaces with a total of 45 media outlets and 315 tour operators in Mexico City, along with travel seminars in Guadalajara and Queretaro. In addition, these efforts were expanded in 2018 to include a partnership with AJR Media that targets high income households in Mexico, Brazil, Colombia and Argentina through digital advertising. More than 11 million passengers are serviced at IAH and HOU annually with 240,000 of these coming from Visit The Woodlands' target markets Mexico, Brazil, Colombia and Argentina each month.

A large portion of the growing meetings market for group sales are conventions, conferences, trade shows, corporate meetings and sporting events/tournaments. Visit The Woodlands continues to promote The Woodlands as a corporate and convention meeting destination through trade shows and conferences. By allocating money to larger booth presences at leading industry trade shows, Visit The Woodlands will speak to thousands of meeting planners, tour operators and conference attendees in 2019.

Events and festivals such as The Inspire Film Festival, The Woodlands Waterway Arts Festival, Memorial Hermann IRONMAN Texas, Wine & Food Week and The Woodlands Marathon have brought thousands of participants and visitors to The Woodlands in 2018. Visit The Woodlands continues to support these signature events, which significantly increase the flow of visitors to The Woodlands and support shopping, dining, hotels, and entertainment venues for both visitors and residents alike.

The State of Texas estimates that tourism in Texas is a \$69 Billion industry with \$289 million in Total Direct Travel Spending in The Woodlands alone. In addition, more than 3,800 people are employed by the travel and tourism industry in The Woodlands. These numbers reflect a 2016 study by Dean Runyan Associates, provided by Texas Tourism and the Office of the Governor.

2019 The Woodlands CVB Budget Plan



The goals of Visit The Woodland's 2019 Budget Plan are centered on continuing the appeal of The Woodlands as an ideal destination for both leisure travel and meetings business. This is accomplished through continued brand awareness of The Woodlands as an up-and-coming destination, along with targeted marketing and group sales efforts.

Staff recommends continued collaboration with area partners including: The Woodlands Waterway Marriott Hotel and Convention Center, The Woodlands Resort & Conference Center, The Woodlands Mall, Market Street, The Woodlands Area Economic Development Partnership, The Cynthia Woods Mitchell Pavilion, The Woodlands Area Chamber of Commerce and all 14 hotel properties located within The Woodlands. Strategic partnerships with other destination marketing organizations and industry stakeholders are also part of the overall marketing mix.

Visit The Woodlands Board of Directors

Chairman Bruce Rieser, Vice Chairman John Anthony Brown, Secretary/Treasurer Fred Domenick, and Directors Brian Boniface, JJ Hollie and Don Norrell. Nick Wolda serves as President.

Mission Statement

To position The Woodlands as a regionally, nationally, and internationally recognized tourist destination by developing quality marketing programs and events to attract visitors, conventions and stimulate economic development and growth.

About Mission Statement

Visit The Woodlands drives demand for The Woodlands as a travel destination, creates new revenue for businesses, and increases sales and hotel occupancy tax for The Woodlands Township's general fund. Tax revenue generated by the tourism industry is invested back into improving The Woodlands' infrastructure and programs.

Vision

Visit The Woodlands is an energetic and innovative 501 (c) (6) organization of talented and dedicated professionals who fulfill the organization's Mission Statement by setting high performance standards, expectations and goals. Visit The Woodlands works with its community to create and maintain productive public and private partnerships while serving as a reliable and credible source for The Woodlands' tourism industry.

Purposes & Services

- Provide leadership for the tourism industry in The Woodlands, promoting activities, encouraging marketing programs and projecting an appealing image on behalf of The Woodlands Township.
- Drive the destination of The Woodlands to meeting professionals, business travelers, tour operators and individual visitors.

2019 The Woodlands CVB Budget Plan



- Promote hospitality partners in The Woodlands including: hotels, entertainment venues, restaurants, outdoor offerings, museums, retail centers, transportation providers and other businesses who serve visitors.
- Provide an array of services to meeting planners including: lead distribution assistance, site tour coordination, incentive funds, welcome bags, customized marketing support, itinerary creation, off-site activity suggestions and liaison and restaurant discount program coordination.
- Drive economic impact by actively reaching corporate and professional meeting planners to bring more meetings and events to The Woodlands. This is done through tradeshow participation, regional partnerships, the solicitation of familiarization trips for meeting planner groups, and other traditional sales methods.
- Support key signature events that promote and highlight The Woodlands as a destination for overnight stays.
- Help visitors save time and energy in looking for tourism opportunities in The Woodlands and Greater Houston area by providing visitor services.
- Work with regional partners in promoting The Woodlands as an ideal location to visit and spend the night.
- Develop and support training initiatives for hospitality employees in The Woodlands.
- Support non-partisan issues that generate revenue, protect and grow the business of travel and tourism in Texas, support more than 1 Million Texas jobs, and improve the quality of life for all Texans. This involves preserving full funding for state tourism promotion through the Office of the Governor, Economic Development and Tourism.

Core Values

- Equal Opportunity Employer
- Be Consistent and Fair in Business Relations
- Initiate and Implement Cooperative Efforts
- Promote and Encourage Collaboration
- Practice and Execute Initiative and Innovation
- Practice Budget Responsibility
- Extend and Share Expertise



- Work with Integrity in Open Records/Open Meetings Environment

Target Audience

Visit The Woodlands directs its marketing efforts locally, regionally, nationally and internationally to meeting planners, group tour operators, travel journalists and the general public who directly influence travel to The Woodlands.

II. ACCOMPLISHMENTS OF 2018

- **Hired New & Promoted Staff Members** – Visit The Woodlands welcomed a new Brand Development Manager to the team in late 2017. With 10 years of experience in the travel and tourism industry, Ashley White leads the Marketing Department, which serves as the official voice for Visit the Woodlands in messaging to meeting planners, leisure travelers, media and hospitality industry partners. In addition, Visit The Woodlands promoted Josie Lewis from Convention Development Specialist to Convention Development Manager. As Convention Development Manager, Mrs. Lewis leads the sales efforts to promote The Woodlands as a premiere meeting and event destination. Mariana Almanza-Cook was promoted from Administrative Assistant to Convention Development Specialist and Makena Holland was hired as a new part time Administrative Assistant. This position was converted from an intern position into a part-time position in January 2018.
- **New Agency of Record** – In January of 2018, Visit The Woodlands contracted with Adcetera Design Studio as its new agency of record. The team immediately began creating the Visit The Woodlands brand story and identity, utilizing Adcetera's One Voice Program (OVP) creative process. At a high level, Adcetera's OVP takes a phased approach, building and rolling out the program in four distinct phases: Discover, Define, Create & Plan. New creative will roll out in 2018 and be reflected in all marketing efforts moving forward.
- **Developed Strategic Marketing Media Plan** – Visit The Woodlands worked in conjunction with Adcetera to develop a Strategic Marketing Media Plan with an emphasis on peak planning times, market research, strategic media buys and trackable advertising campaigns. This includes a digital meetings market content activation program with Connect to their qualified list of 43,000+ meeting planners along with email marketing, Google Display ads and social media advertising via Facebook & LinkedIn. In addition, the team has partnered with Madden Media to target the meeting audience through a programmatic display campaign that involves amplified storytelling, remarketing and native advertising. The program guarantees 11,000 clicks from qualified meeting planners. The Marketing Department has also implemented a variety of ways to track media placement in 2018. This involves implementation of: custom website landing pages for both the leisure and meetings markets, vanity URLs, Google Analytics, Adara and attribution reporting utilizing AJR Media. The 2018 advertising budget is allocated as follows: 66% digital and 34% print, with 52% targeted at the leisure audience and 48% focused on the meetings market.

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- **Media Coverage** – Visit The Woodlands works to garner media coverage for The Woodlands through editorial pitches, content development, press trips, individual site visits and relationship building. Through these efforts, the Marketing Department has been able to secure several major media placements and more than \$1 million in media coverage for The Woodlands, to date.
- **Media Kit Development** – In an effort to streamline public relations efforts and provide concise information in one document, the Marketing Department has produced a professional media kit which includes facts and a destination overview, along with information on hotels, transportation, entertainment, museum/arts, meeting facilities, outdoor recreation, sporting venues and events in The Woodlands. The document also contains contact information for Visit The Woodlands marketing team members.
- **Hired Media Consultants** – Visit The Woodlands hired two media consultants to help amplify the destination message through a variety of public relations efforts. Brenda Kissko specializes in the travel and tourism industry, while Andrea Slaydon has an extensive background in the broadcast/tv industry. In addition, the team hosted a Spring Press Trip in conjunction with The Woodlands Waterway Arts Festival, April 7-8, 2018. Attendees included: Hayden Walker from Austin Food Magazine and Instagram influencers, We Travel Because. The team also hosted Food & Vine Times.
- **Digital Marketing Efforts** – Visit The Woodland’s Marketing Department consistently works to develop a 360-degree approach to digital marketing that encompasses the website, social media, email marketing, video production, content development and a variety of technology initiatives. In 2018, the department produced monthly eNewsletters for both the leisure and meetings markets as well as host of custom website content, which is promoted via social media, email marketing and advertising. The department also produced Current, Visit The Woodland’s newsletter which is distributed to more than 6,500 people each quarter. Through its social media efforts, the department has generated more than 446,000 impressions; 7,385 engagements and 1,369 conversions across Facebook, Instagram and Twitter, to date.
- **Simpleview CRM Database Upgrade** – Visit The Woodlands uses Simpleview CRM, a database management system that combines relationship management with sales, reporting, forecasting and more. Used by more than 350 Destination Marketing Organizations (DMOs) worldwide, Simpleview CRM lowers operational costs and maximizes business productivity while meeting the rising expectations from members and partners. In Quarter 1 of 2018, the team rolled out an upgrade to the Simpleview CRM platform, which allowed full use of the programs functionality, thus improving office efficiency and reducing the need for costly integrations. The team is currently being trained on the platform and implementing custom reporting.
- **Website Audit** – Visit The Woodlands contracted an independent company to conduct an audit of the website. The purpose of this audit was to determine how the website could be improved with an increase in functionality enhancements and the implementation of Search Engine Optimization (SEO) best practices. In addition, the company was asked to provide a competitor audit to see where Visit The Woodland’s website stands next to competitors in the marketplace. As a result of these findings

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and per the company's recommendation, Visit The Woodlands secured approval from the Visit The Woodlands Board of Directors to issue an RFP for a website rebuild. The RFP will be issued in June of 2018.

- **SXSW Activation Event** – Held March 15, 2018 in Austin, Texas. Visit The Woodlands staff sought an opportunity to showcase The Woodlands with a one-day outdoor activation in the highly visible, Brush Square Park, located in the heart of the SXSW festivities. This concept is true to The Woodlands brand of an outdoor lifestyle thus raising awareness of The Woodlands through strategic partnerships. Local partners included: The Woodlands Economic Development Partnership, Market Street, The Cynthia Woods Mitchell Pavilion and The Woodlands Arts Council. The tent featured food, live music, and signage promoting events, hotels and attractions within The Woodlands. The team also worked to develop a holistic marketing campaign surrounding The Woodlands SXSW Activation Event. This included: lead retrieval utilizing badge scanning software as well as lead generation via geo-fencing, a follow-up drip email campaign and a giveaway for a weekend in The Woodlands.
- **Texas Tourism NYC Media Mission** – The United States market is the leading source of travel to Texas. To capitalize on this, Brand Development Manager, Ashley White, attended the Texas Tourism Media Mission in New York April 10-12, 2018. The New York media appointments targeted leading New York based media, including travel, consumer and meetings publications to promote new, continued and expanded media coverage of Texas as a premier travel destination. Ashley was able to meet face-to-face with several high caliber media companies including: TODAY Show, Conde Nast Traveler, ForbesLife, Fodor's Travel, Meetings Today, Southern Living and others. Bringing awareness to The Woodlands as a meeting and leisure travel destination.
- **Strategic Partnerships** – Visit The Woodlands works with industry partners and stakeholders to amplify the tourism message and increase travel to the U.S., The State of Texas and The Woodlands. This is accomplished through regular communication, attending industry events and participating in partner initiatives. As such, Visit The Woodlands continued its membership with the Texas Travel Industry Association (TTIA) and the Texas Association of Convention & Visitor Bureaus (TACVB) to increase awareness of issues affecting the travel industry. Team members attended TTIA Unity Dinner, which gives CVBs an opportunity to network with legislators and discuss import travel and tourism topics. Visit The Woodlands also continues to partner with Visit Houston to expand marketing capabilities into new and existing territories through the organization's Houston & Beyond program. The team also participated in Houston Tourism Summit, which brought together more than 600 tourism and hospitality industry professionals to network and partake in a full day of speakers, panels and presentations on March 27, 2018.
- **Trade Show Participation** – To continue its mission to bring meeting business to The Woodlands, the Convention Development Department participates in several trade shows including: MPI's Word Education Congress, CVENT Connect and Connect. The World Education Congress is MPI's signature event through which it delivers premier education, business and networking opportunities for meeting and event planners. CVENT Connect brings together over 3,500 meetings and events

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professionals in a one-on-one style trade show. Connect is the premier hosted-buyer event that brings together the most active planners, suppliers and experts in Corporate, Association, Specialty, Expo and Sports meetings and events for preset appointments, keynote general sessions, planner/supplier round-tables and quality networking.

- **Quarterly Local Partner & Stakeholder Meetings** – Visit The Woodlands continues to hold quarterly meetings to allow the team to discuss group sales and marketing initiatives with local partners. Some topics have included: SXSW activation event, HelmsBriscoe meeting planner familiarization tour, Copa Rayados Soccer Tournament, spring press trip, citywide sales lead process, advertising and digital marketing initiatives.
- **Creation of Convention Development Advisory Committee** – The Convention Development Department worked with Visit The Woodlands Board of Directors to create and implement the Convention Development Advisory Committee Meeting, which offers open dialogue and discussion on group sales strategic initiatives to bring more meeting business to The Woodlands.
- **Creation of Dynamic Sales Proposal** – Visit The Woodlands created a dynamic sales proposal that encompasses all of the services offered to meeting planners and groups. This template will be utilized for all future proposals that are sent out on behalf of Visit The Woodlands. In addition, the Convention Development Department also utilized the proposal to secure a site visit for The Woodlands as a potential host destination for Rendezvous South in 2019.
- **Work with Copa Rayados Soccer Tournament** – Visit The Woodlands sales team continues to work closely with Copa Rayados Soccer Tournament to help stimulate positive hotel room utilization within 14 hotels in The Woodlands.
- **Increase in Cvent Leads** – With the growing popularity of The Woodlands as a destination for groups, Visit The Woodlands nearly doubled its efforts with Cvent Supplier Network in order to educate more suppliers on The Woodlands meeting offerings. Cvent has more than 70,000 customers in its database that research destinations to host meetings and conferences. In the first quarter of 2018, the CVB received 51 leads as compared to 33 leads in 2017, and only 2 leads in 2016.
- **Creation of Permanent Restaurant Discount Program** – Visit The Woodlands worked with local restaurants to create a permanent Restaurant Discount Program for groups and meetings serviced by Visit The Woodlands.
- **Secured Future Meeting Business** – The Convention Development Department has been successful in booking future meetings business for The Woodlands. The team has secured Plan Your Meetings

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(PYM) 2019, a division of Meeting Planners International (MPI), which is expected to bring 40-50 Houston-based meeting planners to The Woodlands for an educational conference and site visit to experience everything the destination has to offer.

- **HelmsBriscoe Meeting Planner Tour** – The Convention Development Department held its first meeting planner familiarization tour in June 2018. With all Houston, San Antonio, and Austin HelmsBriscoe Representatives invited, this gives account representatives an opportunity to network with sales managers and tour some of signature properties in The Woodlands. Attendees enjoyed many leisure activities in The Woodlands including an overnight stay at our properties, a concert at The Cynthia Woods Mitchell Pavilion, and visited local restaurants and hotel pools.
- **Continued Visitor Services Partnership** – In partnership with The Woodlands Area Chamber of Commerce and the Visitor Services program, Visit The Woodlands was able to track 87,110 visitors from 900 unique Texas zip codes, 119 countries and 91 states and U.S. territories in 2017. These numbers are expected to stay consistent through 2018.

Marketing of Mobike – In support of Mobike, a bikeshare program launched by The Woodlands Township, Visit The Woodlands developed marketing initiatives to promote this new service to leisure and business travelers in The Woodlands. The team coordinated a press conference and launch event along with social media posts and website content to spread the message of the new environmentally-friendly mode of transportation.

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

- **Marketing The Woodlands** – For 2019, Visit The Woodlands has active plans to continue its success of marketing and promoting The Woodlands as having over 11 million square feet of shopping, dining, hospitality and entertainment as well as a place to shop, stay the night, dine, visit, meet and be entertained. This will be accomplished via:
 - Market Research
 - Integrated Marketing Campaigns (digital advertising, marketing collateral development)
 - Media & Public Relations Efforts
 - Online Initiatives (website development, social media, email marketing)
 - Strategic Partnerships (industry and local stakeholders)
- **Meeting Sales Initiatives** – Visit The Woodlands intends to drive meetings business to The Woodlands via the following meeting sales initiatives:
 - Trade Show Participation (national & international, as approved by Board of Directors)
 - Meeting Planner Familiarization Tours
 - Submitting Bid Proposals (for The Woodlands to host conferences)
 - Traditional Sales Efforts (leads, servicing, incentive funds, etc)

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- **Local Outreach** – Visit The Woodlands will continue to educate the general public and the business community on the mission of Visit The Woodlands and its impact on the local economy. This includes hosting quarterly meetings for marketing, convention development, hotel properties and other local stakeholders. As part of these efforts, the organization will also continue to seek out and create cooperative opportunities with organizations in The Woodlands to garner meetings and leisure business.
- **Public Relations Efforts** – Visit The Woodlands Marketing Department plans to continue its public relations efforts via the following initiatives: custom editorial pitches, press trip, individual site visits with travel journalists, and actively seeking opportunities to promote The Woodlands in media outlets and publications.
- **Strategic Marketing Media Plan** – Visit The Woodlands will develop a Strategic Marketing Media Plan in an effort to maximize advertising dollars and increase return on investment. Efforts will continue to be focused on the leisure, meetings and international markets. Specifically, the team will work to expand into new markets, at the direction of Visit The Woodlands Board of Directors.
- **Meeting Planner Familiarization Tour** – Visit The Woodlands sales team plans to host a meeting planner familiarization tour in 2019 to expose more meeting planners to The Woodlands and everything the destination has to offer for meetings. This will allow The Woodlands to stay up to par with industry standards and remain competitive in the marketplace.
- **Support of Signature Events in The Woodlands** – Visit The Woodlands strongly believes in the economic impact provided by quality events that help drive overnight hotel stays in The Woodlands. As such, Visit The Woodlands will continue to support events such as The Inspire Film Festival, The Woodlands Waterway Arts Festival, Memorial Hermann IRONMAN Texas and others with a potential to increase the flow of visitors to The Woodlands and drive both retail and hotel tax collections.
- **Board of Directors Meetings & Reporting** – Visit The Woodlands will continue to rely on the Board of Directors to provide direction and oversight on initiatives that support the organization's missions and goals. In addition, the team will work to streamline reports and presentations so as to provide a clear overview of the organization's productivity as it relates to marketing and sales efforts.

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IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

GENERAL EXPENDITURES

\$1,062,922

(In accordance with Key Initiative 5.3.1 – Support convention and visitors bureau)

Development

\$46,500

- Meetings (\$12,500) – Includes expenses for: meetings with The Woodlands merchants, hotels, restaurants and tourism operators discussing Visit The Woodlands business. This line item includes expenses associated with holding Visit The Woodlands meetings for: Board of Directors, Marketing Committee, Convention Development Advisory Committee, Quarterly Hotel Meetings.
- Promotional & Advocacy Travel (\$30,000) – Includes travel, conference registration, and expenses to attend industry events which advocate for the travel industry and allow staff to promote The Woodlands. An annual sales, promotion and advocacy travel schedule is presented to and approved by Visit The Woodlands Board of Directors in the fall of each year.
 - Participation in industry associations including Destination International, U.S. Travel Association, Texas Travel Industry Association, Texas Association of Convention & Visitors Bureau and Greater Houston Convention & Visitor Bureau.
 - Participation in strategic partnerships to promote The Woodlands as a leisure destination including Texas Tourism media missions, Visit The Woodlands press trips and media appointments.
- Uniforms (\$4,000) – Includes expenses for Visit The Woodlands branded shirts and clothing items that will be used to promote The Woodlands as a leisure and business travel destination.

Facility Expense

\$69,350

- Office Space (\$69,350) – Includes expenses related to the leased office space from The Woodlands Township.

Equipment Expense

\$15,250

- Equipment (\$5,000) – Includes miscellaneous equipment costs as required by Visit The Woodlands staff.
- Data Services (\$10,250) – Includes communication expenses incurred by Visit The Woodlands staff.

Contracted Services

\$853,822

- Legal (\$46,000) – Includes general and specialized legal fees related to the state and federal filings, contract review, and other items as they arise.
- Contract Labor (\$15,000) – Includes expenses for outsourcing special projects related to Visit The Woodlands initiatives.

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- CVB Staff (\$792,822) – This budget line includes salary and benefits for Visit The Woodlands staff positions, with 70% allocated cost of the Director of Community Relations/Visit The Woodlands President. Visit The Woodlands staff includes 8 full time positions and 1 part time position.

Public Education / Relations

\$47,500

- Sales Promotional Supplies (\$47,500) – Includes expenses for bulk promotional items for conventions, groups and media fulfillment.

Administrative Services

\$30,500

- Supplies (\$7,500) – Includes office supplies, labels, name tags, copier ink and servicing, framing and other general office needs for Visit The Woodlands.
- Postage and Delivery (\$5,000) – Includes the mailing of promotional materials including The Woodlands Visitor Guide, Meeting Planner Guide and collateral for conferences and tradeshow. This line item also includes courier services.
- Dues & Subscriptions (\$14,000) – Includes dues for industry associations, local community organizations, and subscriptions to industry related publications. This line item also includes expenses related to social media monitoring, media placement tracking, website domain hosting and other technology related subscriptions.
- Mileage Reimbursement (\$4,000) – Includes mileage, parking, tolls, etc. for Visit The Woodlands.

STRATEGIC PARTNERSHIPS

\$271,500

(In accordance with Key Initiative 5.3.4 – Expand collaborative efforts with other regional visitor attraction entities and Key Initiative 5.3.5 – Expand Hotel and Occupancy Tax revenues and tax base)

Contracted Services

\$65,500

- Visitor Services (\$65,500) – In partnership with The Woodlands Area Chamber of Commerce and the Visitor Services program, Visit The Woodlands was able to track 87,110 visitors from 900 unique Texas zip codes, 119 countries and 91 states and U.S. territories in 2017. This line item includes expenses related to this partnership, such as managing the kiosks at Market Street and The Woodlands Mall.

Program Expense

\$161,000

- Other Festivals/Special Events (\$106,000) – Visit The Woodlands strongly believes in the economic impact provided by quality events that help drive overnight hotel stays in The Woodlands. As such, Visit The Woodlands will continue to consider supporting events such as The Inspire Film Festival, The Woodlands Waterway Arts Festival, Taste of the Town, Wine & Food Week and others with a

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potential to increase the flow of visitors to The Woodlands and drive both retail and hotel tax collections.

- The Woodlands Film Commission (\$10,000) – The Woodlands Area Film Commission was created in 2010 to bring more film production dollars to the local economy and to increase tourism in The Woodlands and surrounding areas. Visit The Woodlands will pay for advertising expenditures up to and not to exceed \$10,000.
- IRONMAN Texas (\$30,000) – The Woodlands Township and Visit The Woodlands will be in the ninth year of its agreement with the World Triathlon Corporation for the annual Memorial Hermann IRONMAN Texas. This event brings in over 18,000 participants and spectators along with more than 1,500 room nights each year. This world-class sporting event will continue to gain major international exposure for The Woodlands and will benefit retailers, hoteliers and businesses in The Woodlands and surrounding areas. Economic impact is expected to be approximately \$15 million. Visit The Woodlands will pay for advertising expenditures up to and not to exceed \$30,000.
- Houston & Beyond Partnership (\$15,000) – As part of its mission, Visit The Woodlands participates in strategic partnerships that allow the organization to amplify the destination message. One of these partnerships is Houston & Beyond, which allows Visit The Woodlands to participate in advertising opportunities, trade shows and events that promote the entire Southeast Texas area, thus driving brand awareness of The Woodlands.

Public Educations / Relations

\$45,000

- Market Research (\$45,000) – Includes visitor surveys, advertising tracking, destination studies, and other market research initiatives that allow Visit The Woodlands to measure visitor origins and their impact on the area.

MARKETING

\$1,424,000

(In accordance with Key Initiative 5.3.5 – Expand Hotel and Occupancy Tax revenues and tax base)

Contracted Services

\$405,000

- Website (\$100,000) – This line item includes expenses related to the implementation and development of a robust Content Management System (CMS), Search Engine Optimization (SEO) efforts, technical diagnosis and fixes, customized reporting and analytics and new technology offerings for the website.
- Video Production (\$40,000) – Includes the production of high-quality videos to promote and educate the general public on the destination aspects of The Woodlands.
- Public Relations (\$50,000) – Includes writing, pitching and tracking of articles in hundreds of different media outlets.

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- Marketing Production (\$140,000) – Includes costs associated with the creative design and production of advertising placements, trade show booths backdrops, marketing collateral and special projects that are used to promote The Woodlands as a leisure and business travel destination.
- Account Services (\$60,000) – Includes costs associated to developing and implementing a Strategic Marketing Media Planning, reporting and status calls, consulting on special projects, and working daily with Visit The Woodlands staff.
- Photography (\$15,000) – Includes the development of new photography assets for use in advertising, digital marketing efforts and other marketing materials to promote The Woodlands.

Program Expense

\$880,000

- Leisure Advertising (\$520,000) – Includes purchased media that promotes The Woodlands as a leisure travel destination. This line item also includes general brand awareness and niche market advertising.
- International Advertising (\$20,000) – Includes purchased media that promotes The Woodlands as an international travel destination.
- Co-operative Advertising (\$25,000) – Includes purchased media and other expenses related to promoting The Woodlands in conjunction with financial participation from other organizations in The Woodlands.
- Meeting Advertising (\$315,000) – Includes purchased media that promotes The Woodlands as a meeting and convention destination.

Public Education/Relations

\$121,000

- Other Advertising (\$40,000) – Includes advertising and promotion of The Woodlands as new opportunities arise.
- The Woodlands Visitor Guide (\$35,000) – Includes the production and printing of The Woodlands Visitor Guide that are distributed to visitors, hospitality partners in The Woodlands and key visitor entrances into the State of Texas.
- Current Newsletter (\$20,000) – Includes the production and printing of the quarterly, four color process publication that is distributed locally, regionally, nationally and internationally.
- Meetings Collateral (\$21,000) – Includes the production and printing of meetings collateral such as the Meeting Planner Guide and other marketing materials to promote The Woodlands as a meeting destination.

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- Tear-Off Map (\$5,000) – Includes the production and printing of the Hotel / Restaurant Tear-Off Map which is distributed to visitors via all 14 hotel properties in The Woodlands and Visitor Services kiosks.

Administrative Services

\$18,000

- Printing (\$18,000) – Includes the printing for marketing and promotional materials not already allocated to specific line items within the budget or as new items arise throughout the year.

CONVENTION SALES

\$347,400

(In accordance with Key Initiative 5.3.5 – Expand Hotel and Occupancy Tax revenues and tax base)

Development

\$150,000

- Sales Missions & Trade Shows (\$150,000) – Includes travel, conference registration, and expenses to attend conferences and trade shows related to marketing and promoting The Woodlands as a leisure travel and meeting destination. Some of the shows Visit The Woodlands will considering participating in are:
 - o IPW – An international tradeshow for travel, tour operators and international media to attend. With other 6,000 attendees and 500 media outlets, this trade show presents a prime opportunity for The Woodlands to create international brand recognition and strengthen ties to growing markets.
 - o MPI WEC (World Education Conference) – Historically, this conference attracts 2,000 attendees for one-on-one appointments prior to and during the conference. This trade show also includes educational components.
 - o Imex America – With 12,000 total attendees and 3,200 hosted buyers, this trade show is an international show for incentive travel, meetings and events with a one-on-one appointment style.
 - o DMAI Destination Showcase – This one day event has historically seen 700 planners in a trade show style setting where planners can walk the aisles and learn more about destinations.
 - o Cvent Connect – With a 5:1 planner to exhibitor ratio, this event is held by Cvent, which is one of the largest systems that meeting planners use to source business. With 1,800 planners in 2016, this event is well attended.
 - o Connect Marketplace – Connect Marketplace is a reverse style tradeshow with a 1:1 planner-to-supplier ratio. This presents an opportunity to connect partners to destinations they're interested in.

Contracted Services

\$17,400

- Computer Support/CRM (\$17,400) – This line item includes the annual contract for Simpleview CRM, a database management system used by Visit The Woodlands that combines relationship management with sales, reporting, forecasting and more.

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Program Expense

- Incentive Fund (\$55,000) – This includes utilizing funds to offer meeting planners to bring business to The Woodlands.
- Trade Show Sponsorship Opportunities (\$25,000) – Includes sponsorships at trade shows to enhance Visit The Woodlands brand, message or booth placement. (New Program for 2019)
- RFP Bid Proposals & Fulfillment (\$75,000) – Includes funds to fulfill obligations upon winning conferences and conventions who choose to host their event in The Woodlands. (New Program for 2019)

Public Education/Relations

\$25,000

- Site Tours & FAM Tours (\$25,000) – Includes meeting planner site visits and familiarization tours of The Woodlands area. (New Program for 2019)

Total Estimated Cost for The Woodlands CVB 2019 Budget Plan

\$3,105,822

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The Woodlands Convention and Visitors Bureau
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES							
Tax Revenue							
Supplemental HOT Revenue	110-820-4031-0000-35	1,953,626	1,868,057	2,051,308	2,153,873	285,816	15.3%
		1,953,626	1,868,057	2,051,308	2,153,873	285,816	15.3%
Other Revenue							
Interest Income	110-190-4400-0000-35	1,683	500	500	500	-	0.0%
Other Income	110-821-4599-0000-35	23,750	-	-	-	-	-
		25,433	500	500	500	-	0.0%
Transfers In							
Operating Transfer (from GF - HOT)	110-190-4800-8080-35	525,168	924,567	718,365	951,449	26,882	2.9%
		525,168	924,567	718,365	951,449	26,882	2.9%
TOTAL REVENUES		2,504,227	2,793,124	2,770,173	3,105,822	312,698	11.2%
GENERAL - Dept 820							
Staff Development							
Meetings	110-820-5100-0000-35	11,526	12,500	12,500	12,500	-	0.0%
Training & Conferences	110-820-5120-0000-35	28,745	30,000	30,000	30,000	-	0.0%
Uniforms	100-820-5130-0000-10	-	-	-	4,000	4,000	-
		40,271	42,500	42,500	46,500	4,000	9.4%
Facility Expense							
Township Office Space	110-820-5206-0000-35	32,592	69,350	69,350	69,350	-	0.0%
		32,592	69,350	69,350	69,350	-	0.0%
Equipment Expense							
Equipment	110-820-5330-0000-35	677	5,000	2,500	5,000	-	0.0%
Data Services	110-820-5335-0000-35	7,479	8,600	8,600	10,250	1,650	19.2%
		8,155	13,600	11,100	15,250	1,650	12.1%
Contracted Services							
CVB Staff from The Township	110-820-5490-0000-35	578,989	674,274	673,823	792,822	118,548	17.6%
Legal	110-820-5402-0000-35	46,007	36,000	46,000	46,000	10,000	27.8%
Contract Labor	110-820-5407-0000-35	4,057	15,000	10,000	15,000	-	0.0%
		629,053	725,274	729,823	853,822	128,548	17.7%
Public Education/Relations							
Promotional Supplies	110-820-5702-0000-35	51,275	40,000	40,000	47,500	7,500	18.8%
		51,275	40,000	40,000	47,500	7,500	18.8%
Administrative Expense							
Supplies	110-820-5800-0000-35	6,639	6,500	6,500	7,500	1,000	15.4%
Dues & Subscriptions	110-820-5802-0000-35	15,027	14,000	14,000	14,000	-	0.0%
Postage and Delivery	110-820-5801-0000-35	5,522	5,000	5,000	5,000	-	0.0%
Mileage Reimbursement	110-820-5804-0000-35	2,011	4,000	4,000	4,000	-	0.0%
Other Admin	110-820-5899-0000-35	-	-	-	-	-	-
		29,198	29,500	29,500	30,500	1,000	3.4%
TOTAL GENERAL		790,544	920,224	922,273	1,062,922	142,698	15.5%
STRATEGIC PARTNERSHIPS - Dept 821							
Contracted Services							
Visitor Services	110-821-5475-0000-35	65,500	65,500	65,500	65,500	-	0.0%
		65,500	65,500	65,500	65,500	-	0.0%
Program Expense							
Community Festivals & Events							
Other Festivals/Special Events	110-821-5613-0000-35	125,045	146,000	146,000	161,000	15,000	10.3%
		125,045	146,000	146,000	161,000	15,000	10.3%
Public Education/Relations							
Market Research	110-821-5709-0000-35	26,222	45,000	30,000	45,000	-	0.0%
		26,222	45,000	30,000	45,000	-	0.0%
TOTAL STRATEGIC PARTNERSHIPS		216,767	256,500	241,500	271,500	15,000	5.8%

The Woodlands Convention and Visitors Bureau
Department Budget Detail
(in whole dollars)

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
MARKETING - Dept 822							
Contracted Services							
Website	110-822-5470-0000-35	83,876	100,000	100,000	100,000	-	0.0%
Video Production	110-822-5471-0000-35	23,922	26,000	26,000	40,000	14,000	53.8%
Public Relations	110-822-5473-0000-35	53,659	50,000	50,000	50,000	-	0.0%
Production	110-822-5474-0000-35	143,326	140,000	140,000	140,000	-	0.0%
Account Services	110-822-5477-0000-35	56,104	60,000	60,000	60,000	-	0.0%
Photography	110-822-TBD-0000-35	-	-	-	15,000	15,000	
		<u>360,887</u>	<u>376,000</u>	<u>376,000</u>	<u>405,000</u>	<u>29,000</u>	<u>7.7%</u>
Program Expense							
Leisure Advertising	110-822-TBD-0000-35	601,466	620,000	620,000	520,000	(100,000)	-16.1%
International Advertising	110-822-5621-0000-35	19,132	20,000	20,000	20,000	-	0.0%
Cooperative Advertising	110-822-5622-0000-35	25,000	25,000	25,000	25,000	-	0.0%
Meetings - Advertising	110-822-5624-0000-35	212,036	230,000	220,000	315,000	85,000	37.0%
		<u>857,634</u>	<u>895,000</u>	<u>885,000</u>	<u>880,000</u>	<u>(15,000)</u>	<u>-1.7%</u>
Public Education/Relations							
Other Advertising	110-822-5704-0000-35	15,298	20,000	20,000	40,000	20,000	100.0%
The Woodlands Guide	110-822-5707-0000-35	32,224	35,000	35,000	35,000	-	0.0%
Current Newsletter	110-822-5708-0000-35	26,649	40,000	40,000	20,000	(20,000)	-50.0%
Meeting Planner Guide	110-822-TBD-0000-35	-	20,000	20,000	21,000	1,000	5.0%
Tear-off Maps	110-822-TBD-0000-35	-	5,000	5,000	5,000	-	0.0%
		<u>74,170</u>	<u>120,000</u>	<u>120,000</u>	<u>121,000</u>	<u>1,000</u>	<u>0.8%</u>
Administrative Expense							
Printing	110-822-5803-0000-35	8,542	18,000	18,000	18,000	-	0.0%
		<u>8,542</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>-</u>	<u>0.0%</u>
TOTAL MARKETING		<u>1,301,233</u>	<u>1,409,000</u>	<u>1,399,000</u>	<u>1,424,000</u>	<u>15,000</u>	<u>1.1%</u>
CONVENTION SALES - Dept 823							
Staff Development							
Sales Missions and Tradeshow	110-823-TBD-0000-35	148,490	135,000	135,000	150,000	15,000	11.1%
		<u>148,490</u>	<u>135,000</u>	<u>135,000</u>	<u>150,000</u>	<u>15,000</u>	<u>11.1%</u>
Contracted Services							
Computer Support	110-823-5400-0000-35	9,400	17,400	17,400	17,400	-	0.0%
		<u>9,400</u>	<u>17,400</u>	<u>17,400</u>	<u>17,400</u>	<u>-</u>	<u>0.0%</u>
Program Expense							
Incentives	110-823-5625-0000-35	37,794	55,000	55,000	55,000	-	0.0%
Tradeshow Sponsorship Opportunities	110-823-TBD-0000-35	-	-	-	25,000	25,000	
RFP Bid Proposals and Fulfillment	110-823-TBD-0000-35	-	-	-	75,000	75,000	
		<u>37,794</u>	<u>55,000</u>	<u>55,000</u>	<u>155,000</u>	<u>100,000</u>	<u>181.8%</u>
Public Education/Relations							
Site Tours and FAM Tours	110-823-TBD-0000-35	-	-	-	25,000	25,000	
		<u>-</u>	<u>-</u>	<u>-</u>	<u>25,000</u>	<u>25,000</u>	
TOTAL CONVENTION SALES		<u>195,684</u>	<u>207,400</u>	<u>207,400</u>	<u>347,400</u>	<u>140,000</u>	<u>67.5%</u>
WATERWAY CRUISERS - Dept 824							
Contracted Services							
Maintenance and Operations	110-824-5401-0000-37	-	-	60,000	-	-	
Legal	110-824-5402-0000-37	-	-	50,000	-	-	
Consulting	110-824-5499-0000-37	-	-	10,000	-	-	
		<u>-</u>	<u>-</u>	<u>120,000</u>	<u>-</u>	<u>-</u>	
TOTAL WATERWAY CRUISERS		<u>-</u>	<u>-</u>	<u>120,000</u>	<u>-</u>	<u>-</u>	
TOTAL EXPENDITURES		<u>2,504,228</u>	<u>2,793,124</u>	<u>2,890,173</u>	<u>3,105,822</u>	<u>312,698</u>	<u>11.2%</u>
TOTAL TRANSFERS OUT		<u>91,593</u>	<u>25,167</u>	<u>25,167</u>	<u>-</u>	<u>(25,167)</u>	
TOTAL EXPENSES AND TRANSFERS OUT		<u>2,595,821</u>	<u>2,818,291</u>	<u>2,915,340</u>	<u>3,105,822</u>	<u>287,531</u>	<u>10.2%</u>

Transportation Fund



In This Section You Will Find:

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Revenues by Type	10-5
Expenditures by Department	10-6
Sources and Uses of Funds by Program	10-7
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Transportation Fund

Budget Overview

The Transportation Fund accounts for The Woodlands Township's transportation programs. These programs include three Park & Ride facilities, a trolley system, demand response services, and transit planning.

The primary sources of funding for the Transportation Fund are grants and passenger bus fares, which together fund approximately 83% of the Transportation Budget. The remaining funding is provided by the Township's General Fund, which is used primarily to fund projects identified in the Pedestrian and Bicycle Master Plan, required local matches related to federal grants for the trolley system and transit planning, and a reserve for future bus replacements for the Park and Ride program. All other expenses for Park and Ride operations are fully funded by bus fares and grant proceeds.

The final ten of twenty-five buses for the Park and Ride program were purchased in 2017. The Capital Replacement Reserve provided advanced funding for the Township's approximately 20% share of the costs. As the Park and Ride program generates net revenue, the Transportation Fund will reimburse the Capital Replacement Reserve for the advanced monies.

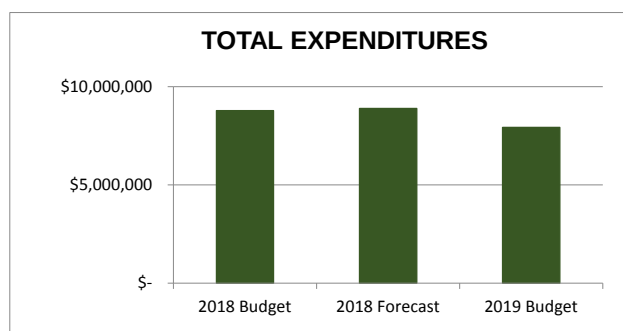
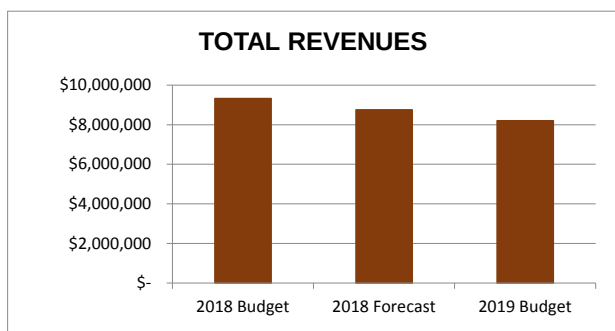
	2018 Budget	2018 Forecast	2019 Budget	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL REVENUES/TRANSFERS IN	\$ 9,329,778	\$ 8,758,864	\$ 8,202,278	\$ (1,127,500)	-12.1%
TOTAL EXPENDITURES/TRANSFERS OUT	8,775,746	8,894,780	7,921,509	(854,237)	-9.7%
REVENUES OVER/(UNDER) EXPENDITURES	554,032	(135,916)	280,769	(273,263)	
BEGINNING FUND BALANCE	(1,442,710)	(1,442,710)	(1,578,626)		
ENDING FUND BALANCE	\$ (888,678)	\$ (1,578,626)	\$ (1,297,857)	\$ (409,179)	46.0%

- The decrease in 2019 revenues is due to lower grant revenue due to the completion of 2018 capital projects that were primarily funded by grants and lower projected park & ride fare revenue.

- The decrease in 2019 expenditures is due primarily to the completion of 2019 capital projects related to the trolley system and park & ride improvements. The trolley projects covered the expansion and improvement to the trolley system infrastructure and the addition of trolley annunciators. The park & ride projects included improvements to the facilities, bus passenger counters, and mobile fare collection.

- The \$280,769 of revenues over expenditures in 2019 is comprised of two components: (A) \$130,769 of net revenue generated by the Park and Ride program, which will be used to reimburse the Capital Replacement Reserve for monies borrowed to fund the Township's 20% share of the cost for new passenger buses; and (B) a \$150,000 transfer from the General Fund to fund the bus replacement reserve for the twenty five buses purchased in 2015, 2016 and 2017.

- The ending fund balance of (\$1,297,857) is comprised of three components: (A) a negative Park and Ride Fund Balance of (\$2,147,238), which represents the net amount due to the Capital Replacement Reserve for monies advanced for the Township's portion of the cost for passenger buses; (B) a balance of \$450,000 in the bus replacement reserve; and (C) a balance of \$399,380 for Transportation Initiatives.



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THE WOODLANDS TOWNSHIP
TRANSPORTATION FUND - 2019 BUDGET SUMMARY
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

REVENUES		2019 BUDGET	
5307 Grant Funds (FY2012-2017)	\$1,945,280	Park & Ride (grant % varies from 32% - 50%)	
5307 Grant Funds (FY2012-2016)	555,999	Trolleys (50%)	
5307 Grant Funds (FY2012-2016)	220,000	Transit Planning (80%)	
5339 Grant Funds (FY2015-2016)	80,000	Capital Improvements to Park & Ride facilities	
State Grant Funds	373,000	Annual funding received for transportation expenses	
Total Grant Funds	3,174,279		
Bus Fares	3,600,000	276,923 round trips x \$13	
Transfers In - General Fund	566,999	Township's share of trolley expenses (50% operating)	
Transfers In - General Fund	80,000	Township's share of transit planning expenses (20%)	
Transfers In - General Fund	55,000	Senior Rides (100%)	
Transfers In - General Fund	76,000	Interfaith transportation services (100%)	
Transfers In - General Fund	500,000	Bike and Pedestrian Plan Initiatives	
Transfers In - General Fund	150,000	Bus Replacement Reserve	
Total Transfers In	1,427,999		
Total Revenues	\$8,202,278		
EXPENDITURES		2019 BUDGET	
Park & Ride Contracted Services	\$5,576,611	Contracted bus services, security, and other expenses	
Park & Ride Operations/Administration	190,900	Facility, equipment, advertising, and admin expenses	
Park & Ride Capital/Facility Improvements	100,000	Facility and fleet improvements	
Trolley Operations	1,105,158	Contracted trolley services	
Trolley Operations	6,840	Advertising expenses	
Trolley Administration	11,000	Advertising, legal and administrative expenses	
Transit Planning/Consulting and Legal	300,000	Consulting = \$275,000 Legal = \$25,000	
Senior Rides	55,000	Demand response services	
Interfaith	76,000	Transportation services	
Transportation Initiatives	500,000	Pedestrian and Bicycle Master Plan projects	
Total Expenditures	\$7,921,509		
Revenues Over/(Under) Expenditures	\$280,769	\$130,769 net revenues generated by the Park and Ride program and \$150,000 transferred from the Township's General Fund for the bus replacement reserve.	

THE WOODLANDS TOWNSHIP
TRANSPORTATION FUND - 2019 BUDGET SUMMARY
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

CHANGES IN FUND BALANCE	2019 BUDGET

Beginning <u>Transportation Initiative Balance</u>	\$399,380	Projected Balance at 1/1/2019
Additional allocations to Initiatives	500,000	2019 Transfer from General Fund
Utilization of funds	(500,000)	Bike and Pedestrian Projects
Ending Transportation Initiative Balance Reserve Balance	\$399,380	(A) Projected Balance at 12/31/2019
Beginning <u>Bus Replacement Reserve Balance</u>	\$300,000	Projected Balance at 1/1/2019
Additional allocations to the reserve	150,000	2019 Transfer from General Fund
Ending Bus Replacement Reserve Balance	\$450,000	(B) Projected Balance at 12/31/2019

Beginning <u>Park and Ride Fund Balance</u>	(\$2,278,007)	Projected Balance at 1/1/2019
Net Revenue Over/(Under) Expense	130,769	Amount generated by Park and Ride operations, to be used to reimburse the Capital Replacement Reserve for funds borrowed to purchase passenger buses.
Ending Park and Ride Fund Balance	(\$2,147,238)	(C) Net amount borrowed from the Capital Replacement Reserve for Park and Ride buses, to be reimbursed with net revenue generated by the Park and Ride program.

Total Transportation Fund Balance	(\$1,297,858)	(A) + (B) + (C) Projected Balance at 12/31/2019

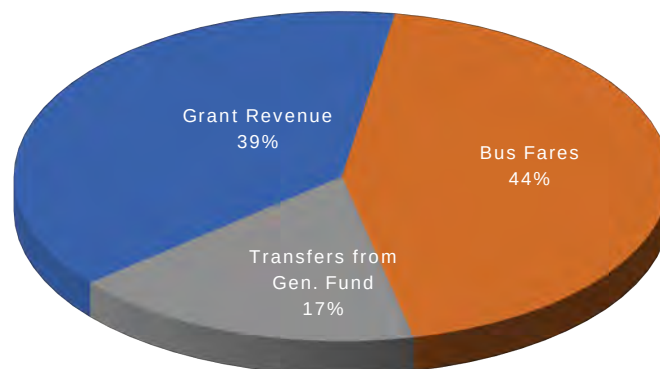


TRANSPORTATION FUND REVENUES BY TYPE

Revenues	2018 Budget	2018 Forecast	2019 Budget	2018 Budget to 2019 Budget	
				\$ Change	% Change
Grant Revenue	\$ 3,864,114	\$ 3,844,107	\$ 3,174,279	\$ (689,835)	-17.9%
Bus Fares	4,140,000	3,600,000	3,600,000	(540,000)	-13.0%
Transfers from Gen. Fund	1,325,664	1,314,757	1,427,999	102,335	7.7%
Total Revenues	\$ 9,329,778	\$ 8,758,864	\$ 8,202,278	\$ (1,127,500)	-12.1%

% of Total	2018 Budget	2018 Forecast	2019 Budget
Grant Revenue	41.42%	43.89%	38.70%
Bus Fares	44.37%	41.10%	43.89%
Transfers from Gen. Fund	14.21%	15.01%	17.41%
Total	100.00%	100.00%	100.00%

2018 BUDGET % of TOTAL REVENUES



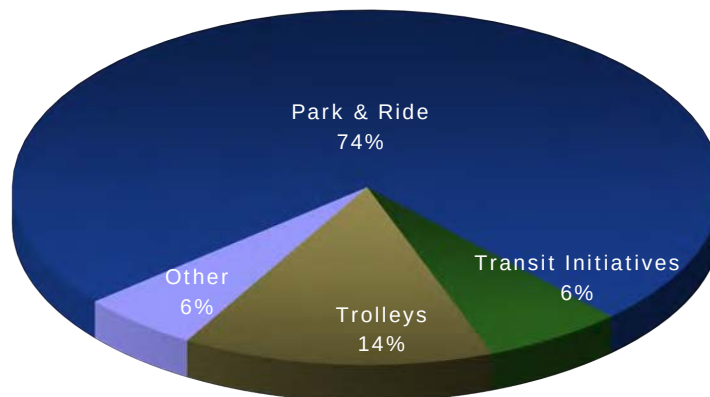


TRANSPORTATION FUND EXPENDITURES BY DEPARTMENT

Expenditures	2018 Budget	2018 Forecast	2019 Budget	2018 Budget to 2019 Budget	
				\$ Change	% Change
Transportation Planning	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	0.0%
Other Trans Services	131,000	131,000	131,000	-	0.0%
Transportation Initiatives	525,000	725,000	500,000	(25,000)	-4.8%
Park & Ride (Operations)	5,732,752	5,673,600	5,767,511	34,759	0.6%
Park & Ride (Capital)	547,000	547,000	100,000	(447,000)	-81.7%
Trolleys	1,539,994	1,518,180	1,122,998	(416,996)	-27.1%
Total Expenditures	\$ 8,775,746	\$ 8,894,780	\$ 7,921,509	\$ (854,237)	-9.7%

% of Total	2018 Budget	2018 Forecast	2019 Budget
Transportation Planning	3.42%	3.37%	3.79%
Transit Planner	0.00%	0.00%	0.00%
Other Trans Services	1.49%	1.47%	1.65%
Transportation Initiatives	5.98%	8.15%	6.31%
Park & Ride	71.56%	69.94%	74.07%
Trolleys	17.55%	17.07%	14.18%
Total	100.0%	100.0%	100.0%

2019 BUDGET % of TOTAL EXPENDITURES



THE WOODLANDS TOWNSHIP
TRANSPORTATION SOURCES AND USES OF FUNDS BY PROGRAM

PARK AND RIDE OPERATIONS

2019 Budget

Revenues

Bus Fares	\$3,600,000	276,923 round trips x \$13
5307 Grant Funds	504,844	40% of bus contract expenses (for leased buses)
5307 Grant Funds	1,279,936	32% of bus contract expenses (for owned buses)
5307 Grant Funds	160,500	50% of operating/administrative expenses
5339 Grant Funds	80,000	80% of capital improvements to facilities/fleet
State Grant Funds	373,000	
Total Revenues	5,998,280	

Expenditures

Bus Contract - for buses leased by the Township (capital cost of contracting)	1,262,111	40% reimbursable
Bus Contract - for buses owned by the Township	3,999,800	32% reimbursable
Operations/Administration	505,600	Up to 50% reimbursable
Capital Improvements to Facilities	100,000	80% reimbursable (signage/stripping/roof repairs/etc.)
Total Expenditures	5,867,511	

Revenues Over/(Under) Expenses

\$130,769

Transfer to Capital Replacement Reserve to reimburse for funding of the Township's 20% share of capital bus purchases

Bus Replacement Reserve

Beginning Balance at 1/1/2019	\$300,000
Allocation from General Fund	150,000
Ending Balance at 12/31/2019	\$450,000

TROLLEYS

2019 Budget

Revenues

5307 Grant Funds	\$555,999	50% of operating expenses (existing service)
Transfers In - General Fund	555,999	50% of operating expenses (existing service)
Transfers In - General Fund	11,000	100% of administrative expenses
Total Revenues	1,122,998	

Expenditures

Operations	1,105,158	50% reimbursable
Advertising	6,840	50% reimbursable
Administration	11,000	
Total Expenditures	1,122,998	

Revenues Over/(Under) Expenses

\$0

THE WOODLANDS TOWNSHIP
TRANSPORTATION SOURCES AND USES OF FUNDS BY PROGRAM

TRANSIT PLANNING		2019 Budget
Revenues		
5307 Grant Funds	\$220,000	80% of consulting fees
Transfers In - General Fund	\$55,000	20% of consulting fees
Transfers In - General Fund	25,000	100% of legal fees
Total Revenues	300,000	
Expenditures		
Consulting Fees	275,000	(80% reimbursable)
Legal Fees	25,000	
Total Expenditures	300,000	
Revenues Over/(Under) Expenses	\$0	

OTHER TRANSPORTATION SVCS		2019 Budget
Revenues		
Transfers In - General Fund	\$131,000	Funding for Senior Rides / Interfaith
Total Revenues	131,000	
Expenditures		
Senior Rides	55,000	Demand response services
Interfaith	76,000	Transportation services
Total Expenditures	131,000	
Revenues Over/(Under) Expenses	\$0	

TRANSPORTATION INITIATIVES		2019 Budget
Revenues		
Transfers In - General Fund	\$500,000	Funding for Pedestrian/Bicycle Master Plan projects
Total Revenues	500,000	
Expenditures		
Pedestrian/Bicycle Plan Projects	500,000	Projects in the Pedestrian/Bicycle Master Plan
Total Expenditures	500,000	
Revenues Over/(Under) Expenses	\$0	

SUMMARY OF TRANSPORTATION INITIATIVES

2017 Projects	Funding Available	Estimated Expense	Balance Remaining
Transportation Initiatives Fund Balance			
Pedestrian and Bicycle Master Plan Projects	586,423	0	586,423
Total for 2017	<u>\$586,423</u>	<u>\$0</u>	<u>\$586,423</u>
Transportation Initiatives Fund Balance @ 12-31-2017			
\$586,423			

2018 Projects	Funding Available	Estimated Expense	Balance Remaining
Transportation Initiatives Fund Balance @ 1-1-2018			
\$586,423			
2018 Budget Initiatives Projects		(187,043)	(\$187,043)
Pedestrian and Bicycle Master Plan Projects	500,000	(500,000)	0
Total for 2018	<u>\$500,000</u>	<u>(\$687,043)</u>	<u>(\$187,043)</u>
Transportation Initiatives Fund Balance @ 12-31-2018			
\$399,380			

2019 Projects	Funding Amount	Estimated Expense	Balance Remaining
Transportation Initiatives Fund Balance @ 1-1-2019			
\$399,380			
Pedestrian and Bicycle Master Plan Projects	500,000	(500,000)	0
Total for 2019	<u>\$500,000</u>	<u>(\$500,000)</u>	<u>\$0</u>
Transportation Initiatives Fund Balance @ 12-31-2019			
\$399,380			

**THE WOODLANDS TOWNSHIP
TRANSPORTATION FUND
SUMMARY OF AVAILABLE GRANT FUNDS**

5307 Grant Funds (FY2011)

Balance 1/1/2019	\$31,125	
Used for 2019 eligible expenses	0	
Balance 12/31/2019	<u>\$31,125</u>	funds are programmed for security surveillance equipment

5307 Grant Funds (FY2012)

Balance 1/1/2019	\$131,726
Used for 2019 eligible expenses	<u>(131,726)</u>
Balance 12/31/2019	<u>\$0</u>

5307 Grant Funds (FY2013)

Balance 1/1/2019	\$221,251	
Used for 2019 eligible expenses	<u>(28,774)</u>	
Balance 12/31/2019	<u>\$192,477</u>	funds are programmed for Park and Ride operating expenses

5307 Grant Funds (FY2014)

Balance 1/1/2019	\$126,163	
Used for 2019 eligible expenses	<u>(98,163)</u>	
Balance 12/31/2019	<u>\$28,000</u>	programmed for bike path to Sterling Ridge Park & Ride

5307 Grant Funds (FY2015)

Balance 1/1/2019	\$907,936	
Used for 2019 eligible expenses	<u>(879,936)</u>	
Balance 12/31/2019	<u>\$28,000</u>	programmed for bike path to Sterling Ridge Park & Ride

5307 Grant Funds (FY2016)

Balance 1/1/2019	\$2,140,108
Used for 2019 eligible expenses	<u>(1,521,681)</u>
Balance 12/31/2019	<u>\$618,427</u>

5307 Grant Funds (FY2017)

Balance 1/1/2019	\$2,970,369
Used for 2019 eligible expenses	<u>(60,999)</u>
Balance 12/31/2019	<u>\$2,909,370</u>

5307 Grant Funds (FY2018)

Balance 1/1/2019	\$2,612,354
Used for 2019 eligible expenses	<u>0</u>
Balance 12/31/2019	<u>\$2,612,354</u>

5339 Grant Funds (FY2015)

Balance 1/1/2019	\$74,441
Used for 2019 eligible expenses	<u>(74,441)</u>
Balance 12/31/2019	<u>\$0</u>

5339 Grant Funds (FY2016)

Balance 1/1/2019	\$241,526
Used for 2019 eligible expenses	<u>(5,559)</u>
Balance 12/31/2019	<u>\$235,967</u>

5339 Grant Funds (FY2017)

Balance 1/1/2019	\$293,552
Used for 2019 eligible expenses	<u>0</u>
Balance 12/31/2019	<u>\$293,552</u>

5339 Grant Funds (FY2018)

Balance 1/1/2019	\$360,125
Used for 2019 eligible expenses	<u>0</u>
Balance 12/31/2019	<u>\$360,125</u>

Total Available Grant Funds	<u><u>\$7,309,397</u></u>

PARK AND RIDE BUS PURCHASES / REIMBURSEMENT TO CAPITAL REPLACEMENT RESERVE

	2015	2016	2017	2018	2019
CAPITAL - BUS PURCHASES	<i>5@ \$572,231</i>	<i>10 @ \$572,000</i>	<i>10 @ \$578,000</i>	Total	
Buses (25 total)	\$2,861,155	\$5,722,310	\$5,780,602	\$14,364,067	
<i>Funding sources for bus purchases:</i>					
H-GAC Grant	\$2,288,924	\$4,577,848	\$4,433,228	\$11,300,000	
Funding from Capital Replacement Reserve	\$572,231	\$1,144,462	\$1,347,374	\$3,064,067	<i>Total amount borrowed</i>
Total	\$2,861,155	\$5,722,310	\$5,780,602	\$14,364,067	
Beginning Loan Balance	\$0	\$572,231	\$971,678	\$2,379,133	\$2,278,006
Total Borrowed From Capital Reserve	\$572,231	\$1,144,462	\$1,347,374	0	0
Reimburse Capital Replacement Reserve (a)		(\$745,015)	\$60,081	(\$101,127)	(\$130,769)
Loan Balance at Year-End	\$572,231	\$971,678	\$2,379,133	\$2,278,006	\$2,147,237

(\$916,830)

(a) Annual net operating revenue generated by the Park and Ride program is used to reimburse the Capital Replacement Reserve.

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2019 Transportation & Infrastructure Budget Plan



I. SITUATION ANALYSIS

II. ACCOMPLISHMENTS OF 2018

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

V. PERFORMANCE MEASURES



I. SITUATION ANALYSIS

Services and History

The Woodlands Township provides two transit operations: The Town Center Trolley service and The Woodlands Express Park & Ride commuter bus service.

Based on the results of the 2010 decennial Census, the Conroe-Woodlands Large Urbanized Area (UZA) was created by the U. S. Census Bureau. The formal recognition of the UZA in mid-2012 required that a designated recipient, as designated by the Governor of Texas, and approved by the Federal Transit Administration (FTA), become responsible for receiving and administering grant funding for transit operations in the UZA. The governor's empowerment letter named the City of Conroe and The Woodlands Township as dual designated recipients and would be the basis for the creation of the Conroe-The Woodlands UZA, also known as UZA 154.

An Interlocal Agreement (ILA) by and between the City of Conroe and The Woodlands Township delineates the responsibilities of each for the provision of public transportation services. Both entities administer federal and state grant funds for the provision of public transit services in the UZA. Responsibility for service areas within the UZA was divided by the agreement with the Township's area of responsibility generally south of FM 1488 to the Montgomery/Harris County line. Conroe's area of responsibility is the area generally north of FM 1488 to just north of the City of Willis.

The Woodlands Town Center Trolleys

The Town Center Trolleys operate in The Woodlands Town Center Pedestrian/Transit Corridor, which was developed primarily through the federally funded Congestion Mitigation and Air Quality (CMAQ) Improvement Program. Federal funds were provided through several congressional earmarks pursuant to the Federal Transit Administration's (FTA) Section 5309 capital investment discretionary grant program. The justification for the significant commitment of CMAQ funding for this corridor is based on the corridor's ability to reduce short automobile trips, resulting in a reduction of Vehicle-Miles Traveled (VMT), as well as reduced congestion and pollution which, absent the corridor, would be substantially greater due to the mixed-use development and significant growth of the surrounding Town Center area. The Town Center Pedestrian/Transit Corridor was developed jointly by The Woodlands Development Company and The Brazos Transit District (BTD).

Trolley Operations

The Woodlands Town Center Trolley is a rubber-tired replica trolley service which started in July 2007. The service was originally funded through a transit pilot program awarded and administered by the Houston-Galveston Area Council (H-GAC).

The Town Center Trolley service has been refined and expanded in three phases since 2014 to its current iteration, which now serves Hughes Landing and other nearby activity centers. The trolley provides service along an approximately four-mile route, seven days per week between the hours of 11 a.m. and 9 p.m., Monday through Thursday, 10 a.m. to 10 p.m. Friday and Saturday, and 11 a.m. to 6 p.m. on Sunday. Service hours may vary during the Thanksgiving and Christmas holidays to accommodate additional seasonal ridership.

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This fixed-route urban circulator service connects The Woodlands Mall, Market Square, and businesses and residents along The Woodlands Waterway. The Woodlands Township currently funds fifty percent of the operating costs with FTA reimbursement for the other fifty percent through FTA Section 5307 grant funding.

An existing Trolley Interlocal Agreement (Trolley ILA), by and between The Woodlands Township and BTD, was originally executed in May 2010 for a three-year initial term. The Trolley ILA was extended for a one-year period in May 2013 to continue the Waterway Trolley service through May 2014. A second extension of the Trolley ILA was approved, continuing the service through May 2015. The third Trolley ILA was executed in May 2015 and expired in May 2017. The latest ILA was executed, effective in May 2017, and amended to extend service through 2019. The agreement provides for extensions under contract provisions at the request of The Woodlands Township.



Trolley Service Enhancements

In order to create efficiencies in the trolley service and provide a more dependable and visible service, the trolley route was modified to be a more traditional on-street style transit service that avoided parking lots and valet parking areas while still providing service to the densest and most popular activity centers in Town Center. This realignment of the trolley route was known as “Phase I” and was approved by the Board of Directors to approach improvements to the service in a

low/no-cost basis and to test the locations of new stops. Temporary stops were installed to provide high visibility of the transit stops and test their location. The redesign of the route reduced the total length from approximately 4.5 miles to approximately 3.1 miles, making the time vehicles needed to make the entire route shorter.

“Phase II”, approved by The Board of Directors to begin in mid-November 2016 added an additional vehicle (a third trolley) to the service during peak operating hours and redesigned the schedule to provide more effective and later service for passengers. The improvements have reduced headways (frequency between vehicles) to between nine to ten minutes. Phase II has made the service more attractive and dependable as evidenced by the jump in ridership from approximately 73,000 trips in 2016 to over 112,000 trips in 2017; a **fifty-one percent (51%) improvement**.

Automatic Passenger Counters (APCs) were installed on all trolley vehicles in May 2017. Data from the APCs shows that passenger trips during the week – specifically Monday and Tuesday – are increasing during midday service. Analysis of stops by day and time indicate that more passengers are using the

2019 Transportation & Infrastructure Budget Plan



trolley service to get around Town Center during lunchtime hours. Weekends continue to lead ridership counts, with Saturdays showing the highest use.

Phase III of the Town Center Trolley – Expansion to Hughes Landing

Based on the success of Phase II, the Board of Directors approved Phase III of the Town Center Trolley service which extended the route to Hughes Landing. The service began April 16, 2018 and coincided with the launch of a smartphone app providing passengers with real-time location of trolleys and arrival times. Based on preliminary analysis, the expansion has been successful and has seen favorable trends in ridership and average passenger trip lengths.



The Woodlands Express Park & Ride Program

Until October of 2012, the Park & Ride program was the sole responsibility of BTD and was funded through farebox collection, Federal Transit Administration grants, and State of Texas grant funding. On December 31, 2014, BTD's available funding was expended and the Township assumed full fiscal responsibility for the program on January 1, 2015.

On April 1, 2016, the Township undertook responsibility for all Park & Ride Operations through lease agreements with BTD (Research Forest and Sterling Ridge) and Montgomery County (Sawdust). The Township began an improvement program to bring the facilities into a state of good repair. This included re-stripping parking lots, interior and exterior improvements, replacing outdated signage, repairing lighting, and replacing the roof at the Research Forest and Sawdust Park & Ride facilities. In 2017, the improvements were funded through FTA Section 5339 Bus & Bus Facilities grants. Federal funds covered eighty percent (80%) of the improvements with the Township providing the local share of twenty percent (20%).

Park & Ride Operations

The Woodlands Express, one of the most successful operations of its kind in the country, provided more than 585,000 trips in 2017 resulting in approximately 22,000,000 passenger miles traveled.

The Woodlands Express operates at three Park & Ride facilities located in the Woodlands and travels to three major employment centers in the Houston area including the Central Business District (Downtown), The Texas Medical Center, and Greenway Plaza.

The current operational fleet for The Woodlands Express is 30 coaches in regular service (with four spares); 25 are Township-owned while five are owned by the contractor. All coaches have been branded with Township graphics (except for the spares).

Operations begin at 5:15 a.m. and run through 8:15 p.m. with Park & Ride lot gates closing at 9 p.m.

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Damages from Hurricane Harvey

The Woodlands Express fleet sustained flood damage to nine (9) coaches. The coaches were repaired under the direction of MCI (coach manufacturer), Cummins Diesel, and Allison transmission factory representatives. Contractor coaches were utilized in the interim. All coaches were returned to revenue service by March 2018.

The Sawdust Park & Ride facility sustained heavy storm damage from the event. The facility was inundated with approximately 40"+ of flood water and the terminal was rendered inoperable. Contractors were called in and began removal of flood-affected materials immediately after the storm. All repairs were completed and there are no indications of any residual structural damage.

Township-Assisted Senior & ADA Transportation Programs

The following programs are not directly operated by the Township. The Township provides funding to enhance the programs' reach in the community.

Interfaith of The Woodlands

Interfaith of The Woodlands provides senior transportation services for transportation-dependent seniors in our community to get to doctor's appointments, to go shopping, and run errands.

The Township contracts with Interfaith of The Woodlands via a yearly service agreement to provide supplemental transportation services for seniors to destinations within the Township. Interfaith has experienced a steady increase in demand for their services to seniors in our area. In FY2016, the Township Board of Directors, acting upon a recommendation from the Ad Hoc Transportation Committee, increased the budgeted funding for Interfaith from \$50,000 to \$60,000 in FY2016 to cover the increased demand and operational shortfalls. The budgeted funding was again increased in FY2017 to \$76,000 as Interfaith's Senior Transportation Program continued to grow.

There is no suggested increase to the budgeted amount for FY2019

Senior Rides

Senior Rides, a transportation program operated by Meals on Wheels Montgomery County (MOWMC), formerly The Friendship Center, is a curb-to-curb limited-eligibility transportation service providing disability-compliant transportation to seniors and the disabled within Montgomery County. Passengers must qualify to be eligible to use the service. Individuals must be at least 65 years of age or have proof of disability, per federal requirements. Meals on Wheels Montgomery County owns and operates a fleet of buses and has contracted with Harris County RIDES, operated by Harris County Transit (not METRO), for additional services.

Senior Rides receives approximately \$60,000 per year in Federal Transit Administration (FTA) Section 5310 funding, which is used to fund maintenance and other capital costs. The Township, in coordination with the City of Conroe, funds Senior Rides to assist in covering operational costs (not covered by FTA

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funds) so that the program may provide as many trips as possible in our area. The Township and the City of Conroe have traditionally funded Senior Rides in equal amounts.

Recently, MOWMC reorganized and developed a strategic financial plan to control costs and provide more financial transparency. As a result of the analysis, MOWMC determined that the Senior Rides program was operating in significant deficit, which may force them to have to reevaluate and reduce the number of rides the service can provide in urban areas.

Infrastructure

The department provides engineering technician services to the organization and assists residents with resolving issues that are typically the responsibility of other governmental agencies such as the counties, MUDs, SJRA, and utility companies.

II. ACCOMPLISHMENTS OF 2018

- Continued oversight and operational improvements at the three Park & Ride facilities
- Submitted and executed FY2015 Section 5339 grant
- Submitted and executed FY2015 Section 5307 grant
- Grant administration support and accounting
- Ongoing departmental budget and financial forecasting
- Oversight of contracting for Mobile Ticketing System for The Woodlands Express
 - Masabi selected as provider
 - App launch expected mid-Summer 2018.
- Continued iterative improvements to the Town Center Trolley service, resulting in approximately 51% increase in ridership
- Issued Task Orders to consultant for Board approved projects and provided oversight
- Facilitated UZA Committee and assumed administrative responsibilities for Township-sponsored events/meetings
- Continued FTA training on various aspects of grant administration and compliance
- Development of preliminary transit asset management plan and performance targets
 - Submitted to H-GAC
- Development of preventative maintenance reporting for commuter bus fleet
- Monthly FTA Safety & Security Reporting
- Monthly FTA National Transit Database Ridership reporting
- Annual FTA National Transit Database reporting (Report Year 2017)
- Semi-annual DBE report submittals (June 1st and December 1st)
- Implementation of Phase III trolley expansion to Hughes Landing
- Launch of Trolley Tracker App to provide real-time GPS location of trolleys and arrival times

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- Development and coordination of Interlocal Agreement amendment with BTD for Trolley Service
- Development and coordination of Interlocal Agreement with the City of Conroe for administration of the Conroe-The Woodlands UZA
- Attended UZA quarterly meetings and presented Township-related transportation matters to the Committee
- Continuing participation on the Project Ambassadors Committee (PAC) for the IH-45N Planning and Environmental Linkages (PEL) Project
- Appointment to various H-GAC transportation committees and task forces to represent the Township:
 - High Capacity Transit Task Force
 - Technical Advisory Committee (TAC)
 - Transportation Improvement Plan (TIP) Subcommittee
 - Regional Transportation Plan (RTP) Subcommittee
 - Regional Transit Coordination Subcommittee (RTCS)
 - Transportation Air Quality Subcommittee (TAQ)
- Service on the North Houston Association (NHA) Transportation Committee
- Ongoing oversight of The Woodlands Express operations
- Ongoing oversight of Town Center Trolley Operations
- Ongoing monitoring of federal compliance requirements and regulations
- Ongoing coordination with the Parks and Recreation Department, Town Center Rangers, and Brazos Transit District to re-route trolley service for community events and construction
- Development of monthly administrative report for transportation operations
- Development of support materials and presentations to the Board of Directors
- Development and management of social media communications related to transit operations
- Continued coordination with TxDOT, Montgomery County, H-GAC, The Woodlands Development Company (Howard Hughes), and others to represent the Township and advise on stakeholder concerns regarding roadway, mobility, signalization, and other transportation planning-/engineering-related issues
- Liaison with TxDOT, Montgomery and Harris Counties, H-GAC, The Woodlands Development Company, San Jacinto River Authority, Entergy, Centerpoint and others to represent the Township and resolve resident concerns with roadways, mobility, traffic signals, utilities, drainages and other transportation and infrastructure related issues.
- Resolved resident issues regarding drainage, utility company construction impacts, traffic signage, streetscape / hardscape repairs and streetlight outages.
- Provided support to the Township's Stormwater Drainage Task Force



- Ongoing coordination and review of stormwater remediation plans by outside agencies and developers
- Monitored construction projects of other governmental agencies relative to impact to the community
- Monitored and administered access agreements in Township ROSRs
- Provided updates to the Township web site on road construction projects and road closures

III. GOALS OF THE DEPARTMENT'S 2019 BUDGET PLAN

The Township will continue to work with local and regional entities including stakeholders in the Conroe-The Woodlands UZA, Houston-Galveston Area Council, METRO, Texas Department of Transportation, and other public interests to further optimize transit services.

In 2014, the Township entered into an agreement for The Woodlands Township Transit Study administered by the Houston-Galveston Area Council and their transit consultant. The study objective was to provide a road map of existing and potential future transit needs. The study was completed in late 2015 and identified short-, mid-, and long-term transit opportunities and provided direction for future operations of The Woodlands Express, the Town Center Trolley, the Town Center pedestrian/transit corridor, the Township in general, and surrounding areas.

Identification of opportunities to expand and enhance existing services will be the primary goal and direction of this department.

The department will identify and evaluate transit priorities in areas that support the goals of the Township, economic growth, and mobility.

Specifically, the department will:

- Maintain open lines of communication with governmental bodies, quasi-public & non-government organizations, and private entities that have the ability to influence the operation, quality or capacity of public transportation by the Township.
- Identify areas of interest and work to accomplish common transit goals with the Houston-Galveston Area Council, METRO, or other political subdivisions of the state as required or necessary.
- Address and respond to Board or resident questions involving transit or mobility issues that impact/enhance quality of life for Township constituents.
- Continue to work with transportation planning staff, Township transportation consultant(s), and others to identify future capacity improvements and modal options for the Town Center Trolley service and in support of The Woodlands Express Park & Ride operations.

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- Identify government funding and support programs for potential transit and mobility initiatives that can be used to improve quality of life, mobility, congestion, livability, and contribute to regional air quality improvement.
- Identify opportunities to market / advertise transit services in order to raise awareness and encourage transit choice.

In addition, the department will work to keep the Board of Directors and residents informed and to resolve resident issues in matters relating to streetlights, construction in the road rights-of-way, drainage and utilities.

The department will respond to Woodlands 311 requests within two business days and resolve such issues within fourteen days.

The department will utilize the Township web site and social media outlets such as @TownshipTransit, “Notify Me” Alerts, and other means to keep residents timely informed regarding operational delays, traffic congestion and detours, special event detours, construction projects, and road and lane closures.

The department will ensure Township compliance with local, state and federal requirements related to transportation and infrastructure services and operations.



IV. IMPLEMENTATION OF THE DEPARTMENT'S 2019 BUDGET

TRANSPORTATION & INFRASTRUCTURE DEPARTMENT

(accounted for in the General Fund)

Salaries and Benefits **\$611,179**

- Transportation and Infrastructure Department Personnel – Includes wages, benefits and overtime for 6 full-time equivalents. Transportation and Infrastructure staff provides transportation programs management and administration and engineering technician services

Staff Development **\$6,600**

- Staff Meetings (\$300)
- Training & Conferences (\$6,000)
- Uniforms (\$300) - Staff uniforms

Equipment Expense **\$5,800**

- Equipment (\$1,500)
- Data Services (\$4,300)

Administrative Expenses **\$18,000**

- Supplies (\$1,000) – Includes department specific supplies: property file folders, processing and special plastic document holders, stop work tags, batteries, labels, notebooks, maps, reference books, film, photos and toner.
- Dues & Subscriptions (\$8,000) – Includes professional journals, certification fees, and membership dues in America Public Transportation Association, Institute of Transportation Engineers, and South West Transit Association.
- Mileage Reimbursement (\$9,000) – Reimbursement expenses for travel to park and ride facilities and for engineering technicians.

Total Cost for Transportation & Infrastructure 2019 Budget Plan – General Fund **\$641,579**

TRANSPORTATION & INFRASTRUCTURE FUND

Transportation Planning **\$300,000**

- Consulting (\$275,000) – Professional services include assisting with monthly grant reporting, service management, transit feasibility studies, exploring additional funding opportunities, and other transportation or mobility issues.
- Legal (\$25,000) – Legal expenses for transportation matters.

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- Funding is provided by a combination of grant proceeds and a transfer from the General Fund:

FTA 5307 Grant	\$220,000
Transfer from General Fund	<u>80,000</u>
Total Funds	\$300,000

Other Transportation Services

\$131,000

- Contracted Services (\$131,000) – Contracted expenses with Senior Rides (\$55,000) and Interfaith (\$76,000) to provide on-demand transportation services for The Woodlands Township.
- Funding is provided by a transfer from the General Fund:

Transfer from General Fund	\$131,000

Transportation Initiatives

\$500,000

- Placeholder for 2019 Budget – This is the third year of the Board directed program to fund \$500,000 per year for five years to address transportation initiatives.

Park and Ride

\$5,867,511

- Facility Expense (\$118,800) – Includes telephone, utilities, repairs, and janitorial services for the Park and Ride lots.
- Equipment Expense (\$5,000) – Includes any miscellaneous equipment or repairs required for the Park and Ride lots.
- Contracted Services (\$5,576,611) – Includes contracted bus service operations (\$5,261,911) with First Class Tours and contracted support services (\$314,700) for computer support, credit card processing, security and pest control to operate the Park and Ride facilities.
- Public Education/Relations (\$25,000) – Includes any advertising needs for the Park and Ride program.
- Administrative Expense (\$42,100) – Includes any supplies, postage, printing, or other expenses required by the program.
- Capital Outlay (\$100,000)– Includes facility improvements to the Park and Ride lots.
- Funding is provided by bus fares, grants, and a transfer from the General Fund:

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Bus Fares	\$3,600,000
FTA 5307/5339 Grant Funds	2,025,280
State Grants	373,000
Operating Transfer -Bus Reserve*	<u>150,000</u>
Total Funds	\$6,148,280

*The Board authorized a transfer of \$150,000 from the General Fund to fund future bus replacements. This balance will accumulate yearly in the Park and Ride fund balance to offset the costs associated with replacement bus purchases.

Trolleys **\$1,122,998**

- Contracted Services (\$1,105,158) – Contracted trolley service to provide transportation services around Town Center on pre-determined routes.
- Advertising (\$6,840) – Monthly fee of \$570 for the Trolley tracker app.
- Administrative Expense (\$11,000) – Administrative expenses related to the trolley service.
- Funding is provided by a combination of grant proceeds and a transfer from the General Fund:

FTA 5307 Grant	\$555,999
Transfer from General Fund	<u>566,999</u>
Total Funds	\$1,122,998

**Total Cost for Transportation & Infrastructure 2019 Budget Plan –
Transportation Fund** **\$7,921,509**

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**Transportation
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES							
Transportation Planning							
FTA 5307 Grant	600-825-4303-0013-38	(11,984)	220,000	220,000	220,000	-	0.0%
		(11,984)	220,000	220,000	220,000	-	0.0%
Park and Ride							
Fares	600-829-4110-0000-38	3,586,546	4,140,000	3,600,000	3,600,000	(540,000)	-13.0%
FTA 5307 Grant - 40% - Leased Buses	600-829-4301-0015-38	-	444,192	497,497	504,844	60,652	13.7%
FTA 5307 Grant - 40% - Leased Buses	600-829-4301-0014-38	820,727	-	-	-	-	-
FTA 5307 Grant - 32% - Owned Buses	600-829-4306-0015-38	-	1,320,535	1,258,130	1,279,936	(40,599)	-3.1%
FTA 5307 Grant - 32% - Owned Buses	600-829-4306-0014-38	740,637	-	-	-	-	-
FTA 5307 Grant - P&R Admin - 50%	600-829-4302-0011-38	55,119	155,500	155,500	160,500	5,000	3.2%
FTA 5307 Grant Yr - Supp Equip & Fac	600-829-4304-0011-38	-	145,600	145,600	-	(145,600)	-100.0%
HGAC Grant - Buses	600-829-4305-0014-38	4,433,228	-	-	-	-	-
State Grant Funds	600-829-4307-0018-38	371,700	373,000	373,000	373,000	-	0.0%
FTA 5339 Grant - P&R Facility Impr - 80%	600-829-4305-0011-38	242,222	292,000	292,000	80,000	(212,000)	-72.6%
Other Income	600-829-4599-0000-38	3,980	-	-	-	-	-
		10,254,159	6,870,827	6,321,727	5,998,280	(872,547)	-12.7%
Trolleys							
FTA 5307 Grant - Operating & Other Admin	600-830-4301-0015-38	378,133	517,847	506,940	555,999	38,152	7.4%
FTA 5339 Grant - Trolley Impr - 80%	600-830-4305-0015-38	22,160	395,440	395,440	-	(395,440)	-100.0%
		400,293	913,287	902,380	555,999	(357,288)	-39.1%
Transfers In							
Operating Transfer (from GF - Trolleys)	600-830-4800-8095-38	386,174	626,707	615,800	566,999	(59,708)	-9.5%
Operating Transfer (from GF - Trans Planning)	600-825-4800-8095-38	81,294	80,000	80,000	80,000	-	0.0%
Operating Transfer (from GF - Other Trans Svcs)	600-827-4800-8095-38	130,088	131,000	131,000	131,000	-	0.0%
Operating Transfer (from GF - Trans Initiatives)	600-828-4800-8095-38	600,000	337,957	337,957	500,000	162,043	47.9%
Operating Transfer (from GF - Park and Ride)	600-829-4800-8095-38	150,000	150,000	150,000	150,000	-	0.0%
Operating Transfer (from CR) - Road and Bridge Study	600-828-4800-8095-38	100,000	-	-	-	-	-
		1,447,556	1,325,664	1,314,757	1,427,999	102,335	7.7%
TOTAL REVENUES/TRANSFERS IN		12,090,024	9,329,778	8,758,864	8,202,278	(1,127,500)	-12.1%
EXPENDITURES							
TRANSPORTATION PLANNING - Dept 825							
Contracted Services							
Consulting	600-825-5401-0000-38	65,561	275,000	275,000	275,000	-	0.0%
Legal	600-825-5402-0000-38	187	25,000	25,000	25,000	-	0.0%
		65,749	300,000	300,000	300,000	-	0.0%
Administrative Expense							
Other Admin	600-825-5899-0000-38	3,561	-	-	-	-	-
		3,561	-	-	-	-	-
TOTAL TRANSPORTATION PLANNING		69,310	300,000	300,000	300,000	-	0.0%
OTHER TRANSPORTATION SVCS - Dept 827							
Contracted Services							
Senior Rides	600-827-5462-0000-38	55,000	55,000	55,000	55,000	-	0.0%
Interfaith	600-827-5462-0000-38	75,088	76,000	76,000	76,000	-	0.0%
		130,088	131,000	131,000	131,000	-	0.0%
TOTAL OTHER TRANSPORTATION SVCS		130,088	131,000	131,000	131,000	-	0.0%
TRANSPORTATION INITIATIVES - Dept 828							
Program Expenses							
Transportation Initiatives	600-828-7036-0000-38	-	-	-	-	-	-
George Mitchell Preserve (Bridges/Pathways/Signage)	600-828-7036-3909-38	-	525,000	525,000	500,000	(25,000)	-4.8%
Pavilion Road Realignment	600-828-7036-3901-38	(4,805)	-	-	-	-	-
Master Bike Plan	600-828-7036-3906-38	18,382	-	-	-	-	-
		13,577	525,000	525,000	500,000	(25,000)	-4.8%
Transfers Out							
Fund Transfer (From Transportation to General Fund - Lake Woodlands/Grgan't		-	-	100,000	-	-	-
Fund Transfer (From Transportation to Incorporation Reserve)		-	-	100,000	-	-	-
		-	-	200,000	-	-	-
TOTAL TRANSPORTATION INITIATIVES		13,577	525,000	725,000	500,000	(25,000)	-4.8%

**Transportation
Department Budget Detail
(in whole dollars)**

	Budget Code	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	\$ Inc/(Dec)	% Inc/(Dec)
PARK & RIDE - Dept 829							
Facility Expense							
Telephone	600-829-5210-0000-38	8,333	10,800	10,800	10,800	-	0.0%
Utilities	600-829-5220-0000-38	49,215	45,000	45,000	45,000	-	0.0%
Facility Repair & Maintenance	600-829-5230-0000-38	61,395	45,000	45,000	45,000	-	0.0%
Janitorial	600-829-5280-0000-38	19,440	18,000	18,000	18,000	-	0.0%
		<u>138,383</u>	<u>118,800</u>	<u>118,800</u>	<u>118,800</u>	<u>-</u>	<u>0.0%</u>
Equipment Expense							
Equipment Repair & Maintenance	600-829-5365-0000-38	1,642	5,000	5,000	5,000	-	0.0%
		<u>1,642</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>-</u>	<u>0.0%</u>
Contracted Services							
Computer Support	600-829-5400-0000-38	-	65,000	65,000	75,000	10,000	15.4%
Credit Card Fees	600-829-5406-0000-38	34,815	50,000	50,000	50,000	-	0.0%
Private Security	600-829-5416-0000-38	172,376	183,000	183,000	183,000	-	0.0%
Pest Control	600-829-5422-0000-38	810	1,700	1,300	1,700	-	0.0%
Electrical Repairs and Maintenance	600-829-5428-0000-38	46,538	3,000	8,000	5,000	2,000	66.7%
Contracted Bus Service - 40%	600-829-5463-0000-38	2,506,266	1,110,479	1,243,742	1,262,111	151,632	13.7%
Contracted Bus Service - 32%	600-829-5465-0000-38	2,603,791	4,126,673	3,931,658	3,999,800	(126,873)	
		<u>5,364,597</u>	<u>5,539,852</u>	<u>5,482,700</u>	<u>5,576,611</u>	<u>36,759</u>	<u>0.7%</u>
Public Education/Relations							
Advertising	600-829-5704-0000-38	32,508	25,000	25,000	25,000	-	0.0%
		<u>32,508</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>-</u>	<u>-</u>
Administrative Expense							
Supplies	600-829-5800-0000-38	1,857	2,000	2,000	2,000	-	0.0%
Postage & Delivery	600-829-5801-0000-38	371	100	100	100	-	0.0%
Printing	600-829-5803-0000-38	7,893	12,000	10,000	10,000	(2,000)	-16.7%
Other Admin/Contingency	600-829-5899-0000-38	30,984	30,000	30,000	30,000	-	0.0%
		<u>41,104</u>	<u>44,100</u>	<u>42,100</u>	<u>42,100</u>	<u>(2,000)</u>	<u>-</u>
Capital Outlay							
Bus Purchase (10 buses @ \$580,000, 80% reimb)	600-829-9000-1761-38	5,780,602	-	-	-	-	
Facility Improvements (80% reimb)	600-829-9000-1870-38	-	100,000	100,000	100,000	-	0.0%
Facility Improvements (80% reimb)	600-829-9000-1762-38	302,778	50,000	50,000	-	(50,000)	-100.0%
Facility Video Cameras (80% reimb)	600-829-9000-1871-38	-	150,000	150,000	-	(150,000)	-100.0%
Bus Passenger Counters (80% reimb)	600-829-9000-1872-38	-	65,000	65,000	-	(65,000)	-100.0%
Mobile Fare Collection	600-829-9000-1763-38	-	182,000	182,000	-	(182,000)	-100.0%
		<u>6,083,380</u>	<u>547,000</u>	<u>547,000</u>	<u>100,000</u>	<u>(447,000)</u>	<u>-81.7%</u>
TOTAL PARK & RIDE		<u>11,661,614</u>	<u>6,279,752</u>	<u>6,220,600</u>	<u>5,867,511</u>	<u>(412,241)</u>	<u>-6.6%</u>
TROLLEYS - Dept 830							
Contracted Services							
Trolley Services	600-830-5460-0000-38	756,268	1,020,017	1,007,040	1,105,158	85,141	8.3%
Holiday Shuttle/Extended Hours	600-830-5460-0000-38	-	8,837	-	-	(8,837)	-100.0%
		<u>756,268</u>	<u>1,028,854</u>	<u>1,007,040</u>	<u>1,105,158</u>	<u>76,304</u>	<u>7.4%</u>
Public Education/Relations							
Advertising	600-830-5704-0000-38	-	6,840	6,840	6,840	-	0.0%
		<u>-</u>	<u>6,840</u>	<u>6,840</u>	<u>6,840</u>	<u>-</u>	<u>0.0%</u>
Other Expenses							
Other Admin	600-830-5899-0000-38	2,499	10,000	10,000	11,000	1,000	10.0%
		<u>2,499</u>	<u>10,000</u>	<u>10,000</u>	<u>11,000</u>	<u>1,000</u>	<u>10.0%</u>
Capital Outlay							
Trolley Capital Projects	600-830-9000-1760-38	27,700	482,300	482,300	-	(482,300)	-100.0%
Trolley Capital Projects - Annunciators	600-830-9000-1873-38	-	12,000	12,000	-	(12,000)	-100.0%
		<u>27,700</u>	<u>494,300</u>	<u>494,300</u>	<u>-</u>	<u>(494,300)</u>	<u>-100.0%</u>
TOTAL TROLLEYS		<u>786,467</u>	<u>1,539,994</u>	<u>1,518,180</u>	<u>1,122,998</u>	<u>(416,996)</u>	<u>-27.1%</u>
TOTAL EXPENDITURES/TRANSFERS OUT		<u>12,661,055</u>	<u>8,775,746</u>	<u>8,894,780</u>	<u>7,921,509</u>	<u>(854,237)</u>	<u>-9.7%</u>
Revenues Over/(Under) Expenditures per Year		(571,031)	554,032	(135,916)	280,769		
Fund Balance Related to Bus Purchase borrowings		(2,319,053)	(2,379,134)	(2,379,134)	(2,278,007)		
Repayment of funds borrowed from Capital Reserve		-	591,075	101,127	130,769		
Park and Ride Ops Balance		(60,081)					
Reserve for Park and Ride Buses		150,000	300,000	300,000	450,000		
Net Park and Ride Balance		(2,229,134)	(1,488,059)	(1,978,007)	(1,697,238)		
Other Fund Balance		786,423	599,380	399,380	399,380		
Ending Fund Balance		<u>(1,442,711)</u>	<u>(888,679)</u>	<u>(1,578,627)</u>	<u>(1,297,858)</u>		

Capital Projects Fund



In This Section You Will Find:

Capital Projects Fund Overview 11-1

Capital Projects Fund Summary 11-9

Capital Budget – The Woodlands Fire Department 11-11

Capital Budget – Parks and Recreation 11-43

Capital Budget – Information Technology 11-161

Capital Budget – Other 11-185

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Capital Projects Fund



Overview

The Capital Projects Fund accounts for the resources accumulated and payments made for the acquisition, construction, and replacement of capital assets. Resources are derived primarily from utilization of the Capital Replacement Reserve and General Fund allocations.

The Capital Projects Fund is projected to have a balance of \$49.8 million at 1/1/2019. Projected contributions of \$12.7 million, transfers out of \$102,000, and expenditures of \$8.6 million during 2019 will result in an ending fund balance of \$53.8 million at 12/31/2019. A summary of the various components within the Fund follows. Additional information regarding each fund component is provided on the following pages.

Fund Component	Beginning Balance 1/1/19	Transfers In/Funding	Expenses	Transfers Out/Funding	Ending Balance 12/31/19
New Capital Projects (not funded from reserves)	\$0	\$2,915,230	(\$2,915,230)	\$0	\$0
Capital Replacement Reserve	23,148,511	6,957,200 130,769	(4,320,170)	0	\$25,916,310
Bus Purchase Receivable	2,278,007	(130,769)	0	0	\$2,147,238
Economic Development Reserve	3,091,185	350,000	0	0	\$3,441,185
Cultural Projects Reserve	640,160	145,371	0	0	\$785,531
9669 Grogan's Mill Site Plan Reserve	3,057,916	2,833,899	(500,000)	0	\$5,391,815
Incorporation Reserve	5,625,799	10,500,000	0	(82,000)	\$16,043,799
Flood/Drainage Reserve	130,000	0	0	(20,000)	\$110,000
Capital Projects Carryover	841,413	0	(841,413)	0	\$0
Undesignated Capital (Contingency)	10,977,906	(10,977,906)	0	0	\$0
Total	\$49,790,897	\$12,723,794	(\$8,576,813)	(\$102,000)	\$53,835,878

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Capital Projects Fund



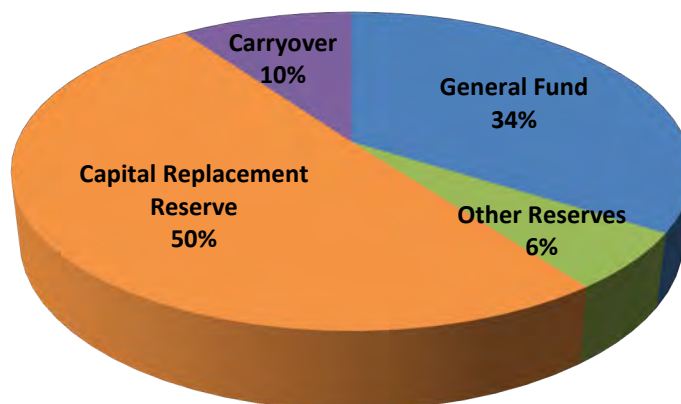
Capital Projects

A multi-year capital plan has been developed utilizing the Township's Strategic Plan and Capital Reserve Study. Proposed capital projects for 2019 are summarized on page 11-8 of this section, and a description of each capital project can be found in the sections of the budget document immediately following this one. Those sections include the Fire Department, Parks and Recreation, Information Technology, and Other.

Projects budgeted for 2019 are summarized as follows:

Department	Amount
Fire Department	\$3,478,000
Parks & Recreation	3,582,313
Information Technology	1,016,500
Other (GE Betz Property)	500,000
Total 2019 Capital Budget	\$8,576,813

Funding Sources for 2019 Capital Projects



Funding Source	Amount
Capital Replacement Reserve (replacement assets)	\$4,320,170
9669 Grogan's Mill Road Property Reserve (GE Betz property)	\$500,000
Carryover from 2018	\$841,413
Transfer from General Fund (new assets)	\$2,915,230
Total	\$8,576,813

Capital Projects Fund



Capital Projects

As illustrated in the chart on the previous page, \$2.9 million of capital projects out of the total \$8.6 million Capital Budget are considered “new” assets. These assets are funded by the Township’s General Fund with tax revenues generated during the 2019 fiscal year. The remaining projects are funded from balances held within existing reserves, primarily the Capital Replacement Reserve.

Following is a summary of capital projects in the 2019 Budget that are funded by the General Fund.

Parks and Recreation

Bear Branch Master Plan	\$	566,000
Athletic Court Lights		150,000
Tupelo Park & Timarron Park Parking Lots		87,500
PARDES Facility Improvements		83,000
Trucks for new staff		54,000
Pool Shade Structures		45,000
Park Amenities		32,200
		1,017,700

Fire Department

Fire Vehicles		510,000
Station Improvements		269,000
Extrication Tools		125,000
Hydraulic Vehicle Lifts		90,000
Body Armor		60,000
Signal Changing Devices		60,000
Electronic Accountability System		40,000
Portable Radios		36,000
Thermal Imaging Cameras		30,000
Computer Aided Dispatch		30,000
		1,250,000

Information Technology

Storage Area Network Expansion		214,500
Facility Access/Security Equipment		155,000
Human Resources/Payroll System		100,000
Mobile, Desktop & Laptop Computers		46,350
Software Licenses		44,000
Servers		33,400
Scanners		20,000
Caption Encoder		22,280
Two-way Radios - Parks and Recreation		12,000
		647,530
Total	\$	2,915,230

Capital Projects Fund



Capital Replacement Reserve

Monies accumulated for the repair and replacement of capital assets are accounted for in the Capital Replacement Reserve, which is a component of the Capital Projects Fund. A capital reserve study was completed in February 2013 which involved documenting the cost, condition, and useful lives of the Township's park, pathway, aquatic, fire department, information technology, vehicle, and facility assets. The total acquisition cost of these assets was approximately \$290 million. Based on the findings of the study, a financial plan was developed to systematically reserve funds for the annual replacement of the identified assets as they reach the end of their useful lives. Planning financially for the replacement of the community's extensive network of capital assets as they age allows the Township to positively support property values by maintaining quality facilities, amenities, and equipment used in the daily delivery of services.

The 2019 Budget and five-year plan provide for an annual allocation to the Capital Replacement Reserve of \$4.9 million. The Board has also decided to fund an additional \$2,000,000 in 2019 for future potential reserve expenses. Additionally, \$37,200 is allocated to the reserve annually for the Waterway and the Town Center Garage per a contractual obligation, and \$20,000 is allocated for Lake Woodlands Dam.

During 2015 – 2017, the Capital Replacement Reserve advanced a total of \$3,064,067 to the Transportation Fund for the Township's local match share to purchase 25 passenger buses for the Park and Ride program. As the program generates net revenue, those proceeds are used to reimburse the Capital Replacement Reserve. Through 12/31/2017, \$684,934 had been reimbursed, leaving a remaining receivable balance of \$2,379,133. Funds available to reimburse the Capital Replacement Reserve are projected to be \$101,126 in 2018 and \$130,769 in 2019, which will decrease the receivable balance in the Capital Replacement Reserve to \$2,147,238.

In 2019, \$4.3 million of capital projects will be funded by the Capital Replacement Reserve. Detailed information regarding each of the projects can be found in the sections of the budget document immediately following this one.

Capital Replacement Reserve	Amount
Beginning Balance 1/1/2019	\$23,148,511
<u>Addition:</u> Annual transfer from General Fund	4,957,200
<u>Addition:</u> Transfer from Excess Hotel Tax proceeds for potential future expenses	2,000,000
<u>Addition:</u> Net proceeds from Park & Ride program to reimburse fund for monies advanced for Park and Ride bus purchases	130,769
<u>Utilization:</u> Fund purchase of replacement assets	(4,320,170)
<u>Receivable:</u> Net amount due from Transportation Fund for bus purchases	2,147,238
Ending Balance 12/31/2019	\$28,063,548

Capital Projects Fund



Economic Development Reserve

The Township's Strategic Plan specifically identifies economic development in its mission, stating The Woodlands vision will be fulfilled, in part, by "powering economic growth through community investment." To address this key component of the Plan, the Township Board established an Economic Development Reserve to create financial capacity to address economic opportunities in The Woodlands.

In 2013, the Board of Directors established an Economic Development Committee consisting of three Board members. The purpose of the committee is to develop initiatives for the Board's consideration that:

- Identify specific economic development objectives
- Evaluate appropriate funding for the reserve account to meet stated objectives
- Recommend uses of funds reserved for economic development

In 2015, the Board authorized a \$3.1 million allocation from the Economic Development Reserve to provide funding for the Ice Rink in partnership with the Cynthia Woods Mitchell Pavilion. The project was completed in 2016 and open for the holiday skating season.

The Committee is currently evaluating potential projects related to cultural arts programs and education in the community. No monies have been allocated for these projects pending completion of the analysis and approval by the Board of Directors.

The Board has authorized an annual allocation of \$350,000 to the Economic Development Reserve. The reserve balance at 12/31/2019 is projected to be \$3,441,185.

Economic Development Reserve	Amount
Beginning Balance 1/1/2019	\$3,091,185
Transfers In	350,000
Expenditures	0
Ending Balance 12/31/2019	\$3,441,185

Cultural Projects Reserve

Pursuant to Order No. 14-10, subsequently amended by Order No. 007-11 and Order No. 010-11, the Township began collecting an events admission tax on January 1, 2011. The tax is 5% of the price of a ticket sold as admission to events held at qualifying venues in the Township. To date, the Cynthia Woods Mitchell Pavilion is the only qualifying venue.

The provisions of tax legislation SB 2515 state that the proceeds of the tax are to be used "only to support cultural education in the district." The Township entered into an agreement with the Cynthia Woods Mitchell Pavilion to provide 90% of the collected tax revenues to the Pavilion for "costs of operations, maintenance, management, financing, funding development, capital costs, debt service, or other actual costs of production, promotion or presentation of cultural events by the Pavilion." The remaining 10% is to be utilized by the

Capital Projects Fund



Township for promotion, funding, and support of cultural events or projects as they are identified and approved by the Board of Directors.

Events Admission Tax	2017 Actual	2018 Budget	2018 Forecast	2019 Budget
Total Tax Received	\$1,345,267	\$1,506,752	\$1,446,482	\$1,453,714
Payment to Pavilion	1,210,740	1,356,077	1,301,834	1,308,343
Total Net Tax Revenue	\$134,527	\$150,675	\$144,648	\$145,371

In 2016, the Board authorized up to \$250,000 of Cultural Projects Reserve funds to be used for a cultural arts facility study. In 2017, the reserve provided funding for the Homefinder Map project. For 2018, the Board authorized funding of \$50,000 to the Glade Arts Foundation. Estimated net earnings of \$145,371 in 2019 will bring the total reserve balance to \$785,531.

Cultural Projects Reserve	Amount
Beginning Balance 1/1/2019	\$640,160
Transfers In	145,371
Expenditures	0
Ending Balance 12/31/2019	\$785,531

9669 Grogan's Mill Property Site Plan Reserve

The Township is currently leasing the property it owns at 9669 Grogan's Mill Road (formerly owned by GE Betz). The accumulated lease revenue is being reserved for future improvements to the property. The tenant's lease expires in September 2018, and the reserve balance is estimated to be \$3,057,916 at 12/31/2018. The 2019 budget includes \$500,000 to demolish the existing buildings and prepare the property for future site development. The Board has chosen to fund the reserve with an additional \$1.0 million from the General Fund and Undesignated Capital Contingency Reserve, as well as \$1.8 million from the Excess Hotel Tax reserve. After accounting for these expenses and transfers, the balance in the reserve is projected to be \$5,391,815 at the end of 2019.

9669 Grogan's Mill Rd Property Reserve	Amount
Beginning Balance 1/1/2019	\$3,057,916
Transfers In	2,833,899
Expenditures	(500,000)
Ending Balance 12/31/2019	\$5,391,815

Capital Projects Fund



Incorporation Reserve

The Board established a \$2.5 million reserve in 2017 for expenses related to the potential incorporation of the Township. For 2018, the Board authorized the dissolution of the previously established Road and Bridge Reserve and transferred the \$1.9 million balance in that reserve to the Incorporation Reserve. Additionally, the Board authorized a transfer of \$2.0 million from the Undesignated Capital Contingency Reserve. In 2018, \$872,500 of the reserve balance will be used to fund the incorporation study, resulting in a reserve balance of \$5,525,799 at 12/31/2018. For 2019, The Board has chosen to fund the reserve with a transfer from the Undesignated Capital Contingency Reserve in the amount of \$10.5 million. \$82,000 is budgeted for public meetings and other expenses that may be incurred as the study is completed, which will bring the ending balance in the Incorporation Reserve to \$16,043,799.

Incorporation Reserve	Amount
Beginning Balance 1/1/2019	\$5,525,799
Transfers In	10,500,000
Expenditures	(82,000)
Ending Balance 12/31/2019	\$16,043,799

Undesignated Capital (Contingency) Reserve

The Undesignated Capital (Contingency) Reserve is comprised of funds that have not yet been designated for a specific purpose. These funds are generated by favorable revenue and expense budget variances that occur each year as the organization achieves budget savings. In the past, this source of funds has been used by the Board of Directors to respond to citizens' requests for services outside of the normal budget cycle; to establish or supplement reserves as necessary; to refinance or reduce outstanding debt in favorable economic climates; and/or to fund budget initiatives that are presented to the Board during the annual budget process.

During the Board's review of the 2018 Budget, a balance of \$7.9 million was anticipated for the Capital Contingency Reserve at 1/1/2018. The Board authorized the transfer of \$5.9 million to the Bond Redemption Reserve and \$2.0 million to the Incorporation Reserve to fully allocate the projected contingency reserve balance.

Subsequent to the adoption of the 2018 Budget, \$10.98 million, net has been added to the Capital Contingency Reserve due primarily to favorable revenue and expenditure budget variances generated during the last half of 2017 and throughout 2018. During the 2019 budget workshop meetings, the Board has chosen to utilize this reserve balance to fund the Incorporation Reserve and the Grogan's Mill Property Site Plan Reserve.

Capital Contingency Reserve	Amount
Beginning Balance 1/1/2019	\$10,977,906
Transfers In	0
Transfers Out	
Incorporation Reserve	(10,500,000)
Grogan's Mill Property Site Plan Reserve	(477,906)
Ending Balance 12/31/2019	\$0

**The Woodlands Township
Capital Projects Fund Summary
(in whole dollars)**

	2018 Carryovers/Reserves	2019 Budget
<u>FUNDING SOURCES</u>		
BEGINNING FUND BALANCE		
Carryovers - prior years	-	841,413
Capital Replacement/Economic Dev Reserve	-	48,949,484
	-	49,790,897
TRANSFERS IN & OTHER REVENUE		
Tax Revenue (funding for new capital)	-	2,915,230
Tax Revenue (annual funding of capital reserve)	-	4,957,200
Tax Revenue (property reserve)	-	522,093
Hotel Tax Revenue (funding for capital/building reserves)	-	3,833,899
Tax Revenue (events admission tax/econ dev)	-	495,371
	-	12,723,793
	\$ -	\$ 62,514,690
<u>CAPITAL OUTLAY</u>		
THE WOODLANDS FIRE DEPT		
Information Technology	-	30,000
Vehicles	-	265,000
Equipment	-	526,000
Specialty Vehicles/Equipment	-	2,326,000
Fire Station Improvements	-	331,000
	-	3,478,000
PARKS AND RECREATION		
Vehicles	-	97,000
Equipment	-	61,000
PARDES Facility Improvements	-	109,000
Recreation Center	-	60,000
	-	327,000
PARKS		
New Park Development	841,413	841,413
Park Improvements/Renovations	-	1,226,300
Irrigation Improvements	-	30,000
Lake/Pond Improvements	-	30,000
Athletic Facilities Improvements	-	351,600
Aquatic Facilities Improvements	-	496,000
Signs/Stone Walls Improvements	-	30,000
	841,413	3,005,313
PATHWAYS		
Pathway Improvements	-	250,000
	-	250,000
INFORMATION TECHNOLOGY		
Security/Access Control	-	155,000
Computers & Hardware	-	753,800
Software & Licenses	-	44,000
IT Infrastructure	-	63,700
	-	1,016,500
OTHER		
Building Improvements	-	500,000
	-	500,000
TOTAL CAPITAL OUTLAY	\$ 841,413	\$ 8,576,813
<u>Transfers out - General Fund</u>		\$ 102,000
<u>CAPITAL PROJECTS FUND COMPONENTS</u>		
Capital Replacement Reserve	25,426,518	28,063,548
Undesignated Capital (Contingency) Reserve	10,977,906	-
9669 Grogan's Mill Building Reserve	3,057,916	5,391,815
Incorporation Reserve	5,625,799	16,043,799
Flood/Drainage Reserve	130,000	110,000
Economic Development Reserves	3,091,185	3,441,185
Cultural Education Fund	640,160	785,531
Total Reserves	\$ 48,949,484	\$ 53,835,878
	\$ 49,790,897	\$ 62,412,691

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THE WOODLANDS FIRE DEPARTMENT, INC.
CAPITAL BUDGET
FOR THE YEAR ENDING DECEMBER 31, 2019
(In Whole Dollars)

	<i>Prior Year Carryover</i>	<i>2018 Budget</i>	<i>2018 Forecast</i>	<i>Carry- Over</i>	<i>2019 New</i>	<i>2019 Reserve</i>	<i>2019 Total</i>
<u>COMPUTERS:</u>							
<u>SOFTWARE & HARDWARE</u>							
Fixed Asset Tracking	\$ 80,000	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -
Computer Aided Dispatch	-	65,000	65,000	-	30,000	-	30,000
TOTAL 3-YEAR ASSETS	\$ 80,000	\$ 65,000	\$ 145,000	\$ -	\$ 30,000	\$ -	\$ 30,000
<u>VEHICLES</u>							
Staff /Utility Vehicles	\$ 12,370	\$ 120,000	\$ 132,370	\$ -	\$ -	\$ 140,000	\$ 140,000
EVT Maintenance Vehicle	-	-	-	-	125,000	-	125,000
TOTAL 5-YEAR ASSETS	\$ 12,370	\$ 120,000	\$ 132,370	\$ -	\$ 125,000	\$ 140,000	\$ 265,000
	-	-	-	-	-	-	-
<u>FURNITURE, FIXTURES & EQUIPMENT</u>							
Portable Radios	\$ -	\$ 168,000	\$ 203,448	\$ -	\$ 36,000	\$ -	\$ 36,000
Signal Changing Device (Opticom)	11,236	90,000	101,236	-	60,000	40,000	100,000
Cardiac Monitors	35,000	-	35,000	-	-	-	-
Body Armor	-	-	-	60,000	-	-	60,000
Electronic Accountability System	2,345	8,000	10,345	-	40,000	-	40,000
SCBA Replacement	42,197	-	42,197	-	-	-	-
Thermal Imaging Cameras	-	-	-	-	30,000	15,000	45,000
Training Tools and Equipment	20,000	30,000	50,000	-	-	30,000	30,000
Hydraulic Vehicle Lifts	-	-	-	-	90,000	-	90,000
Extrication Tools	-	-	-	-	125,000	-	125,000
TOTAL 7-YEAR ASSETS	\$ 110,778	\$ 296,000	\$ 442,226	\$ 60,000	\$ 381,000	\$ 85,000	\$ 526,000
<u>SPECIALTY VEHICLES & EQUIPMENT</u>							
Fire Engine	\$ 36,599	\$ 800,000	\$ 836,599	\$ -	\$ 80,000	\$ 800,000	\$ 880,000
Ladder Truck	2,400,000	-	2,400,000	-	-	-	-
Service Truck	-	500,000	500,000	-	-	-	-
Squad Truck	-	-	-	85,000	-	-	85,000
Rescue Boat	-	-	-	-	-	27,000	27,000
Utility Task Vehicle	-	-	-	-	-	14,000	14,000
High Profile Evacuation Vehicle	19,007	-	19,007	-	-	-	-
Heavy Rescue Truck	-	-	-	-	220,000	1,100,000	1,320,000
TOTAL 15-YEAR ASSETS	\$ 2,455,606	\$ 1,300,000	\$ 3,755,606	\$ 85,000	\$ 300,000	\$ 1,941,000	\$ 2,326,000
<u>FIRE STATIONS</u>							
Station Improvements	\$ 34,152	\$ 135,000	\$ 169,152	\$ -	\$ 269,000	\$ 62,000	\$ 331,000
TOTAL 30-YEAR ASSETS	\$ 34,152	\$ 135,000	\$ 169,152	\$ -	\$ 269,000	\$ 62,000	\$ 331,000
TOTAL FIRE DEPT. CAPITAL BUDGET	\$ 2,692,906	\$ 1,916,000	\$ 4,644,354	\$ 145,000	\$ 1,105,000	\$ 2,228,000	\$ 3,478,000

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Fire Department Capital by Project



Year	Account	CIP Category	Item	Capital Expense
2019	450-190-9000-1950-31	Computers	Computer Aided Dispatch	\$30,000
			Total Computers	\$30,000
2019	450-190-9000-1951-31	Vehicles	Staff/Utility Vehicles	\$140,000
2019	450-190-9000-1952-31	Vehicles	Specialty Vehicle - EVT	125,000
			Total Vehicles	\$265,000
2019	450-190-9000-1953-31	Equipment	Portable Radios	\$36,000
2019	450-190-9000-1954-31	Equipment	Signal Changing (Opticom)	100,000
2019	450-190-9000-1955-31	Equipment	Body Armor*	60,000
2019	450-190-9000-1956-31	Equipment	Thermal Imaging Cameras	45,000
2019	450-190-9000-1957-31	Equipment	Training Tools & Equipment	30,000
2019	450-190-9000-1958-31	Equipment	Hydraulic Vehicle Lifts	90,000
2019	450-190-9000-1959-31	Equipment	Extrication Tools	125,000
2019	450-190-9000-1960-31	Equipment	Electronic Accountability	40,000
			Total Equipment	\$526,000
2019	450-190-9000-1961-31	Specialty Vehicles	Fire Engine	\$880,000
2019	450-190-9000-1962-31	Specialty Vehicles	Squad Truck*	\$85,000
2019	450-190-9000-1963-31	Specialty Vehicles	Rescue Boat	27,000
2019	450-190-9000-1964-31	Specialty Vehicles	All-terrain Vehicle	14,000
2019	450-190-9000-1965-31	Specialty Vehicles	Heavy Rescue Truck	1,320,000
			Total Specialty Vehicles	\$2,326,000
2019	450-190-9000-1966-31	Fire Stations	Station Improvements	\$138,000
2019	450-190-9000-1967-31	Fire Stations	Walk-in Freezer	8,000
2019	450-190-9000-1968-31	Fire Stations	Emergency Training Center (ETC) Chiller	115,000
2019	450-190-9000-1969-31	Fire Stations	ETC Vehicle & Equipment Storage Building	70,000
			Total Fire Stations	\$331,000
			Total - Fire Department	\$3,478,000

*Budget Initiative

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2019 Request for Capital Asset



Department Fire Department

Project Title Computer Aided Dispatch

Requested By Doug Adams

Category WFD Fire Stations

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
IP Station Alerting Backup Equipment	1	April	\$0	\$30,000	\$30,000
Project Total	1		\$0	\$30,000	\$30,000

Project Description

The Woodlands Fire Department has added IP Station Alerting Systems to all our fire stations. The new system dramatically reduces alert times by notifying multiple companies simultaneously to a single incident (with multiple companies) or to multiple incidents. The traditional radio notification system must wait for an incident to be broadcast before dispatching the next call. This project will purchase spare critical components associated with the new system. The spare equipment would assist the department in getting the system back online in a timely manner in the event of an equipment failure.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies

1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

Impact to Operating Cost(s) and/or Revenue:

No impacts to operating costs or revenue.

What other options were considered?

Continue operation with no back up equipment.

2019 Request for Capital Asset



Department Fire Department

Project Title Staff Vehicle

Requested By Doug Adams

Category WFD Vehicles

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Replacement staff vehicle for the Fire Prevention Officer	1	January	\$75,000	\$0	\$75,000
Project Total	1		\$75,000	\$0	\$75,000

Project Description

Replacement staff vehicle for the Lieutenant assigned as the Fire Prevention Officer. The vehicle will be able to transport necessary equipment to assist with fire prevention, post fire investigations, facility inspections, and plan reviews. The new vehicle will replace a 2002 Chevrolet Trailblazer with over 100k miles currently assigned to the fire prevention division.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

Responding to service requests involving fire prevention and investigation activities. The new employee will utilize the vehicle to adequately address the needs of the Fire Prevention Office.

Impact to Operating Cost(s) and/or Revenue:

Annual repair costs, preventive maintenance, and insurance.

Revenue from the sale of the current 2002 Chevrolet Trailblazer.

What other options were considered?

Continue to perform the services of the Fire Prevention Office with a 2002 Trailblazer.

2019 Request for Capital Asset



Department Fire Department

Project Title Replacement Staff Vehicle

Requested By Doug Adams

Category WFD Vehicles

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Replacement Staff Vehicle	1	March	\$65,000	\$0	\$65,000
Project Total	1	March	\$65,000	\$0	\$65,000

Project Description

Replacement staff vehicle- replacement of a 2011 Tahoe for the Deputy Chief of Training. The current vehicle will be moved to reserve status, replacing a 2000 Chevrolet Suburban. The new vehicle will assist in responding to emergencies in a safe and timely manner. The 2011 Tahoe currently has 101,512 miles. Once replaced, the 2011 Tahoe will be utilized as a reserve staff vehicle. It would be available 24/7 for emergency use.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies

1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

Impact to Operating Cost(s) and/or Revenue:

Without systematic replacement of older vehicles, maintenance costs can increase.

What other options were considered?

Continue to use the existing vehicle as the staff vehicle for the Deputy Chief of Support Services.

2019 Request for Capital Asset



Department Fire Department

Project Title Fleet Services Vehicle

Requested By Doug Adams

Category WFD Vehicles

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Maintenance Vehicle for Emergency Vehicle Technician	1	January	\$0	\$125,000	\$125,000
Project Total	1		\$0	\$125,000	\$125,000

Project Description

During the 2018 budget process, a new vehicle was requested for a proposed battalion chief of Fleet and Facilities. The position request was changed to a Fleet Emergency Vehicle Technician (EVT). The position has been filled; however, the vehicle did not make the 2018 Budget. The new EVT requires a service truck with specialized equipment to service the fire department fleet. Mobile service for the fire department fleet is often required. The properly outfitted vehicle will help reduce out of service times associated with maintenance issues. It will also provide a means for the EVT to deal with mechanical break downs in the field. Specialized equipment will include an auto crane, air compressor, and welder/generator.



Describe critical success factors and service levels affected by this capital asset/project:

1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies

2019 Request for Capital Asset



1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

Responding to emergencies and maintenance issues in a safe and timely manner. The new employee will utilize the vehicle to address service needs of Fire Department's fleet of emergency vehicles.

Impact to Operating Cost(s) and/or Revenue:

The project will help reduce service calls to outside vendors and reduce out of service time for the fire department's fleet.

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department Fire Department

Project Title Portable Radios

Requested By Doug Adams

Category WFD Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Portable Radio Equipment	42	March	\$0	\$36,000	\$36,000
Project Total	42		\$0	\$36,000	\$36,000

Project Description

This is a continuation of the Motorola APX8500 portable project. The funds will be used to purchase auxiliary accessories including microphones, spare batteries, and 12-volt vehicle chargers.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies

1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

The additional accessories will be utilized to maximize the capabilities of the newly purchased portable radios

Impact to Operating Cost(s) and/or Revenue:

Minimal maintenance of new equipment.

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department Fire Department

Project Title Opticom Priority Installation

Requested By Doug Adams

Category WFD Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Opticom GPS Receiver	11	January	\$40,000	\$60,000	\$100,000
Project Total	11		\$40,000	\$60,000	\$100,000

Project Description

This is a continuation of an existing program which places signal control devices on emergency apparatus that allows responding apparatus to change red signals to green. The system decreases response times to emergencies and increases citizen and firefighter safety. The controllers will be placed on new intersections as traffic signals are added. We are also replacing older intersections to comply with the latest GPS/IR technologies. Additional funding has been requested beginning in 2019 to address intersections within The Woodlands that have older technology. The older IR devices that are currently installed can take up to 5-7 minutes to recycle an intersection after they have been activated. The newer GPS technology dramatically reduces signalization reset time to 2-3 minutes after activation. This is a major consideration during rush hour to keep traffic moving once the fire apparatus have cleared the intersection. The GPS controller also determines which signals will be activated based on communication received from the responding unit. Only 29 of the 105 intersections have GPS capability. The increased funding would allow the department to increase annual GPS upgrades from approximately 5 intersections per year to approximately 11 per year.

Priority for upgraded intersections will be given to major thoroughfares to assist with traffic management.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies

1.1.7. Maintain Fire Department ISO 1 rating

1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

Updates and new installations will assist the fire department in responding to all emergencies within an average response time of five minutes. Emergency apparatus can spend as much as 40 seconds at an intersection waiting for traffic to clear when private vehicles are ahead of apparatus at a red light.

2019 Request for Capital Asset



Impact to Operating Cost(s) and/or Revenue:

Ongoing maintenance to ensure proper operation.

What other options were considered?

Continue adding and updating intersections at a slower pace.

2019 Request for Capital Asset



Department Fire Department

Project Title Body Armor - BI

Requested By Doug Adams

Category WFD Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Ballistic Vests	50	January	\$0	\$40,000	\$40,000
Ballistic Helmets	50	January	\$0	\$20,000	\$20,000
Project Total	100		\$0	\$60,000	\$60,000

Project Description

The department currently does not have any ballistic protection available for its personnel. Recent advances in technology now provide the department with more options to provide protection to the firefighters. Staff would like to place ballistic protection in the form of body armor and helmets on TWFD apparatus. Products are available that provide core 360-degree protection and are adjustable to fit different personnel.

The proposed universal body armor is designed for Fire and EMS personnel as a one size fits all solution. When worn in conjunction with certified Level IIIA soft armor panels inserted, the vest provides protection during dangerous domestic situations where hand guns and sharp objects are often present. Adding the 10"x 12" hard armor plates protect personnel from rifle fire in an active shooter situation. The vests come in customizable colors and designs. Their design and appearance is based on firefighter's bunker gear to reduce confusion between personnel in the field. Due to the universal design, the department can outfit the fire department fleet with body armor allowing responding personnel to have it readily accessible when needed.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

While there are no critical success factors directly related to employee safety listed in the Township Strategic Plan/Vision 2034, this equipment will significantly reduce the risk associated with firefighting operations.

2019 Request for Capital Asset



Impact to Operating Cost(s) and/or Revenue:

No impact to operating. The vests have a five year shelf life. They will need to be replaced in FY 2024.

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department Fire Department

Project Title Thermal Imaging Cameras

Requested By Doug Adams

Category WFD Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Thermal Imaging Cameras	10	April	\$15,000	\$30,000	\$45,000
Project Total	10		\$15,000	\$30,000	\$45,000

Project Description

The purchase of thermal imaging cameras will replace older cameras used to assist firefighters locating trapped civilians and firefighters in visually obscured environments.

Locating trapped victims in a smoke-filled environment is both time-consuming and labor intensive. The camera allows personnel to see in smoke and darkness, thus saving staff resources during fire emergencies and reducing fire loss.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies

1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

Impact to Operating Cost(s) and/or Revenue:

Reduce maintenance costs on replaced cameras.

What other options were considered?

Continue to use current equipment

2019 Request for Capital Asset



Department Fire Department

Project Title Training Tools and Equipment

Requested By Jerry Bittner

Category WFD Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Training Tools and Equipment	1	June	\$30,000	\$0	\$30,000
Project Total	1		\$30,000	\$0	\$30,000

Project Description

Throughout the year, capital training tools and equipment may need to be replaced. These funds will be utilized for such capital improvements and replacements as needed to keep the training center and fire department training program operating efficiently and effectively.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.8 Maintain and continue to provide a high level of fire prevention and emergency medical services.

* All training activities and necessary training tools, equipment, and props equate to better trained and more effective Woodlands Firefighters.

3.1.1 Provide a working environment that promotes productivity and high moral (employee safety).

* All training activities and associated training tools, equipment, and props equate to a higher degree of safety for Woodlands Firefighters.

Impact to Operating Cost(s) and/or Revenue:

No impact to operating costs or revenue.

What other options were considered?

Continue to operate with the resources available. Continue to operate with broken training props and tools that are beyond repair until they can be specifically identified and budgeted for replacement.

2019 Request for Capital Asset



Department Fire Department

Project Title Hydraulic Maintenance Lifts

Requested By Doug Adams

Category WFD Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Hydraulic Lifts and Jacks for Vehicle Maintenance	6	January - March	\$0	\$90,000	\$90,000
Project Total	6		\$0	\$90,000	\$90,000

Project Description

Heavy duty hydraulic lifts are capable of lifting all fire department heavy apparatus. Their utilization will assist fleet services personnel in performing emergency, routine, and heavy maintenance. It will assist the department in reducing out of service times on our equipment by allowing in house repairs. Currently, most heavy maintenance is sent to an outside vendor for repair. Having the capability to perform underbody repairs on hydraulic and air systems, transfer cases, drive shafts, and braking systems will aid in reducing long term maintenance costs associated with current practices. Lifts provide a safer and more efficient working environment for department personnel.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies

Impact to Operating Cost(s) and/or Revenue:

Reduce maintenance costs by performing repairs in house. Dramatically reduce out of service time for the fire department fleet.

What other options were considered?

Continue to send apparatus to outside vendors for repairs.

2019 Request for Capital Asset



Department Fire Department

Project Title Rescue Tools

Requested By Doug Adams

Category WFD Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Battery Operated Hydraulic Tool Sets	3	January - March	\$0	\$125,000	\$125,000
Project Total	3		\$0	\$125,000	\$125,000

Project Description

Currently, the department utilizes gas powered hydraulic rescue tools (Jaws of Life) on the frontline fire apparatus. The department's two new ladder trucks have battery operated rescue tools. The tools have very similar operational capabilities; however, the battery-operated tools allow for faster deployment when needed. They can also be operated in flammable environments and are not limited by the length of the tool's hydraulic hose like our current systems. In addition to vehicle extrications, the battery-operated tools can be readily utilized inside buildings and for collapse rescue operations.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies

1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

Impact to Operating Cost(s) and/or Revenue:

Reduced maintenance costs due to eliminating the separate gas power unit and hoses.

What other options were considered?

Continue to operate with existing equipment

2019 Request for Capital Asset



Department Fire Department

Project Title Firefighter Accountability

Requested By Doug Adams

Category WFD Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Electronic Accountability	1	April	\$0	\$40,000	\$40,000
Project Total	1		\$0	\$40,000	\$40,000

Project Description

These funds will be used to replace the current electronic accountability system which has reached its end of service life. The Fire Department currently uses an Electronic Accountability System to track personnel operating in hazardous environments (building fires, gas leaks ETC). The system detects lack of motion by a firefighter and immediately communicates that information back to the Incident Commander. This quick notification of a downed firefighter allows rescue crews to start searching for the firefighter as soon as possible. Additionally, the system tracks what personnel are in the hazardous environment and if an emergency evacuation is needed due to a potential collapse or the fire overtaking the building the command officer can notify all firefighters with this device.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

While there are no critical success factors directly related to employee safety listed in the Township Strategic Plan/Vision 2034, this equipment will significantly reduce the risk associated with firefighting operations.

Impact to Operating Cost(s) and/or Revenue:

Yearly software maintenance at approximately \$22,000.00 per year

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department Fire Department

Project Title Replacement Fire Engine

Requested By Doug Adams

Category WFD Vehicles

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Fire Engine and Equipment	1	January	\$800,000	\$80,000	\$880,000
Project Total	1		\$800,000	\$80,000	\$880,000

Project Description

Purchasing the replacement engine will assist in maintaining response times to all emergencies within 5 minutes from the time of dispatch, and assist in maintaining our PPC ISO Class 1 rating. Replacing aging frontline apparatus will allow us to improve safety for our firefighters and the customers we serve while reducing maintenance problems encountered when responding to emergencies and everyday use. The engine will replace a 2003 Pierce Engine currently in reserve status and re-assign the current frontline 2009 apparatus to reserve status. The 2009 apparatus has 4900 hours which is equivalent to approximately 147,000 road miles. This purchase is in line with the fire department's apparatus replacement schedule. This project is in the TWT five-year plan. Additional funding is requested due to the rapid rise in steel costs arising from imposed tariffs that are affecting the manufacturing industry.

Describe critical success factors and service levels affected by this capital asset/project:

- 1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies
- 1.1.7. Maintain Fire Department ISO 1 rating
- 1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

Impact to Operating Cost(s) and/or Revenue:

History has shown that not adhering to the capital replacement plan will cost more in vehicle repairs and increase out of service time for the apparatus. This will have a compounding consequence as reserve units will spend more time in front line service while the front-line apparatus is out for lengthy repairs. The new apparatus will be under a one-year bumper to bumper warranty and a five-year warranty on the engine, transmission, and pump resulting in lower repair costs during the initial years of service.

What other options were considered?

Leave the aging frontline and reserve apparatus in service.

2019 Request for Capital Asset



Department	<u>Fire Department</u>	Project Title	<u>EMS Squad Vehicle - BI</u>
Requested By	<u>Doug Adams</u>	Category	<u>WFD Vehicles</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Light Duty Response Apparatus	1	January	\$0	\$85,000	\$85,000
Project Total	1		\$0	\$85,000	\$85,000

Project Description

Approximately 60% of the fire department's total responses are to emergency medical calls (excluding motor vehicle accidents). Medical calls are prioritized by the emergency call center based on information provided about the problem by the 911 caller. A portion of the department's EMS calls are not as serious as others. The staffed light duty response vehicle will be used to address some of these non-emergent responses thus leaving a staffed heavy apparatus to respond to more serious calls requiring more personnel.

Describe critical success factors and service levels affected by this capital asset/project:

- 1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies
- 1.1.7. Maintain Fire Department ISO 1 rating
- 1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

Impact to Operating Cost(s) and/or Revenue:

Operating costs include routine vehicle maintenance, staffing by two TWFD FTEs, and the maintenance or equipment assigned to the apparatus.

What other options were considered?

Continue to respond to all emergencies with the department's staffed heavy apparatus.

2019 Request for Capital Asset



Department Fire Department

Project Title Rescue Boat Replacement

Requested By Rick Windham

Category WFD Specialty Vehicles & Equip

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Rescue Boat and Motor	1	January	\$27,000	\$0	27,000
Project Total	1		\$27,000	\$0	\$27,000

Project Description

This project will replace a 2008 Zodiac F420 rescue boat and motor. The existing boat is now 10 years old and continues to have maintenance issues including air bladder leakage and rubber delamination problems common on aging rubber inflatable boats. This boat is one of two water rescue crafts currently used by WFD's Technical Rescue Team for swift water rescue, dive rescue/recovery, and special event coverage.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.6 Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies.

1.1.8 Maintain and continue to provide a high level of fire prevention and emergency medical services.

Impact to Operating Cost(s) and/or Revenue:

No impact to operating costs or revenue.

What other options were considered?

Continue to use the aging Zodiac F420 boat and motor and have repaired when needed.

2019 Request for Capital Asset



Department Fire Department

Project Title Utility Task Vehicle (UTV)

Requested By Jerry Bittner

Category WFD Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Utility Task Vehicle	1	Jan	\$14,000	\$0	\$14,000
Project Total	1		\$14,000	\$0	\$14,000

Project Description

Replacement of 11-year-old utility vehicle necessary for the operations of the Emergency Training Center (ETC).

Operating at the ETC requires the transportation loose equipment (hoses, air bottles, etc.) and personnel to different locations in and around the 11-acre facility daily.

With the current vehicle beyond economical repair and past its useful service life it is necessary to replace the current UTV to fulfill the mission of the training center.

A UTV was determined to be the best option because of its small and maneuverable size and in addition it will be used as an emergency personnel/equipment carrier for large community events such as Iron Man and the July 4th festival.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.8 Maintain and continue to provide a high level of fire prevention and emergency medical services.

* All training activities and necessary training tools, equipment, and props equate to better trained and more effective Woodlands Firefighters.

3.1.1 Provide a working environment that promotes productivity and high moral (employee safety).

* All training activities and associated training tools, equipment, and props equate to a higher degree of safety for Woodlands Firefighters.

Impact to Operating Cost(s) and/or Revenue:

General Preventive Maintenance of \$450 annually

2019 Request for Capital Asset



What other options were considered?

- Purchase of a new pick-up truck at a cost of \$40,000.
- Repair and replace engine and transmission of current UTV of an estimated cost of \$10,000 if parts are available.
- Hire part time employees to assist in moving equipment and supplies.

2019 Request for Capital Asset



Department Fire Department

Project Title Replacement Rescue Truck

Requested By Doug Adams

Category WFD Vehicles

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Heavy Rescue Truck	1	January	\$1,100,000	\$220,000	\$1,320,000
Project Total	1		\$1,100,000	\$220,000	\$1,320,000

Project Description

The fire department currently operates a 2003 Heavy Rescue Truck that carries specialized equipment for vehicle extrication, swift water, confined space, dive, and trench rescue. The current vehicle has 3200 engine hours which is equivalent to approximately 96,000 road miles. The new apparatus will provide additional equipment storage not afforded on the current vehicle. The apparatus will also be outfitted with a mobile cascade system which will facilitate the refilling of air bottles on an emergency incident. This purchase is in line with the fire department's vehicle replacement plan. This project is in the TWT five-year plan. Additional funding is requested due to the rapid rise in steel costs arising from imposed tariffs that are affecting the manufacturing industry.

Describe critical success factors and service levels affected by this capital asset/project:

- 1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies
- 1.1.7. Maintain Fire Department ISO 1 rating
- 1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

Impact to Operating Cost(s) and/or Revenue:

History has shown that not adhering to the capital replacement plan will cost more in vehicle repairs and increase out of service time for the apparatus. This will have a compounding consequence as reserve units will spend more time in front line service while the front-line apparatus is out for lengthy repairs. The new apparatus will be under a one-year bumper to bumper warranty and a five-year warranty on the engine, transmission, and pump resulting in lower repair costs during the initial years of service.

What other options were considered?

Continue to operate with current apparatus.

2019 Request for Capital Asset



Department Fire Department

Project Title Station Improvements

Requested By Doug Adams

Category WFD Fire Stations

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Station Improvements	N/A	July - September	\$62,000	\$0	\$62,000
Station 3 AC Replacement	1	February	\$0	\$13,000	\$13,000
Station 6 Security Fence	1	January	\$0	\$40,000	\$40,000
Replacement Extractor	1	January	\$0	\$10,000	\$10,000
HVAC Thermostat Upgrade Stations 2-8	8	February	\$0	\$13,000	\$13,000
Project Total	N/A		\$62,000	\$76,000	\$138,000

Project Description

Funds to be used for capital improvements for the eight existing fire stations and the Emergency Training Center in 2019 will include painting, flooring, air conditioner replacement and other needed improvements to maintain facilities.

An additional \$13,000 is requested for the replacement of the aging HVAC system at Station 3. The current Trane 5-ton unit at Station 3 is a 2004 R22 unit that is at the end of its life span. The system needs to be converted to a R410a refrigerant system.

An additional \$40,000 is requested for the construction of a security fence at Station 6. Security concerns have risen at Station 6 due to multiple incidents with trespassing. The fence would enclose the north, west, and portions of the south side of the property. Security concerns have also been raised due to a pain management clinic under construction next door to Station 6.

An additional \$10,000 is requested for the replacement of the bunker gear extractor at Station 3. The current extractor has exceeded its service life (in service for over 20 years). Replacement parts are no longer available from the manufacturer. The extractor is used to clean firefighting bunker gear after a fire and is a crucial cancer prevention tool.

An additional \$13,000 is requested to upgrade the HVAC systems at Stations 2, 3, 4, 5, 6, 7, and 8 with a wireless thermostat control system. The system would afford the capability to remotely view how the units are performing. It will also notify personnel when equipment has failed or goes out of preset parameters. Scheduling and lockouts are also allowed enhancing energy efficiency. The system is similar to the ones

2019 Request for Capital Asset



being used at Central Fire Station and at the Bear Branch Recreational Facility.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.5. Maintain safe public facilities and amenities

Throughout the year, capital items in one or several of the fire stations may need to be replaced. These funds will be utilized for such capital improvements and replacements as needed to keep the stations operating efficiently.

Impact to Operating Cost(s) and/or Revenue:

No impact to operating costs or revenue.

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department	Fire Department	Project Title	Walk In Freezer
Requested By	Jason Washington	Category	WFD Fire Stations

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Walk in Freezer	1	January	\$0	\$8,000	\$8,000
Project Total	1		\$0	\$8,000	\$8,000

Project Description



This project will purchase a walk in freezer to store perishable food stock in the event of a disaster. The fire department should prepare to house and feed fire department and Township employees that must remain on duty during a disaster. This project would minimize the impact of a food supply shortage in the event of a disaster. In previous years the fire department has not been able to adequately store perishable food items during an emergency. This project would allow us to purchase and store items well in advance that may not be available just before a disaster.

Describe critical success factors and service levels affected by this capital asset/project:

Focus Area 1 - Service Delivery

1.1.6 – Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies .

Impact to Operating Cost(s) and/or Revenue:

No direct impact to operational costs. A positive operational budget impact may be realized through the reduction of waste of purchased food supply that cannot be used before perishable date.

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department Fire Department

Project Title ETC Chiller Replacement

Requested By Doug Adams

Category WFD Fire Stations

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
HVAC Chiller Replacement	1	January	\$0	\$115,000	\$115,000
Project Total	1		\$0	\$115,000	\$115,000

Project Description

The HVAC Chiller at the Emergency Training Center has reached its effective service life. The system has multiple R22 refrigerant leaks many of which cannot be repaired. Refrigerant is currently being added to the system every 30 to 60 days. The Variable Air Volume box controllers also require replacement. The replacement chiller will utilize R410a refrigerant which is readily available and less expensive than R22 refrigerant. The new system will also include a remote access system like the one at Central Fire Station. This facility is used year-round by multiple agencies outside of The Woodlands Township.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.5. Maintain safe public facilities and amenities

Impact to Operating Cost(s) and/or Revenue:

Lower energy usage and reduced maintenance costs

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department Fire Department

Project Title Storage Warehouse at the ETC

Requested By Doug Adams

Category WFD Fire Stations

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Vehicle and Equipment Storage at the ETC	1	January - March	\$0	\$70,000	\$70,000
Project Total	1		\$0	\$70,000	\$70,000

Project Description

The fire department currently operates many different types of equipment and stores supplies for various emergencies at the Emergency Training Center. The department has out grown the storage capacity at the training center. Some supplies are currently stored outdoors at the facility. Construction of a storage warehouse would allow the fire department additional enclosed space to store various materials. The building would also be large enough to house the fire departments recently acquired high water evacuation vehicles when not in use. The projected size of the building would be at least 40' W x 70' L.

Describe critical success factors and service levels affected by this capital asset/project:

1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies

Impact to Operating Cost(s) and/or Revenue:

Annual utility costs

What other options were considered?

No other options were considered.



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THE WOODLANDS TOWNSHIP
CAPITAL BUDGET
FOR THE YEAR ENDING DECEMBER 31, 2019
(In Whole Dollars)

	<i>Prior Year Carryover</i>	<i>2018 Budget</i>	<i>2018 Forecast</i>	<i>Carry- Over</i>	<i>Budget Initiatives</i>	<i>2019 New</i>	<i>2019 Reserve</i>	<i>2019 Total</i>
<u>PARKS & RECREATION</u>								
<u>Vehicles</u>								
Maintenance Vehicles - Trucks	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ 54,000	\$ -	\$ 54,000
Maintenance Vehicles - Tractor	-	-	-	-	-	-	61,000	61,000
Maintenance Vehicles - Trailer	-	8,500	8,500	-	-	-	-	-
Maintenance Vehicles - Buggy	-	43,000	43,000	-	-	-	18,000	18,000
Maintenance Vehicles - Electric Carts	-	50,000	50,000	-	-	-	25,000	25,000
Total	\$ -	\$ 156,500	\$ 101,500	\$ -	\$ -	\$ 54,000	\$ 104,000	\$ 158,000
<u>Furniture, Fixtures & Equipment</u>								
Special Events Equipment	\$ 12,408	\$ -	\$ 12,408	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance Equipment	-	18,000	18,000	-	-	-	-	-
Total	\$ 12,408	\$ 18,000	\$ 30,408	\$ -	\$ -	\$ -	\$ -	\$ -
<u>PARDES Facility Improvements</u>								
Facility Improvements	\$ 18,428	\$ 42,090	\$ 60,518	\$ -	\$ -	\$ 83,000	\$ 26,000	\$ 109,000
Total	\$ 18,428	\$ 42,090	\$ 60,518	\$ -	\$ -	\$ 83,000	\$ 26,000	\$ 109,000
<u>Recreation Center</u>								
Facility Improvements	\$ 32,271	\$ -	\$ 32,271	\$ -	\$ -	\$ -	\$ -	\$ -
Bear Branch Rec Center	-	-	-	-	-	-	60,000	60,000
Rob Fleming Rec Center	22,275	949,900	972,175	-	-	-	-	-
Total	\$ 54,546	\$ 949,900	\$ 1,004,446	\$ -	\$ -	\$ -	\$ 60,000	\$ 60,000
<u>PARKS</u>								
Town Center Parks	\$ 65,992	\$ 37,000	\$ 602,992	\$ -	\$ -	\$ -	\$ 37,000	\$ 37,000
Irrigation Improvements	7,633	30,000	37,633	-	-	-	30,000	30,000
Bear Branch Master Plan	3,696,816	106,250	3,145,111	-	566,000	-	-	566,000
Park Improvements	309,163	518,000	882,163	-	50,000	69,700	503,600	623,300
All Weather Turf Fields	59,508	300,000	359,508	-	-	-	-	-
Lake/Pond Fountain Replacements	-	75,000	75,000	-	-	-	30,000	30,000
Athletic Facilities Improvements	16,045	412,000	428,045	-	-	150,000	201,600	351,600
Aquatic Facilities Improvements	262,177	426,000	688,177	-	-	45,000	451,000	496,000
Signs/Stone Walls Improvements	144,850	30,000	174,850	-	-	-	30,000	30,000
Total	\$ 4,562,184	\$ 1,934,250	\$ 6,393,479	\$ -	\$ 616,000	\$ 264,700	\$ 1,283,200	\$ 2,163,900
<u>PATHWAYS</u>								
Pathway Improvements	\$ 44,282	\$ 362,043	\$ 406,325	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
Total	\$ 44,282	\$ 362,043	\$ 406,325	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
<u>NEW DEVELOPMENT</u>								
New Parks (New Developments)	\$ -	\$ -	\$ 632,000	\$ 841,413	\$ -	\$ -	\$ -	\$ 841,413
Total	\$ -	\$ -	\$ 632,000	\$ 841,413	\$ -	\$ -	\$ -	\$ 841,413
Total for PARD	\$ 4,691,848	\$ 3,462,783	\$ 8,628,676	\$ 841,413	\$ 616,000	\$ 401,700	\$ 1,723,200	\$ 3,582,313

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Parks & Recreation Capital by Project



Year	Account	CIP Category	Item	Capital Expense	
2019	430-190-9000-1917-31	Vehicles	Trucks	\$	54,000
2019	430-190-9000-1918-31	Vehicles	Pathway Utility Vehicles		18,000
2019	430-190-9000-1919-31	Vehicles	Electric Carts		25,000
2019	430-190-9000-1920-31	Vehicles	Tractor		61,000
Total Vehicles				\$	158,000
2019	430-190-9000-1921-31	PARDES Facility	HVAC	\$	26,000
2019	430-190-9000-1922-31	PARDES Facility	Parking Lot Expansion		83,000
Total Equipment				\$	109,000
2019	430-190-9000-1923-31	Park Improvements	Town Center Equipment	\$	37,000
2019	430-190-9000-1924-31	Park Improvements	Irrigation System		30,000
2019	430-190-9000-1925-31	Park Improvements	Playground Improvements		430,000
2019	430-190-9000-1926-31	Park Improvements	Park Amenities		36,600
2019	430-190-9000-1927-31	Park Improvements	Park Signs		10,000
2019	430-190-9000-1928-31	Park Improvements	Tupelo Parking Lot		37,500
2019	430-190-9000-1929-31	Park Improvements	Timarron Parking Lot*		50,000
2019	430-190-9000-1930-31	Park Improvements	Pavilion Improvements		40,000
2019	430-190-9000-1931-31	Park Improvements	Village Green Amenities		19,200
Total Park Improvements				\$	690,300
2019	430-190-9000-1932-31	Lake/Pond	Lake & Pond Improvements	\$	30,000
Total Lake/Pond				\$	30,000
2019	430-190-9000-1933-31	Bear Branch	Basketball Awnings*	\$	136,000
2019	430-190-9000-1934-31	Bear Branch	Tennis Courts*		430,000
Total Bear Branch Master Plan				\$	566,000

*Budget Initiative

Parks & Recreation Capital by Project



Year Account		CIP Category	Item	Capital Expense	
2019	430-190-9000-1935-31	Athletic Facilities	Tennis Court Resurfacing	\$	37,000
2019	430-190-9000-1936-31	Athletic Facilities	Tennis Court Fencing		45,600
2019	430-190-9000-1937-31	Athletic Facilities	Court Lights - LED Conversion		269,000
			Total Athletic Facilities	\$	351,600
2019	430-190-9000-1938-31	Aquatic Facilities	Pool Deck Refurb/Plaster	\$	160,000
2019	430-190-9000-1939-31	Aquatic Facilities	Swim Team Equipment		5,000
2019	430-190-9000-1940-31	Aquatic Facilities	Themed Slides		16,000
2019	430-190-9000-1941-31	Aquatic Facilities	Shade Structures		55,000
2019	430-190-9000-1942-31	Aquatic Facilities	Pool Play Structure		88,000
2019	430-190-9000-1943-31	Aquatic Facilities	Pool Building		80,000
2019	430-190-9000-1944-31	Aquatic Facilities	Chemtrol Units		11,000
2019	430-190-9000-1945-31	Aquatic Facilities	Sprayground Improvements		60,000
2019	430-190-9000-1946-31	Aquatic Facilities	Pool Pumproom		21,000
			Total Aquatic Facilities	\$	496,000
2019	430-190-9000-1947-31	Sign/Stone Wall	Monument Signs	\$	30,000
			Total Sign/Stone Wall	\$	30,000
2019	430-190-9000-1948-31	Pathways	Pathway Improvements	\$	250,000
			Total Pathways	\$	250,000
2019	430-190-9000-1949-31	Recreation Center	Bear Branch Fitness Equipment	\$	60,000
			Total Recreation Center	\$	60,000
2017	440-190-9000-1739-31	New Development	New Development Capital	\$	841,413
			Total New Development Capital	\$	841,413
			Total - Parks & Recreation	\$	3,582,313

2019 Request for Capital Asset



Department	<u>Park Operations</u>	Project Title	<u>New Staff Vehicles</u>
Requested By	<u>Mitch Hall</u>	Category	<u>Parks Vehicles</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
New Staff Vehicles	2	January	\$0	\$54,000	\$54,000
Project Total	2		\$0	\$54,000	\$54,000

Project Description

New Positions-Fleet Vehicles

The proposed additions of two new fleet vehicles for 2019 to cover the transportation needs for additional staff recommendations.

- 1 Chevy 2500 Utility Bed – proposed Foreman Facilities
- 1 Chevy 2500 extended cab – proposed Irrigation Technician



Describe critical success factors and service levels affected by this capital asset/project:

- Maintain a safe fleet.
- Proper vehicle to perform the assigned job

2019 Request for Capital Asset



Impact to Operating Cost(s) and/or Revenue:

Impact to operating costs include vehicle maintenance and fuel costs.

What other options were considered?

- To keep the fleet at current level and not make any changes at this time.
- Lease option of each vehicle to reduce upfront capital expense and limit maintenance costs.

2019 Request for Capital Asset



Department Park Operations

Project Title Pathway Utility Vehicle Replacement

Requested By Mitch Hall

Category Parks Vehicles

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Pathway Utility Vehicle	1	January	\$18,000	\$0	\$18,000
Project Total	1		\$18,000	\$0	\$18,000

Project Description



The current Pathway Utility Vehicle (#117) is a 2015 battery powered model. Due to the limitations of miles per charge and expensive repairs, staff is recommending that this vehicle be replaced with the gas-powered vehicles which we have as the other four (4) pathway utility vehicles. Due to the daily use of these vehicles it is estimated that the useful life is approximately 5 years with proper care and maintenance. This vehicle is imperative to the Park Rangers Program as it allows pathway patrols (average of 120-130 hours per week) within the Township's pathway system. This pathway utility vehicle has had extensive use during pathway patrol and is secondarily used by other divisions during special maintenance projects and special events. Replacing this unit in accordance with the fleet replacement policy will result in less downtime for repairs and more pathway patrol hours each week.

With 220 miles of existing pathway, approximately 10 miles of natural trails in the George Mitchell Nature Preserve, and planned extensions of miles to come in the Village of Creekside Park, this vehicle is critical toward ensuring the safety and security of our pathway system. Park Rangers provide pathway patrol up to 18-man hours a day. The pathway patrol vehicles are strategically placed throughout the community. One unit is located at the Central Fire Station to cover the east zone.

2019 Request for Capital Asset



Another vehicle is stationed at Fire Station 5 to cover the west and south zones; one at Fire Station 8 to cover Village of Creekside Park; and two at the PARDES campus to cover the north and mid zones.

Parks staff has historically operated the standard UTV units Kawasaki Mules. With the high amount of hours staff spends on pathways in all weather conditions, the one consistent comment regarding these units is the high temperatures/heat that the driver is exposed to. This is created by the mixture of ambient temperature and engine heat (directly under driver). The current Mule comes with a fan and moveable windshield to help with this issue.

The past three purchases have been Kawasaki Mules so the plan is to continue with that model to create a consistent vehicle for all the Park Rangers to become comfortable driving and maintaining. The cost of the vehicle includes all the standardized safety warning lights and logos.

Describe critical success factors and service levels affected by this capital asset/project:

- Maintain a safe fleet
- Rising maintenance cost due to the age of the vehicle
- Less time spent to and from the auto mechanic shop
- Proper vehicle to perform the assigned job

Impact to Operating Cost(s) and/or Revenue:

Systematic replacement of the older vehicles is necessary to continue operations in a timely manner. Due to the age (5 years) the pathway utility vehicle requires constant repairs and there is less reliability in its performance due to frequent breakdowns.

What other options were considered?

- Make repairs to the Mules we currently have – not cost effective
- Decrease the available number of pathway hours each week

2019 Request for Capital Asset



Department Town Center

Project Title Electric Vehicle Replacement

Requested By Russell Davis

Category Parks Vehicles

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Electric Utility Vehicles – Town Center Rangers	1	January	\$25,000	\$0	\$25,000
Project Total	1		\$25,000	\$0	\$25,000

Project Description



The Town Center Ranger Program currently has twenty-three (23) positions. Shifts last from 6 am in the morning until 4 am, 364 days out of the year. The Town Center Rangers are required to patrol the Town Center area, primarily the Waterway corridor, and perform maintenance, inspections, reports and assist with the set-up/take down of events produced by the Township conducted in Town Green Park and Waterway Square. New in 2016 was the addition of Hughes Landing. Currently, the Township has six (6) GEMS (Global Electric Motor) vehicles. There will be times when there are four to five Rangers on patrol throughout the Town Center area. This electric vehicle will replace the unit purchased for the program in 2014. The unit will be five (5) years old by the time the new ones are ordered and in service. Staff has determined that based on 22 hours a day of use, electric vehicles should be replaced every four years.

As with all technology, the newer models by GEM have batteries that charge 3 times faster and last longer than our current models. LED lighting cuts down electric usage and extends the charge of the vehicles in the field. The replacement unit will be a smaller model which we have three of currently. These smaller units allow staff to utilize the pathways easier and have a tighter turning radius. The goal of the program is to have two of the longer bed models and the remainder are the smaller models. The smaller models can average 60 miles on a charge whereas the larger model can only go 40 miles.

2019 Request for Capital Asset



Mileage:

	2014	2015	2016	2017	2018	Total Miles
GEM # 5	5,478	6,270	5,777	8,250	1,861	27,636

Repair Costs:

	2014	2015	2016	2017	2018	Total- Cost
GEM # 5	\$778.83	\$1,337.25	\$400.19	\$1,906.92	\$67.43	\$4,4906.62

Describe critical success factors and service levels affected by this capital asset/project:

These units will enable Town Center Rangers to cover the Town Center geographic area much faster than on foot. A Ranger will be able to travel between Hughes Landing, Town Green Park and Waterway Square within 3 minutes as opposed to a 10 - 20-minute walk.

Impact to Operating Cost(s) and/or Revenue:

Having these electric vehicles allows staff to use company vehicles and not their own which Township would reimburse mileage. These vehicles were remodeled in 2016. The newer versions allow for quicker charging and longer Battery life thus the pricing has increased since Township purchased last. The estimated price per vehicle is now \$25,000.

What other options were considered?

Continue to use current electric vehicles and pay the high repair costs or mileage reimbursement when they are out of service for repairs.

2019 Request for Capital Asset



Department	<u>Park Operations</u>	Project Title	<u>Maintenance Equipment -Tractor</u>
Requested By	<u>Mitch Hall</u>	Category	<u>Parks Furniture, Fixtures & Equip</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Replacement of HD Tractor	1	January	\$61,000	\$0	\$61,000
Project Total	1		\$61,000	\$0	\$61,000

Project Description



Replacement of Township tractor with attachments is assessed regarding effectiveness, reliability, operating and maintenance costs, fuel efficiency, adherence to current emissions standards, safety, and overall condition. Maintenance cost, reliability, and appearance is factored into the replacement as well. Staff recommends that this equipment impacts the ability to complete work in a timely and safe manner. Work includes: trail repair, hole digging, debris removal, grading, drainage work, etc. Over the years staff has received increased comments and work orders to address these types of issues.

Replace Unit # 75

Unit 75, a 2004 Kubota Tractor with front loader, is currently out of service with estimated repair costs equaling \$3,539. In 2017 staff spent \$2,500 to repair this unit in addition to the new estimated repairs needed. Total repairs from 2015 -2018 for this unit have exceeded \$9,000. Staff is recommending we replace this unit with a similar horse powered tractor with front end loader and detachable backhoe unit. Currently, we spend 90 + days in the George Mitchell Nature Preserve annually repairing and maintaining the natural surface trails and bridges. A one-month rental of a comparable unit runs roughly \$1,100. Due to the nature of work performed a 10-year replacement schedule was estimated. Proper upkeep was able to extend the life of this unit to 15 years.



Describe critical success factors and service levels affected by this capital asset/project:

- Systematic Replacement
- Deterioration of equipment
- Rising maintenance cost due to the age of the equipment
- Less dollars spent on rental and costly delivery fees for larger equipment
- Proper equipment to perform the assigned job

Impact to Operating Cost(s) and/or Revenue:

Systematic replacement of older equipment with extensive maintenance costs help reduce the operating costs associated with untimely repairs that need to be done quickly and can be expensive. Reliable equipment allow staff to quickly get the job done and not extend time to complete a task. Reliable equipment assets for staff is a cost of doing business, with a growing community and department these assets will ensure our growth is managed efficiently.

What other options were considered?

- Keep existing unit and invest ongoing repair costs that are not proving to be sustainable due to equipment's age and nature of abuse for its assigned tasks.
- Continue to rent

2019 Request for Capital Asset



Department Park Operations

Project Title PARDES - HVAC

Requested By Mitch Hall

Category Parks Facility Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
HVAC - PARDES 1- EVS	2	January	\$26,000	\$0	\$26,000
Project Total	2		\$26,000	\$0	\$26,000

Project Description

The capital reserve study completed in 2013 identified the need for replacement and/or upgrading of the HVAC at the PARDES Campus Buildings. Units P1-03, P1-04 are from 1999 and are R22 Freon units and need upgrading as it has passed its expected service life of 15 years by 4 additional years. The units are inefficient and not as environmentally friendly as the newer units. The typical industry life span with proper maintenance is 15 years. The units that will be replaced services the southern section of PARDES I. Both Units are 3 ½ ton with electric heat air handlers.

The 2 units requested (P1-03, P1-04) are in the south end of PARDES I (Environmental Services area)

Facility	Current Equipment Mfg	QTY	Equipment Type	AREA SERVED	Model	SERIAL #	Year Built	AGE	UNIT #	FREON TYPE	REPLACEMENT PRIORITY	ESTIMATED SYSTEM REPLACEMENT COST
PARDES 1 & 2	Carrier	1	Condenser	EAST SIDE EVS OFFICES	38BRC042---321--	4099E22376	Sep-99	19	P1-03	R22	2	\$12,500
	Carrier	1	3.5-Ton AHU		ELECTRIC HEAT				P1-03		Trane	CHANGE IN 2019
	Carrier	1	Condenser	WEST SIDE EVS OFFICES	38BRC042---321--	4099E22332	Sep-99	19	P1-04	R22	3	\$12,500
	Carrier	1	3.5-Ton AHU		ELECTRIC HEAT				P1-04		Trane	CHANGE IN 2019
	Trane	1	Condenser	STORAGE AREA (LOW USAGE)	4TTA3030A4000BA	12162NTJ3F	Apr-12	6	P2-01	R410	7	\$10,500
	Trane	1	2.5 Ton AHU		GAS				P2-01		15 + Years life	CHANGE IN 2027
	Trane	1	Condenser	MULTI PURPOSE ROOM	2TTA0060A4000AA	32610BS3F	Jun-03	15	P2-02	R22	4	\$16,500
	Trane	1	5 Ton AHU		GAS				P2-02		Trane	CHANGE IN 2020
	Trane	1	Condenser	AQUATICS OFFICES	2TTA0060A4000AA	3261YSM3F	Jun-03	15	P2-03	R22	5	\$16,500
	Trane	1	5 Ton AHU		GAS				P2-03		Trane	CHANGE IN 2020
PARDES 1 & 2										TOTAL		\$91,388

Describe critical success factors and service levels affected by this capital asset/project:

- A new R410a unit is more energy efficient than the older R22 units.
- The unit will meet the standards prescribed by the US EPA and no additional work will need to be performed to get the unit up to the new requirements

2019 Request for Capital Asset



- The older unit does not cool or heat as well as it used to causing the other units in the building to work harder to keep up – Units lose 2% capacity per year due to normal wear and tear even under ideal situations and proper care.
- Lower maintenance costs are expected with newer units due to better manufacturing techniques and quality standards.

Impact to Operating Cost(s) and/or Revenue:

Cost to run the system will be less as the operational efficiency of the proposed unit is greater than the one that is currently in existence.

What other options were considered?

- Replace all units at once to allow for a balanced output, proper humidity control for entire building and energy efficiency.
- Do not replace units.

2019 Request for Capital Asset



Department Parks Planning **Project Title** Parking Lot – PARDES Campus
Requested By Michelle Betcher **Category** Parks Facility Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Parking Lot	1	February	\$0	\$83,000	\$83,000
Project Total	1		\$0	\$83,000	\$83,000

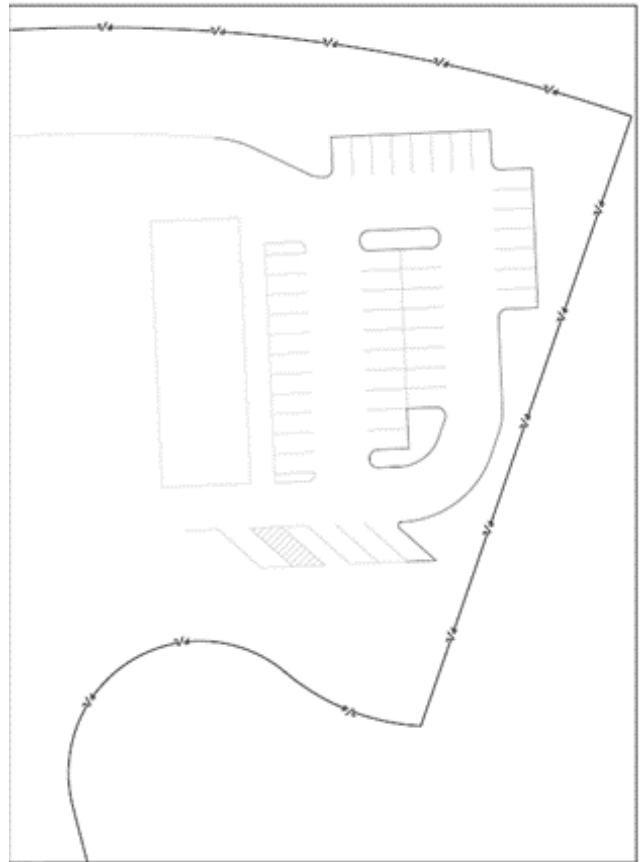
Project Description

This project is to add an additional 27 parking spaces at the Parks and Recreation Campus (PARDES), located at 8203 Millennium Forest Drive. The campus currently houses the following Parks and Recreation Divisions- Parks Operations, Planning, Environmental Services, and Aquatics Divisions. The Woodlands Township vehicles and trailers, workshops, warehouses and equipment are also housed at this campus. There are numerous visitors and deliveries on a daily basis. There are also regularly scheduled meetings and training sessions that take place at this campus. Currently, employees and visitors are required to park in the street as there are not enough parking spaces.

At this campus, there are a total of 66 regular employees, and an additional 8 to 18 seasonal employees. There are 43 Township vehicles. There is currently a total of 106 parking spaces (43 Township Fleet, 55 Employee, 4 Visitor, and 4 Disabled).

Parking is insufficient to accommodate staff, Township vehicles and visitors. This parking lot addition would increase the parking in the area identified below from 21 spaces to a total of 48 parking spaces, which would raise the total number of spaces to 133, which is in excess of the current need (127) and accommodates some level of future growth and expansion of employees and additional equipment (trucks, trailers, etc.)

2019 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

- Decreases cost, liability and potential for injury

Impact to Operating Cost(s) and/or Revenue:

None

What other options were considered?

Do nothing.

2019 Request for Capital Asset



Department	<u>Town Center</u>	Project Title	<u>Town Center Park Equipment and Fixtures</u>
Requested By	<u>Russell Davis</u>	Category	<u>Town Center Parks</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Town Center Park Equipment and Fixtures	1	June	\$37,000	\$0	\$37,000
Project Total	1		\$37,000	\$0	\$37,000

Project Description

Waterway Square Fountain & Stage Equipment

Waterway Square fountains are expected to run daily and replacement and upgrade of equipment is necessary to ensure that the fountain and Grandma's Purse is kept clean and operational for residents and visitors. Not only is it important to replace equipment that runs 24 hours a day - 365 days a year, it is necessary to have backup motors (up to 25 hp), chemical feeders/systems, filter, impellers, lighting, sump pumps, HVAC systems, and computer systems. Due to the size of this facility, these items can be special orders that can take days to weeks to receive thus having backups will reduce down time and inconvenience to residents and visitors.



Town Center Fixtures

This portion of the capital request addresses the as needed replacement of benches and other site amenities in The Town Center Parks (Waterway Square, Town Green, Riva Row, Hughes Landing, and in other public areas.) These fixtures either need to be replaced or re-powder coated, on an as needed basis. This is a result of the outdoor environment including chlorinated water mist from the Fountain and Grandma's Purse at Waterway Square. With the high volume of events that come through Town Green Park and Waterway Square, this prepares us to keep our park amenities safe and usable.



Describe critical success factors and service levels affected by this capital asset/project:

Improves quality of the experience, community pride, attraction to visitors and special events.
Improves resident satisfaction with the park.

Impact to Operating Cost(s) and/or Revenue:

This is for planned replacement of Town Center equipment thus not to run into time sensitive issues thus using operating funds.

What other options were considered?

Not replacing equipment and/or not having back-ups and use operating money to fund if needed.

2019 Request for Capital Asset



Department	<u>Park Operations</u>	Project Title	<u>Parks Irrigation Improvements</u>
Requested By	<u>Mitch Hall</u>	Category	<u>Park Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Maxicom Upgrades and Consulting Assistance	1-20	March	\$30,000	\$0	\$30,000
Project Total	1-20		\$30,000	\$0	\$30,000

Project Description

The Maxicom Irrigation System is the primary irrigation control for all irrigation operations for the parks and sports fields throughout The Woodlands Township. The initial phase of the system was installed in 2006 and is currently installed at over 100 parks. Some parks in the Village of Creekside Park and Town Center are in need of critical hardware and software upgrades to begin operations under the Maxicom System. The necessary components to be purchased for these parks are as follows: MIB pulse transmitter, surge pipe, dome or yaggy antenna, RF flow device, flow meter, splice kit and surge protector/arrester. In addition, this capital request also includes irrigation equipment at parks currently with Maxicom that require replacement MIB pulse transmitter, surge pipe, dome or yaggy antenna, RF flow device, flow meter, splice kit and surge protector/arrester due to wear, lightning strikes/surges, lack of communication and wear/tear/time. This program is an on-going program that commenced in 2012 that attempts to ensure parts are replaced as needed to have a fully functioning centralized irrigation control system. As staff turnover occurs, acquiring tenured experienced Maxicom Operators and Technicians proves to be a difficult task. Periodic Assistance from Maxicom knowledgeable vendors may be needed. This description may also cover the use of these vendors to re install specific equipment components.

Describe critical success factors and service levels affected by this capital asset/project:

- Enhanced water conservation methods
- Establishing The Township as a leader in water conservation
- Healthier landscape
- Lower maintenance costs
- Lower water bills
- Simplistic control and monitoring of related parks

2019 Request for Capital Asset



Impact to Operating Cost(s) and/or Revenue:

The Maxicom Irrigation System is to help reduce water costs and man hours needed to adjust irrigation by hand.

What other options were considered?

- Do not make any changes at this time.
- Continue to manually monitor the irrigation systems at these related park locations.
- Seek out newer or more current web based systems.

2019 Request for Capital Asset



Department Parks Planning

Project Title Playground Improvements

Requested By Michelle Betcher

Category Park Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Sundance Park (west)	1	March	\$95,000	\$0	\$95,000
Windvale Park	1	April	\$130,000	\$0	\$130,000
Bluff Creek Park	1	May	\$70,000	\$0	\$70,000
Summer Storm	1	February	\$70,000	\$0	\$70,000
Meadowlake 2-5	1	June	\$35,000	\$0	\$35,000
Terramont- slide	1	March	\$10,000	\$0	\$10,000
Drainage			\$20,000	\$0	\$20,000
Project Total	6		\$430,000	\$0	\$430,000

Project Description

The Woodlands Township replaces playgrounds that are 12-15 years and older to ensure the equipment continues to be safe, aesthetically pleasing and has play value and up to date features thus ensuring resident satisfaction and high use of the park system. Each playground anticipated to be replaced undergoes a staff inspection to determine if the playground conditions warrant consideration for replacement due in part to overall condition, wear, tear, compliance with playground safety standards and resident comments. This project also includes individual equipment components that become damaged and cannot be repaired. From this assessment, recommendations are made to include a playground in the annual budget process- see below.

Once a playground is approved to be funded by the Board of Directors, staff utilizes a neighborhood survey conducted of residents within the service radius of the park to incorporate resident and user needs for the playground. Staff is then able to develop a design based on public input. New equipment incorporates aspects realized through the survey that includes transfer points, ground level play components, roofs/shade, climbing walls or boulders, swings and other components that may have come upon the market in the past 10 to 15 years - all of which meet the current standards set by the International Playground Equipment Manufacturers Association (IPEMA), American Standards for Testing Materials (ASTM) and Consumer Product Safety Commission (CPSC). Since the original installation of the playgrounds identified for replacement there have been changes to various standards including but not limited to: signage and product labels, coatings and substrate materials, swing clearance zones, stairways and protective barriers, slides to reduce entanglements, etc. (ASTM F1487-11). Changes to the standards does not necessarily mean the playground is unsafe, however the

2019 Request for Capital Asset



changing standards coupled with the age of the current playground, wear and tear of the playground, and resident input on the need for updated equipment manifest the need for the renovation program.

Playgrounds identified for replacement in the 2019 budget process include:

Sundance Park, located at 3900 West Alden Bridge Dr. in the Village of Alden Bridge, was acquired in 1999 (20 years old). The current playground equipment was installed in 1999. In the 6.62 acre Area Park there is a pavilion, picnic tables, BBQ pits, an athletic field, basketball and tennis courts, both belt and bucket swings and play equipment. The 2-5 play structure and swings in this park have become worn, faded and unsightly, while replacement pieces/updates are needed on the 5-12 structure. Components on the structures have become faded, scratched, rusted and discolored. Replacement costs include equipment, drainage, borders and surfacing.



Windvale Park, located at 7600 East Windvale Dr. in the Village of Alden Bridge, was acquired in 2001 (18 years old). The original and current playground equipment was installed that same year. In the 8.2 acre Village Park there is a pavilion, picnic tables, BBQ pits, a pool, restrooms, basketball and tennis courts, a jogging track, both belt and bucket swings and play equipment. The play structures in this park have become worn, unsightly and lacking interest. Components and surfaces are faded, discolored and scratched. Replacement costs include equipment, drainage, borders and surfacing.

2019 Request for Capital Asset



Bluff Creek Park, located at 1 Bluff Creek Pl. in the Village of Alden Bridge, was acquired in 2002 (17 years old). The original and current playground equipment was installed that same year. In the 1.14 acre Neighborhood Park there are picnic tables, BBQ pits, drinking fountains, both belt and bucket swings and play equipment. The play structures in this park have become extremely worn, unsightly and lacking interest. Components on the structures have become faded, scratched, torn and discolored while areas of missing paint and rust and are present. Replacement costs include equipment, drainage, borders and surfacing.



Summer Storm Park, located at 65 Stony End Pl. in the Village of Cochran's Crossing was acquired in 1993 (26 years old). The current playground equipment was installed in 2012. In the 1.66 acre Neighborhood Park there are picnic tables, drinking fountains, both belt and bucket swings and play equipment. The play structures in this park have become very unsightly, worn and lacking interest. Some components on the structures have become faded, scratched, discolored and rusted. Replacement costs include equipment, drainage, borders and surfacing.

2019 Request for Capital Asset



Meadowlake Park 2-5, located at 9501 North Panther Creek Dr. in the Village of Panther Creek, was acquired in 1990 (29 years old). The current playground equipment was installed in 2001. In the 6.8 acre Area Park there is a pavilion, picnic tables, BBQ pits, restrooms, basketball and tennis courts, a fishing pond, both belt and bucket swings and play equipment. The 2-5 play structure in this park have become worn, unsightly and lacking interest. Components and surfaces are faded, discolored and scratched. Replacement costs include equipment, drainage, borders and surfacing.



Terramont Park, located at 8500 Terramont Dr. in the Village of Sterling Ridge was acquired in 2005 (14 years old). The original and current playground equipment was installed that same year. In the 17.99 acre Area Park there is a pavilion, picnic tables, BBQ pits, an athletic field, basketball and tennis courts, disc golf course, dog park, wheel-friendly area, both belt and bucket swings and play equipment. The embankment slide on the 5-12 is well loved and heavily used. Use and wear has

2019 Request for Capital Asset



caused cracking and tearing in several areas, creating sharp edges. It cannot be repaired and the warranty expired. Safety concerns require that this piece of equipment be replaced.



Describe critical success factors and service levels affected by this capital asset/project:

- Provides equipment for all ages.
- Improves user safety, quality of the playground, community pride and resident satisfaction with park.
- Ensure compliance with the most up to date codes.

Impact to Operating Cost(s) and/or Revenue:

Continue to repair equipment on an as needed basis

What other options were considered?

Not replacing the equipment.

2019 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>2019 Park Amenities</u>
Requested By	<u>Michelle Betcher</u>	Category	<u>Park Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Benches	12	January	\$8,000	\$4,000	\$12,000
Tables	6	January	\$0	\$9,000	\$9,000
Drinking fountains	3	January	\$15,600	\$0	\$15,600
Project Total	21		\$23,600	\$13,000	\$36,600

Project Description

In 2011 Parks and Recreation Needs Assessment, 89.2% residents indicated that the provision of quality parks, recreation and open space facilities/amenities are to the quality of your life in The Woodlands was very important and 96.5% of the residents utilize the parks and trails on a regular basis. This project is consistent with the overall findings in the bi-annual survey which concluded that residents desire to upkeep and upgrade the park system. The general consensus was that The Township should continue current replacement programs and trails programs should be continued.

This project includes both furnishing new assets with our established standard amenities and maintaining our standards in our existing parks. These amenities include, but are not limited to park benches, table, grill, bike racks and drinking fountains. Over time, the older furniture, has degraded to the point that it needs replacement. Environmental factors also degrade the wooden furniture that is still in place at many of our parks.

As these wooden furnishings become too damaged to repair, they are replaced with furnishings built of recycled lumber that has been new The Woodlands Township standard for the past several years. New parks and pathways, including Spindletree pathway and future pond parks in Creekside Park, will require the installation of signage, benches, trash cans, pet waste stations, and a drinking fountain.

2019 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

- Systematic replacement to meet park standards.
- Installation of standard amenity package in new Township assets.
- Provides attentive service with the best value.
- Increases property value and social opportunities for residents.

Impact to Operating Cost(s) and/or Revenue:

- None

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department	Parks Planning	Project Title	Park Identification Signs
Requested By	Michelle Betcher	Category	Park Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Park ID Signs	TBD	February	\$10,000	\$0	\$10,000
Project Total	TBD		\$10,000	\$0	\$10,000

Project Description

The Woodlands Township includes a minimum standard sign package in each of its parks. These include Park ID signage and Rule signs. The Consumer Product Safety Commission recommends that parks be signed to increase safety, public relations and rule compliance. In case of emergency, The Woodlands Emergency Services is better equipped to locate the park. Accordingly, park ID signs are installed in all neighborhood and amenity parks. There are several different park rule and ID signs in each park. There are also Monument signs which include the name of the park. A standard sign for Amenity and Neighborhood Parks in The Woodlands is an identification sign. Rule signs are also posted at each park. As new parks are added, and older signs are damaged or vandalized, or as rules need to be updated and/or modified, the signs need replacement. Additionally, new legislation sometimes necessitates the modification of existing signs (IE: Open Carry Laws).





Describe critical success factors and service levels affected by this capital asset/project:

- Well informed residents, which will reduce risks and liability and enhance safety.
- Promote shared management and ownership of parks.
- Reduce emergency service response time.
- Promote a safe and healthy neighborhood, foster a sense of community pride and provide attentive service for the best value.

Impact to Operating Cost(s) and/or Revenue:

Routine cleaning costs.

What other options were considered?

Signs are required to meet standards of The Woodlands Township

2019 Request for Capital Asset



Department Park Operations

Project Title Tupelo Parking Expansion

Requested By Chris Nunes

Category Park Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Parking Spaces	1	March	\$0	\$37,500	\$37,500
Project Total	1		\$0	\$37,500	\$37,500

Project Description

Tupelo Park is located within the Village of Creekside Park at 240 W Tupelo Green Circle. This park is approximately 11.5 acres and has two tennis courts, a basketball court, playground, multipurpose field, kayak launch, restrooms and a large pavilion. Tupelo Park is considered an area park and a unique feature of the park is that it is boarded on three sides with front facing homes.

A design feature of this park is that there is no off-street parking, which is unique for an area park. The design for this park includes on-street parking spaces (no designated parking lot); these areas are marked in green in the image below. Since the development of the park, there have been numerous complaints from area residents that there is not enough parking during programmed activities (tennis, multi-purpose field use, etc.). The biggest area of concern is the need for parking near the tennis courts. Due to the various tennis court programs, tennis players park on the street, next to the tennis court. They do not use the allotted street parking, due to both its proximity to the courts and limited number of spaces. This causes safety concerns for the residents as it reduces the ease of movement for residents and emergency vehicles.

To address resident concerns, it is requested that up to 10 new parking spots would be built in the vicinity of the tennis courts. This will require upon county approval as these parking spots would be in the Harris County Right of Way. Please see the red area marked on the image below. Cost of the additional parking lot includes but is not limited to: cement, grading, curbs, striping, design/layout documents for County approval, etc.

2019 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

Addressing resident requests

2035 The Woodlands Township Strategic Plan

- 1.1.5. Maintain safe public facilities and amenities
- 1.2. Provide superior parks and recreation amenities, facilities, programs and services

Impact to Operating Cost(s) and/or Revenue:

Only minor operating expenses will be realized, i.e. parking lot striping which is currently being done on an approximately every 7 year basis.

What other options were considered?

Add 20+ on street parking spaces

Create an off-street parking lot, however it was determined that this was not keeping with the park design and it would cost more (driveway, turnaround space, etc.)

Do not add parking to this area

2019 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>Timarron Parking Lot - BI</u>
Requested By	<u>John McGowan</u>	Category	<u>Park Improvements</u>

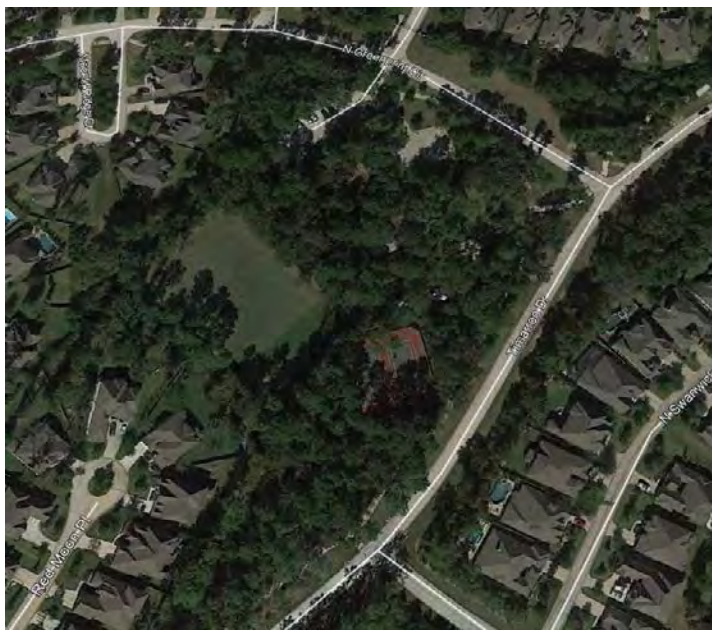
Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Timarron Parking Lot	1	January	\$0	\$50,000	\$50,000
Project Total	1		\$0	\$50,000	\$50,000

Project Description

There has long been a concern about parking on Timarron Drive by Timarron Park when the spray ground is operational (March-October). People park their cars along the street versus using the parking lot. Staff has reached out to Harris County to request no parking signs in that area to encourage the use of the parking lot, however the County did not approve this request.

An option would be to place an approximately 5000 square foot parking lot at Timarron Park to address this need. This would equate to an additional 15-18 spaces at a cost of \$2777 per space. The lot would either be located adjacent to the current parking lot to the south of the current tennis courts/spray ground. It should be noted that there was resident concern with adding cement to that area for a skate park recently. Residents cited the concern for flooding due to additional impervious surfaces



2019 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

This parking lot will allow a safer route to the park than currently parking along a busy street (Timarron Drive).

Impact to Operating Cost(s) and/or Revenue:

There are no impacts to operating costs or revenue.

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>Pavilion Improvements</u>
Requested By	<u>Michelle Betcher</u>	Category	<u>Parks Facility Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Rob Fleming Lodge	1	June	\$40,000	\$0	\$40,000
Project Total	1		\$40,000	\$0	\$40,000

Project Description

There are 71 park pavilions within The Woodlands Township Park system. As our infrastructure ages, numerous pavilion repairs are required. This project is to repair the pavilion roof on the Lodge at Rob Fleming Park. Numerous pieces of the slate are missing and damaged and require replacement. This project also includes additional park pavilion repairs as needed throughout all Township Villages. Examples of park pavilion repairs in 2018 include beam end repair and caps at Terramont, roof at Grogan's Point Park, roof at Alden Bridge, columns and integrated bench repairs at Cochran's Green, slate tiles on Maple Glade, seat wall caps and column repairs at Pepperdale, and stone replacement at Wilde Creek.





Describe critical success factors and service levels affected by this capital asset/project:

- Reduces liability and potential for injury.
- Improves user safety, quality of the facility, community pride and resident satisfaction with the pavilion.
- Ensure compliance with the most up to date codes

Impact to Operating Cost(s) and/or Revenue:

Timely repairs will help to prevent further damage.

What other options were considered?

Do nothing.

2019 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>2019 Village Green - Park Furnishings</u>
Requested By	<u>Michelle Betcher</u>	Category	<u>Park Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Benches	5	January	\$0	\$ 6,000	\$ 6,000
Tables with Seats	4	January	\$0	\$13,200	\$13,200
Project Total	9		\$0	\$19,200	\$19,200

Project Description

In 2011 Parks and Recreation Needs Assessment, 89.2% residents indicated that the provision of quality parks, recreation and open space facilities/amenities are to the quality of your life in The Woodlands was very important and 96.5% of the residents utilize the parks and trails on a regular basis. This project is consistent with the overall findings in the bi-annual survey which concluded that residents desire to upkeep and upgrade the park system. The general consensus was that The Township should continue current replacement programs and trails programs should be continued.

To maintain the established standards, park furniture replacement is required on a regular basis. These furnishings included, but are not limited to park benches, tables, grill, and bike racks. These park amenities are heavily used. Current park furniture at Village Green is portable. Pieces are frequently moved from designated areas and placed elsewhere, which damages the turf and looks unsightly. In addition, some pieces have disappeared from the park. New furniture, including tables with integrated chairs and benches, will be bolted in place to prevent theft.





Existing



Example of Proposed Park Amenities



2019 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

- Systematic replacement to meet park standards.
- Provides attentive service with the best value.
- Increases property value and social opportunities for residents.

Impact to Operating Cost(s) and/or Revenue:

There are no impacts to operating costs or revenue.

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department Park Operations

Project Title Lake/Pond Improvements

Requested By Mitch Hall

Category Lake & Pond Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Pond/Lake Improvements	TBD	February	\$30,000	\$0	\$30,000
Project Total	TBD		\$30,000	\$0	\$30,000

Project Description

Pond/Lake Equipment Replacements

The Woodlands Township owns and manages a system of sixty-four (64) ponds and lakes for benefit of residents and visitors to this vibrant community. Currently, there are 29 ponds/lakes with fountains. The ponds and lakes of The Woodlands are very important, because they address water-quality protection by acting as flood control structures and settling basins, and because they provide open space for recreation, enhance property aesthetics, education opportunities, increase property values and serve as wildlife habitat.

It is important to remember these ponds are not natural but “man” made and therefore “management” is necessary to maximize these benefits. The fountain devices throw water into the air to create an aesthetically pleasing display. All types of equipment (pumps, motor, fountain nozzles/jets) require maintenance, repair and even replacement to ensure longer life and dependability with minimal inconveniences to our residents and visitors.



There is a need to upgrade outdated pumps, motors, nozzles, electrical service, lights (if applicable), aerators and fountains in a proactive manner to prevent excessive down time for maintenance. Modern

2019 Request for Capital Asset



features of up to date fountains include variable flow of water, adjustable/interchangeable spray heads, more reliable fountains, and availability of parts. Upgrades of larger motors with variable speed adjustments allow for less evaporation to occur while conserving electricity.

The update and renovation of a portion of the lakes and ponds fountain systems was included in the reserve study. The goal of this project is to identify at least three (3) lakes and ponds each year that have systems (pump, motor, fountain, etc.) that are in need of replacement.\

Pond/Lake Desiltation

The Parks and Recreation Department manages and monitors the health and water quality of The Woodlands Township's 64 lakes and ponds. Over a period of years, as ponds fill with mud, silt and organic materials, these materials should be removed to maintain the quality and integrity of the pond otherwise known as "desiltation". High silt levels can affect water quality and increase fluctuations in water quality that in turn affects fish, increases algae and reduces the aesthetic nature of the lakes and ponds, which increase maintenance costs.

In late 2010, the Township contracted Burditt Consultants, LLC., a Natural Resources Planning Consultant to develop a Lake and Pond Management Plan for The Woodlands Township that included parameters for when desiltation should occur. The Township may remove silt in a variety of ways including, backhoe, dredge, or a suction pump and tanker truck to remove the water and sediment offsite. Funding would permit, as needed, desiltation services, as it is not always known when a lake or pond may need this service.

Describe critical success factors and service levels affected by this capital asset/project:

- Consistent service by the fountains with minimal to no interruptions in operation
- Ability to adjust the water flow to minimize evaporation
- Availability of parts for maintenance when necessary
- Meet the level of expectation by the community with properly operating water features
- Keeps the balance of Oxygen in the water at a consistent level

Impact to Operating Cost(s) and/or Revenue:

Systematic replacements for the older fountains help reduce the operating costs associated with untimely repairs that need to be done quickly and can be expensive.

What other options were considered?

- Continue the status quo by making continuous repairs
- Replace only when the pumps and motors fail
- Remove all the fountains from the lakes and ponds

2019 Request for Capital Asset



Department Park Operations

Project Title Bear Branch Park- Basketball Awning

Requested By Chris Nunes

Category Parks Facility Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Bear Recreation Basketball Awning	1	March	\$0	\$136,000	\$136,000
Project Total	1		\$0	\$136,000	\$136,000

Project Description



Bear Branch Park was initially developed in 1992 and originally included a swimming pool, teen center, tennis courts, and parking. In 2001, an update to the 1992 park master plan was developed with six phases which included a playground, dog park, a rink, basketball courts, a pavilion, concessions/restrooms, additional tennis courts, and skate park. These amenities were largely completed between 2005 and 2008. In 2016 due in part to the impact of the Tax Day Flood and the request from the community to build a 50-meter pool, a master plan process was undertaken. Burditt LandPlace was retained for the master plan and a 5 phase plan was presented and accepted by the Board in April

2017 which included:

- Phase I- Renovation of recreational pool- completed
- Phase II- Renovation and addition of recreational amenities
- Phase III- Parking lot renovation (Recreation Center)- completed
- Phase IV- 50-Meter Pool
- Phase V- Recreation Center renovation/expansion

The Board provided direction to staff to proceed with Phase I and III, and Burditt was retained to develop construction documents. Components of Phase II include but are not limited to:

- Dog Park Enhancements- *to be completed in 2018*
- Additional Parking by Skate Park
- Park Road
- Batting Cages
- Improved Basketball Court
- Playground

2019 Request for Capital Asset



- Covered Rink
- Skate Structures
- Tennis Courts
- Pavilion Upgrade
- Berm/Bleachers

This request that funding be allocated for the improvement of the “Improved Basketball Court” which will address a significant need in this community- indoor/covered basketball courts. Currently there are few options that are available to our residents for basketball courts. The Township only has one indoor basketball court and a number of park courts, however no courts are covered. Having a covered court would address this need and also provide the potential for rental revenue. The market for this service is large given the community need for practice space for various recreational and travel basketball teams and leagues.

This is a request that funding be allocated for the improvement of the “Improved Basketball Court”. In the Master Plan, the document identifies a cost of \$485,000 + 37.5% for professional fees, contingency and overhead. It is proposed the following be allocated to this project:

- Fabric Shade Structure (120 x 65)- \$90,000
- Court Painting-\$15,000
- Light Renovation-\$25,000
- Additional Basketball Goals-\$6,000

There would be no design fees for this project as Township staff are capable of managing this project and have managed projects since as these before (pool shade structures, tennis court painting, light installation, etc.).

2019 Request for Capital Asset



Funding would be used from dollar

Bear Branch Phase I and III Budget	\$4,180,330.00	
Houscape- Phase I and III	\$2,879,230.06	
Burditt	\$296,967.00	
Phase I and III Contingency	\$311,500.00	
Total	\$3,487,697.06	
Contracts(Houscape and Burditt)	\$3,176,197.06	
Contingency Spent (5/18)	\$81,177.97	
Forecast Contingency (Add)	\$65,000.00	
Total Phase Cost	\$3,322,375.03	
Possible Funding For Phase II	\$857,954.97	
		Remaining Value
Basketball Awning	\$136,000.00	\$721,954.97
Rink Cover	\$290,000.00	\$431,954.97
Tennis/Pickleball	\$430,000.00	\$1,954.97

remaining in the Phase I and III Renovation Budget

Describe critical success factors and service levels affected by this capital asset/project:

2035 The Woodlands Township Strategic Plan

- 1.2. Provide superior parks and recreation amenities, facilities, programs and services
- 1.2.4. Provide for quality, diverse, life span recreational programming and opportunities
- 8.1.4. Explore funding sources and opportunities

Impact to Operating Cost(s) and/or Revenue:

Only minor operating expenses will be realized on a yearly basis

The lifespan on the fabric for the structure is 10 years. The court painting/repair will need to be placed on a schedule similar to tennis courts (approximately every 7-year basis)

What other options were considered?

Add a steel frame/roof system but the initial cost was higher

Do not add this amenity

2019 Request for Capital Asset



Department Park Operations

Project Title Bear Branch Park- Tennis/Pickleball

Requested By Chris Nunes

Category Parks Facility Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Bear Branch Park- Tennis/Pickleball	1	Summer	\$0	\$430,000	\$430,000
Project Total	1		\$0	\$430,000	\$430,000

Project Description



Bear Branch Park was initially developed in 1992 and originally included a swimming pool, teen center, tennis courts, and parking. In 2001, an update to the 1992 park master plan was developed with six phases which included a playground, dog park, a rink, basketball courts, a pavilion, concessions/restrooms, additional tennis courts, and skate park. These amenities were largely completed between 2005 and 2008. In 2016 due in part to the impact of the Tax Day Flood and the request from the community to build a 50-meter pool, a master plan process was undertaken. Burditt LandPlace was retained for the master plan and a 5 phase plan was presented and accepted by the Board in April

2017 which included:

- Phase I- Renovation of recreational pool- completed
- Phase II- Renovation and addition of recreational amenities
- Phase III- Parking lot renovation (Recreation Center)- completed
- Phase IV- 50-Meter Pool
- Phase V- Recreation Center renovation/expansion

The Board provided direction to staff to proceed with Phase I and III, and Burditt was retained to develop construction documents. Components of Phase II include but are not limited to:

- Dog Park Enhancements- *to be completed in 2018*
- Additional Parking by Skate Park
- Park Road
- Batting Cages
- Improved Basketball Court

2019 Request for Capital Asset



- Playground
- Covered Rink
- Skate Structures
- Tennis Courts
- Pavilion Upgrade
- Berm/Bleachers

This request that funding be allocated for the improvement of for “Tennis Courts” which will address a significant need in this community- tennis and pickleball courts. This project will be to create a set of pickleball courts at Bear Branch Park, a Townwide Park. There have been requested from the public and the Village of Creekside Park over the course of the past few years, however, due to the type of activity it is believed that this activity would better fit in a Townwide Park as opposed to a specific Village Park.

Pickleball is a racquet sport played on a court surface similar to that of tennis and can be played by two or four players. The sport is played on a court similar in size as a badminton court and as rules that are similar to tennis. Pickleball was invented in the mid 1960s as a children's backyard pastime but has become popular among adults as well. The Parks and Recreation Department has not requested funding for a pickleball, in the past due in part to the tremendous popularity of the tennis programs, however this concept would be to build the two additional tennis courts at Bear Branch Park in the Master Plan but covert to of the existing courts to pickleball, thus the is no net impact on the number of tennis coutts in the community, but we add a battery of 8 pickleball courts A battery of pickleball courts (6-8 courts) would use the same footprint as a two court battery of tennis courts.

This project also converts all of the pole lights in the park to LED's which was not addressed in the in the Master Plan

This is a request that funding be allocated for the improvement of the “2- Tennis Courts”. In the Master Plan, the document identifies a cost of \$212,000 + 37.5% for processional fees, contingency and overhead (\$291,500). It is proposed the following be allocated to this project:

- 2- Single Tennis Courts-\$140,000
- Tennis Court Lights-\$90,000
- Pickleball Court Renovation- \$20,000-nets(\$800 x 8), striping/cement repair-\$16,400, site amenities
- LED Conversion-\$180,000 (tennis court fixtures- **58**)

There would be no design fees for this project as Township staff are capable of managing this project and have managed projects since as these before (pool shade structures, tennis court painting, light installation, etc.).



Funding would be used from dollars remaining in the Phase I and III Renovation Budget

2019 Request for Capital Asset



Bear Branch Phase I and III Budget	\$4,180,330.00	
Houscape- Phase I and III	\$2,879,230.06	
Burditt	\$296,967.00	
Phase I and III Contingency	\$311,500.00	
Total	\$3,487,697.06	
Contracts(Houscape and Burditt)	\$3,176,197.06	
Contingency Spent (5/18)	\$81,177.97	
Forecast Contingency (Add)	\$65,000.00	
Total Phase Cost	\$3,322,375.03	
Possible Funding For Phase II	\$857,954.97	
		Remaining Val
Basketball Awning	\$136,000.00	\$721,954.97
Rink Cover	\$290,000.00	\$431,954.97
Tennis/Pickleball	\$430,000.00	\$1,954.97

Describe critical success factors and service levels affected by this capital asset/project:

2035 The Woodlands Township Strategic Plan

- 1.2. Provide superior parks and recreation amenities, facilities, programs and services
- 1.2.4. Provide for quality, diverse, life span recreational programming and opportunities
- 8.1.4. Explore funding sources and opportunities

Impact to Operating Cost(s) and/or Revenue:

Only minor operating expenses will be realized on a yearly basis

The lifespan on the fabric for the structure is 10 years. The court painting/repair will need to be placed on a schedule similar to tennis courts (approximately every 7 year basis)

What other options were considered?

Add a steel frame/roof system but the initial cost was higher

Do not add this amenity

2019 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>2019 Tennis Court Resurfacing</u>
Requested By	<u>Michelle Betcher</u>	Category	<u>Athletic Facilities Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Terramont Park	2	March - July	\$7,400	\$0	\$7,400
Forestgate Park	2	March - July	\$7,400	\$0	\$7,400
Capstone Park	2	March - July	\$7,400	\$0	\$7,400
Mystic Forest	2	June-August	\$7,400	\$0	\$7,400
Meadowlake	2	June-August	\$7,400	\$0	\$7,400
Project Total	10		\$37,000	\$0	\$37,000

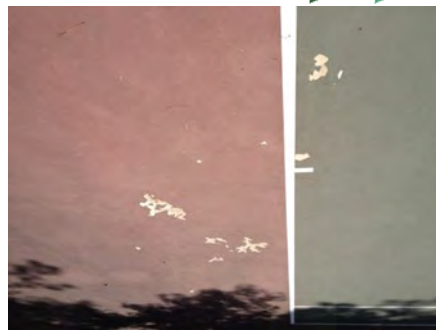
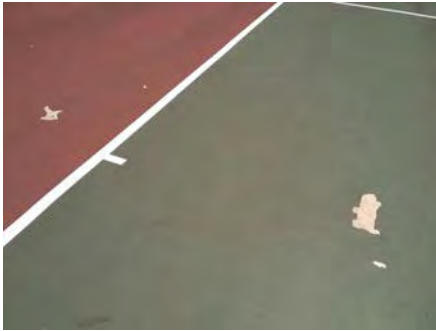
Project Description

According to the Tennis Industry Associations, there are 17.9 million people participating nationally in tennis leagues and lessons every year, with adult players totaling over 23 million. These numbers continue to grow each year. The Woodlands Township Tennis Academy is a program that, over the past ten years, has grown from five instructors with six youth, six adult classes per week and two summer camps totaling 30 enrollees to today's 16 instructors with an average of 60+ youth and 30+ adult classes tri-annually and summer camps that had a total enrollment of 580 students in 2017. These programs do not include the hugely successful men and women's doubles ladder leagues that are coordinated in-house and have 525+ attendee's year round. The Woodlands Township tennis courts also host 3 seniors leagues and 4 large private leagues: HLTA, North Country, Jack Rabbit and USTA year round. In 2017, The Woodlands Township Tennis Courts hosted 2,151 residents for tennis leagues.

Adult private and team lessons are also run through the department in the mornings. This number will double when unorganized play is factored in. This has a significant impact on the courts. Environmental factors also degrade the court since shaded areas develop mold and algae and need frequent cleaning; which also removes some of the surfacing.

Tennis courts are on a five to seven-year cycle for resurfacing based on industry standards, but factors mentioned above can shorten the life span of the surface. Based on bids for work done in 2018, each court will cost approximately \$3,700 to resurface. This includes, but is not limited to, painting, surface prep, and striping for 10+U and adult lines. In 2018, staff projects the above mentioned courts will need to be resurfaced based on staff assessments, age, current condition and the amount of play. This project is for the replacement of tennis court resurfacing in the identified parks, as well as other parks, as needed, with the available funding.

2019 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

- Systematic resurfacing.
- Provides attentive service with the best value.
- Increases property value and social opportunities for residents.

Impact to Operating Cost(s) and/or Revenue:

- Increased cost to pressure wash to maintain what remains of the surface.

What other options were considered?

- Decelerate the program.
- Patch the poor areas temporarily until entire court can be resurfaced.
- Defer this project until a later time.

2019 Request for Capital Asset



Department Parks Planning **Project Title** 2019 Tennis Court Fence Replacement
Requested By Michelle Betcher **Category** Athletic Facilities Improvements

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Harper's Landing	2	May-August	\$11,400	\$0	\$11,400
Windvale	2	May-August	\$11,400	\$0	\$11,400
Avalon	2	May-August	\$11,400	\$0	\$11,400
Mystic Forest	2	May-August	\$11,400	\$0	\$11,400
Project Total	8		\$45,600	\$0	\$45,600

Project Description

Tennis is extremely popular, with demand for courts outpacing availability. The courts are in almost continuous use, seven days a week. This makes a significant impact on the courts. Minor repairs are frequently done on the fences, but significant bowing and damage have caused the fences to be significantly misshapen. They also lack the bottom rail stabilization that helps keep the fences in better shape. Newer fences are reinforced with bars at the bottom to help stop the outward bowing caused by player impacts. This bowing raises the fence and allows balls to leave the courts. These gaps also allow debris to blow onto the courts, making additional maintenance necessary.

The main perpendicular posts on the fences are generally in good shape and structurally sound, so this project usually involves the changing of the fence fabric, horizontal posts, adding a bottom post and fittings. Backboards and windscreens are included in fence replacement when indicated. Tennis court fabric should be scheduled for replacement every 12-15 years based on use, environmental impacts and staff observation.

This project is for the replacement of tennis court fencing, refinishing and repainting poles, screens, and backboards in the identified parks, as well as other parks, as needed, with the available funding.



2019 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

According to the Tennis Industry Associations, there are 17.9 million people participating nationally in tennis leagues and lessons every year, with adult players totaling over 23 million. These numbers continue to grow with each passing year. The Woodlands Township Tennis Academy is a program that, over the past ten years, has grown from five instructors with six youth, six adult classes per week and two summer camps totaling 30 enrollees to today's 16 instructors with an average of 60+ youth and 30+ adult classes tri-annually and summer camps that had a total enrollment of 580 students in 2017. These programs do not include the hugely successful men and women's doubles ladder leagues that are coordinated in-house and have 525+ attendee's year round. The Woodlands Township tennis courts also host 3 seniors leagues and 4 large private leagues: HLTA, North Country, Jack Rabbit and USTA year round. In 2017, The Woodlands Township Tennis Courts hosted 2,151 residents for tennis leagues.

In the 2011 Parks and Recreation Needs Assessment, 89.2% of the residents indicated that the provision of quality parks, recreation and open space facilities/amenities are to the quality of your life in The Woodlands was very important and 96.5% of the residents utilize the parks and trails on a regular basis. This project is consistent with the overall findings, which concluded that residents desire to upkeep and upgrade the current park system.

- Creates a more functional and visually appealing court.
- Provides attentive service with the best value.
- Fosters a sense of pride for court users.

Impact to Operating Cost(s) and/or Revenue:

Continue to repair as needed- increase in park and pathway maintenance.

What other options were considered?

- Doing nothing
- Repair fence as needed

2019 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>Lighting- Court-Pool-Pathway- LED Lights</u>
Requested By	<u>Michelle Betcher</u>	Category	<u>Athletic Facilities Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Alden Bridge Park-Tennis	18	March - May	\$51,000	\$0	\$51,000
Capstone-Tennis	9	June	\$30,000	\$0	\$30,000
Ridgewood- Park/Pool	8	Feb-March	\$0	\$37,500	\$37,500
Fallowing Park/Pool	8	March - May	\$0	\$37,500	\$37,500
Ridgewood Park-Tennis	9/9	Feb-March	\$0	\$75,000	\$75,000
Alden Bridge Park-Basketball	1	March	\$19,000	\$0	\$19,000
Capstone Park-Basketball	1	April	\$19,000	\$0	\$19,000
Project Total	54		\$119,000	\$150,000	\$269,000

Project Description

Athletic court, pool and park light poles and fixtures, including Basketball and Tennis Courts, need periodic replacement due to age, normal corrosion and updated park standards. Based on the condition and age of the light poles, the identified light poles and/or fixtures need replacement. The light poles identified above are significantly corroded at the base and/or the light fixtures need to be updated to the LED park standard. This project is for the replacement of light poles and/or fixtures in the identified parks, as well as other parks, as needed, with the available funding.



These lights would be replaced with LED lighting, which is now the industry standard in athletic court lighting. LEDs typically use 50% less energy than traditional fixtures and produce longer lasting, better quality light. These benefits save money by eliminating costly maintenance fees and by reducing the amount of energy used. Furthermore, the resident response to the LED's lights in other courts that have been renovated have been overwhelmingly positive due to the reliability and light output.

Tennis Lights - According to the Tennis Industry Associations, there are 17.9 million people participating nationally in tennis leagues and lessons every year, with adult players totaling over 23 million. These numbers continue to grow with each passing year. The Woodlands Township Tennis Academy is a program that, over the past ten years, has grown from five instructors with six youth, six adult classes per week and two summer camps totaling 30 enrollees to today's 16 instructors with an average of 60+ youth and 30+ adult classes tri-annually and summer camps that had a total enrollment of 580 students in 2017. These programs do not include the hugely successful men and women's doubles ladder leagues that are coordinated in-house and have 525+ attendee's year round. The Woodlands Township tennis courts also host 3 seniors leagues and 4 large private leagues: HLTA, North Country, Jack Rabbit and USTA year round. In 2017, The Woodlands Township Tennis Courts hosted 2,151 residents for tennis leagues.

**Currently, Ridgewood has lights at two of its four tennis courts. This project also includes adding lights to the other two tennis courts at Ridgewood, allowing for lighted programming at all four tennis courts. Ridgewood Park is a Village Park centrally located within the Township. It is the only Village Park, and the only 4 court tennis complex, without lights on all of its courts. Adding lights will allow for increased revenues as evening leagues and programming will be scheduled with the lighted courts.*

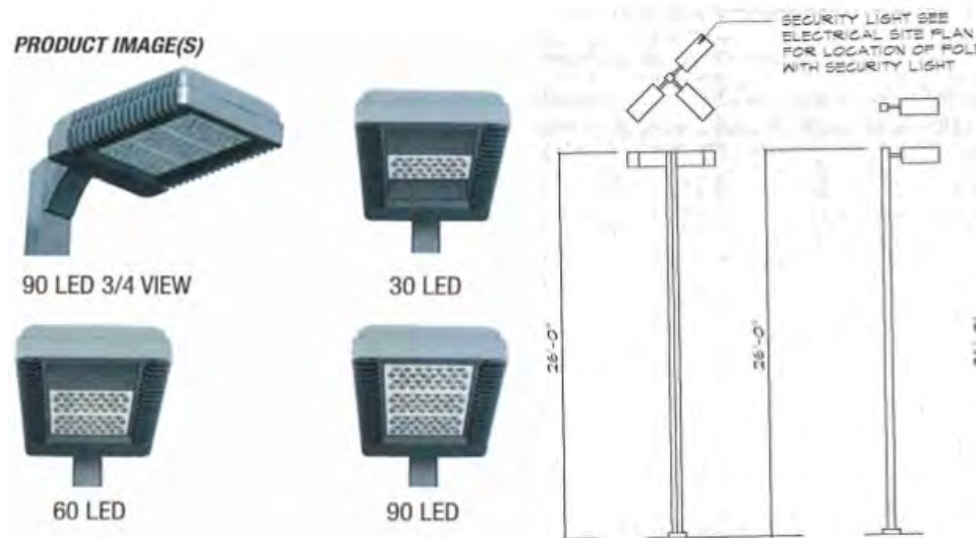
Establishing a new standard of LED lights in all athletic fields in The Woodlands Township will be of benefit in the following ways:

1. Reduction (typically 50%) in use of total power resulting in energy savings over time.

2019 Request for Capital Asset



2. Aging LED lights do not require voltage increases that metal halide light require. They do not “cycle” and fail, resulting in much longer operational lives.
3. Traditional metal halides produce mass amounts of wasted light from the top and sides of the lens. This results in lower system efficiency, and contributes to environmental "light pollution". The narrow beam angle featured on many LED lights provides illumination within the intended areas only. This reduces light pollution, and promotes higher overall system efficiency.
4. LED lights contain a solid state lighting element (current industry standard), eliminating risk factors with high pressure gases.
5. Instant light up response; no delay. In event of power failure, normal resumption of power the moment power is restored.



Describe critical success factors and service levels affected by this capital asset/project:

- To maintain park safety.
- To provide illumination for park users.
- Resident satisfaction and community pride.

Impact to Operating Cost(s) and/or Revenue:

No additional operating costs associated with replacing existing light poles. Operational costs should be reduced with new LED light fixtures.

What other options were considered?

The Woodlands Township provides lighted athletic facilities at these parks.

Park and pathway lighting is necessary for the use of these facilities and for patron safety.

Maintenance and appropriate replacement is mandatory.

2019 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Pool Deck Refurbishment/Replaster</u>
Requested By	<u>Karl Shaw</u>	Category	<u>Aquatic Facilities Improvements</u>

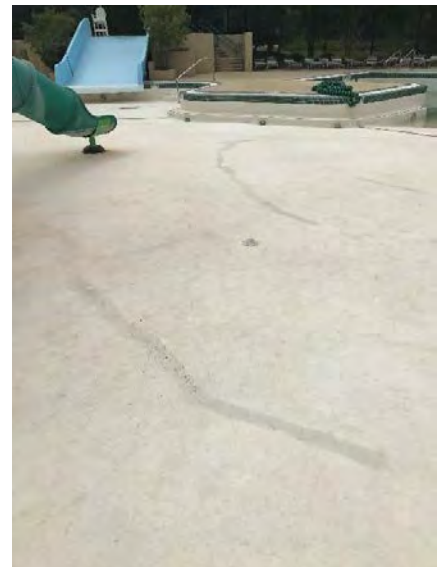
Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Cranebrook Pool – Plaster & Structure Concerns	1	January	\$80,000	\$0	\$80,000
Cranebrook Pool – Deck	1	January	\$40,000	\$0	\$40,000
Sawmill Pool – Deck	1	January	\$40,000	\$0	\$40,000
Project Total	3		\$160,000	\$0	\$160,000

Project Description

A. Facility Breakdown

This request is for the replacement of the pool plaster at Cranebrook Park and to replace the filter sand in both filters at that location, which is most logically done during the plaster process; also for refurbishment of existing concrete deck and deck coating at both Cranebrook Park and Sawmill Park by treating rust spots within the deck, replacing expansion joints, addressing current deck drainage issues, re-pulling of failed underwater light conduit as applicable, and re-painting deck to finish. Finally, the request covers the possible expenditures needed to address structure issues at Cranebrook Pool. This work would be done as part of the plaster work – i.e strip plaster, identify and repair structure concerns, then replaster. As shown below, there are a number of cracks in the floor of the pool that have been patched in previous cycles and this requested amount covers a ‘worst case scenario’ of the costs that may be necessary to solidify/secure the shell of the pool, re-attach play structure pieces to that shell following necessary repairs, etc.



2019 Request for Capital Asset



B. Month of Purchase & Completion

If at all possible, this project will be submitted for award at a late fall 2018 Township Board meeting and completed in stages in the spring of 2019. Time constraints in the spring months, such as Sawmill being heated and in use year-round, might reasonably require the work at Sawmill to be delayed to the fall months.

C. Bidding Structure & Cost Estimates

The projects will be bid as one to realize the best possible cost savings. Pools in a public/commercial setting need to be re-plastered every 7-9 years depending on original plaster materials, bather load, consistent chemical balance, and quality of original workmanship. So to keep up with demand the Township will need to address the plaster at roughly two (2) of our 14 swimming facilities each year. Deck coating age and need for repairs depend highly on environmental factors such as seasonal or year-round use, chemical balance, and weather/temperature. Staff has been working towards synchronizing deck coating and expansion joint repairs with the plaster work at each location in further efforts to realize cost savings.

In the example of Sawmill, deck refurbishment work is being done on its own in 2019 – mainly to limit the amount of pool time lost in any one season since this is a year-round facility – with plaster work targeted for 2020 or 2021.

Cost estimates were determined using figures supplied by previous contractors as well as similar projects from recent years. Those include:

- \$8.00 per square foot for plaster including strip as needed;
- \$6.50 per linear foot for deck joint repairs;
- \$2.00 per square foot for simple deck painting; and
- \$5.00 per square foot for new deck coating.

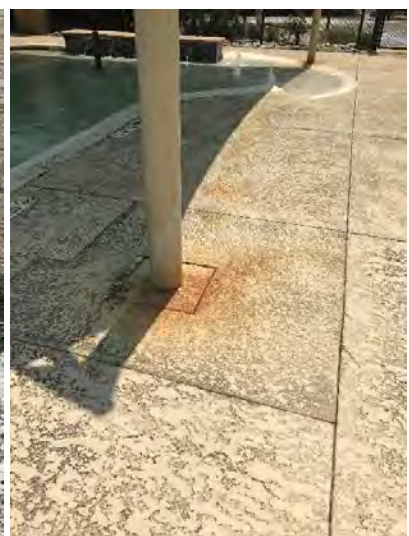
As such, staff estimates place the budget for this project in line with the five-year plan.

D. Facility Status / Pictures

CRANEBROOK POOL & DECK (ALSO SHOWN ABOVE)



SAWMILL DECK



E. History / Background

Sawmill Pool is the Township's oldest swimming facility and has been renovated numerous times going back to the late 1970's. The deck coating was added around 2008, and the deck was partially replaced during the major park renovation in 2012. However, the partial completion in 2012 only replaced small sections and that fact, paired with year-round heated pool use, has resulted in significant wear and tear over the main section of the deck. Drainage is also an issue at the Sawmill Pool (especially on the back side near the tennis courts) and we would seek to alleviate some of those issues as well.

Cranebrook Pool was opened in 2003. The main pool was plastered that spring and the elongated patches shown in the pictures earlier in this request were made as a result of cracks in the plaster and shell the following spring, in 2004, but not since. Due to diligent efforts to maintain the swimming facilities as a whole, the plaster at Cranebrook Pool is now the oldest in the system by a good amount

2019 Request for Capital Asset



and upon complete of 2018 CIP work will be the only facility whose plaster dates to prior to 2010. Staff chose to wait on the plaster at this facility to get the most life as possible out of the deck itself. The deck coating was added in 2011-2012, so refurbishment needs during this cycle should be minimal - with higher costs driven only by the sheer size of the deck. Staff will be seeking to address some minor deck drainage issues at this location as well.

Describe critical success factors and service levels affected by this capital asset/project:

This project is necessary to be able to maintain existing service levels. Funding is reflected in the five-year plan.

This work will improve safety for facility users at both Cranebrook and Sawmill by creating a cooler, more slip-resistant deck space while also addressing standing water issues. It will also renew the look of the facilities in general, as well as the overall quality of recreational experience at two of the Township's most recognizable and busiest swimming facilities.

Impact to Operating Cost(s) and/or Revenue:

The Township should realize some operational costs savings in the long term as new plaster is cheaper to care for than old or aging plaster, both in terms of chemical usage and labor to keep them balanced and clean.

It is also hoped that these two locations will see an increase in attendance as well as a result of this project. Cranebrook and Sawmill are consistently in the top 5 out of 14 with regards to annual attendance, but overall attendance has been waning slightly.

As one of the three year-round, heated facilities, the pool at Sawmill is a window into a resident and non-resident market that the Township would otherwise not be able to capture. Renewing the look of this facility will have a positive impact on the image of the Township.

What other options were considered?

No other options were seriously considered. This project is fully funded in the five-year plan.

2019 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Swim Team Equipment</u>
Requested By	<u>Karl Shaw</u>	Category	<u>Aquatic Facilities Improvements</u>

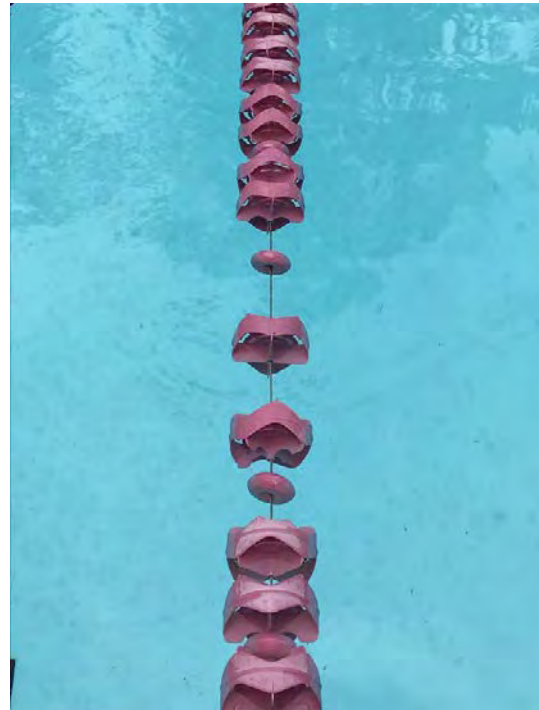
Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Forestgate Pool – Replacement Lane Lines	7	January	\$5,000	\$0	\$5,000
Project Total	7		\$5,000	\$0	\$5,000

Project Description

This request is to purchase and install a new set of 6-inch lane dividers at the Forestgate Pool. They would be the property of the Township and ordered in the colors of the Waves Swim Team (red and white) but would be in use year-round at Forestgate during the heated season as well.

The current set of lane lines have been in year-round use since the installation of the heater in 2012-2013 and were originally purchased in about 2010. They are simply reaching the end of their lifespans as certain discs begin to crack and break off, the red fades to pink, and the steel cable in the middle begins to wear and become brittle – in danger of failing. There are no back-ups to these items.



2019 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

The lane lines, especially at heated pools, are critical to the delivery of various Township aquatic programs. As mentioned, the set at Forestgate is used by the Woodlands Waves (Township program) during the summer; but they are also used by a spring and fall swim clinic done through the Township, the Cyclones (Township program) swim team, and kept in place for the contract user groups throughout the winter months as well.



Impact to Operating Cost(s) and/or Revenue:

Minimal impact to operating costs, except that if this project is not funded the lane lines will still need to be purchased and that would have to be done through the operations budget.

Revenues are directly impacted by the presence of these lane lines. In 2017 the total revenue for pool contract users was approximately \$95,000 – of which nearly 30% of that revenue was generated by use at Forestgate pool. Teams would not be interested in using this location if the lane lines were not present.

What other options were considered?

No other options were seriously considered. This project is part of the five-year plan and is expected to come in below the amount budgeted in that plan.

2019 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Theme Slide/ Slide Refurbishment</u>
Requested By	<u>Karl Shaw</u>	Category	<u>Aquatic Facilities Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Alden Bridge Pool – Butterfly Slide	1	March	\$16,000	\$0	\$16,000
Project Total	1		\$16,000	\$0	\$16,000

Project Description

This request is to refurbish the themed “butterfly” slide at Alden Bridge Pool.

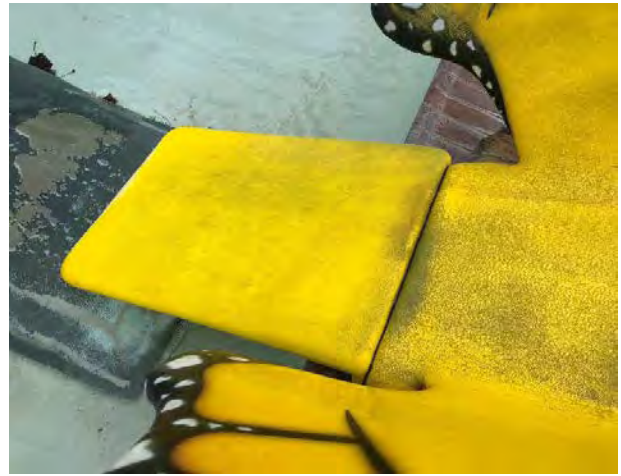
Pool slides and features of this kind require repairs approximately every seven to 10 years with those sections that are foam rubber, such as the play surface of the alligator, requiring more attention than harder plastic or fibercrete portions, such as the frame and base of the butterfly slide. The butterfly slide was installed in the early 2000’s and has held up well with minor repairs only, but years of wear have taken their toll. The project budget was increased by \$1,000 from the previous five-year plan based on a number of bids received and PO’s awarded for similar work received on our slides in 2018 which indicated the market rate had increased slightly from earlier projections.



2019 Request for Capital Asset



Note cracking and discoloration of the rider section of the slide. Same or similar damage can also be seen in other areas, but pictures are limited due to space constraints. The aging landing pad shown in the pool below will be replaced as part of a 2018 CIP for pool plaster.



With nine (9) total theme slides, the Family Slide at Cranebrook, and two more foam rubber climbing features (the Harper's Landing alligator and the Wendtwoods lily pads), the Township has 12 facility features requiring similar repairs - with Rob Fleming and Windvale being the only exceptions. As such, a plan to increase the repairs rotation from one to two theme slide repairs each year was put in place beginning in 2015 so the Township can better keep up with necessary repairs, for the safety of all users. Now with the refurbishment of the Alden Bridge butterfly, all slides and features will have gotten some attention (either purchased new, or refurbished) since 2013.

Describe critical success factors and service levels affected by this capital asset/project:

Together the upkeep of these themed play features is important to maintain existing service levels, and to providing equal opportunities for play to all residents throughout The Woodlands. Additionally, the 'butterfly' is in fact the focal point of the Alden Bridge pool's logo and is how many of our residents identify this unique location – "The Butterfly Pool" – making its presence and maintenance important to the marketing team as well.



2019 Request for Capital Asset



Impact to Operating Cost(s) and/or Revenue:

In conjunction with recent CIP's for plaster and deck work (2018), shade cover replacements (2017), restroom building improvements, and LED light replacements, this project will have a direct impact on the marketing and success of the Alden Bridge Park facility during 2019 and beyond.

What other options were considered?

No other options were seriously considered. This project is in the five-year plan.

2019 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Shade Structures</u>
Requested By	<u>Karl Shaw</u>	Category	<u>Aquatic Facilities Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Alden Bridge Pool – New Shade Structure	1	January	\$0	\$45,000	\$45,000
Falconwing Pool – Covers	1	April	\$10,000	\$0	\$10,000
Project Total	2		\$10,000	\$45,000	\$55,000

Project Description

This project is to replace some poorly-aging shade structure covers at Falconwing Pool and to research, purchase, and install a new shade structure for an area at Alden Bridge Pool.

At Falconwing, the entire compliment of shade covers was replaced in early 2014, making them rather new within the system. However, the warranty has since expired and the work is not holding up well - as evidenced in the pictures below. Following a standard bidding process, a new vendor was awarded the work at Falconwing during that previous cycle and while the fabrics were satisfactory at the time staff has since had to re-string one set twice and is now witnessing significant tears in the covers above the baby pool. Due to these issues it is important to replace the fabric with a higher quality material to eliminate the on-going repair expenses.



2019 Request for Capital Asset



At Alden Bridge, a common resident complaint is the lack of shade cover on the back side of the pool between the lake, pool, and Alden Bridge Drive. We would seek to install a shade structure of similar shape, size, and color to that which is over the baby pool – namely a dual, cantilevered or “joined full cantilevered” structure of about 18-ft x 36-ft. The two posts would be anchored just off the edge of the existing deck space so that with moving sun the shaded area would be over both the deck and nearby grass (but focused on deck).



Describe critical success factors and service levels affected by this capital asset/project:

This project is necessary to maintain existing service levels and is reflected in successive five-year plans as well as the previous reserve study.

It also is in keeping with the Township’s high standard of facility care and reflects a repeated resident request. The Alden Bridge facility is highly-used (especially since the temporary closure of Bear Branch), and is lately among the top third in total attendance. The Falconwing Pool is a regular pre-season weekday location in recent years and is also in the top half in annual attendance.

Impact to Operating Cost(s) and/or Revenue:

There are few direct impacts to operating costs or revenue, although staff hopes to see a marginal increase in attendance at each facility because of these improvements.

The negative impact of choosing not to replace the shade structure covers may be realized in loss of revenue based on reduced attendance should the utility of the covers continue to degrade.

What other options were considered?

No other options were seriously considered. This project is fully-funded in the Five-Year Plan.

2019 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Pool Play Structure/ Slide</u>
Requested By	<u>Karl Shaw</u>	Category	<u>Aquatic Facilities Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Forestgate Pool – Slide & Staircase Refurbishment	1	January	\$37,000	\$0	\$37,000
Sawmill Pool – Rock Wall Panels	12	January	\$15,000	\$0	\$15,000
Spectrum (blue) Pool Slides	3	January	\$30,000	\$0	\$30,000
Wendtwoods Pool – Replacement Climbing Net	1	March	\$6,000	\$0	\$6,000
Project Total	17		\$88,000	\$0	\$88,000

Project Description

This project is to refurbish or replace a series of amenities at various facilities including in order or priority: [1] refurbishment of the large body slide at Forestgate Pool; [2] replacement of the rock wall panels (not the frame) at Sawmill Pool; [3] replacement of the plastic Spectrum slide flumes at three locations – currently targeting Alden Bridge, Creekwood, and Shadowbend (again, not the platforms or structures); and finally [4] replacement of the lily pad climbing net at Wendtwoods Pool.

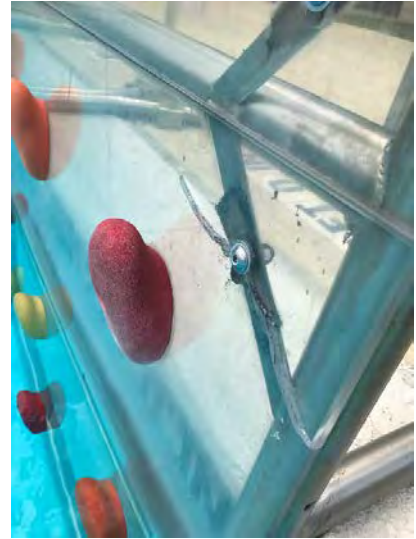
The Forestgate body slide dates to original design in 2002, and has been refurbished once since, but the staircase has never been significantly repaired. As pictures below will show, the staircase is suffering from oxidation and deterioration: the bottom step has in fact failed and a wooden step has been set in its place, and rust is apparent on the underside of more steps and the frame itself.



2019 Request for Capital Asset

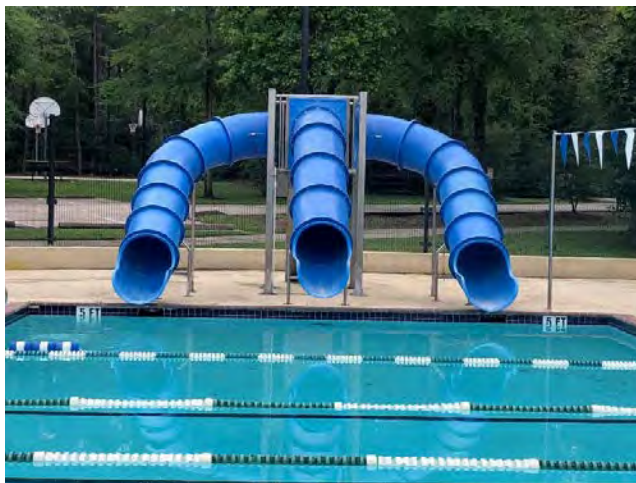


The rock climbing wall at Sawmill Pool was installed during major park renovations in 2012. The panels have aged as expected, and after 2018 will have been in use for seven (7) seasons. This is the expected lifespan of those panels according to the manufacturer, and they are recommended for replacement due to that fact and the visible signs of aging including cloudiness of the plastic from years of sun exposure, and a pair of hairline fractures. The frame is in working condition and not being replaced at this time.



Sawmill Rock Wall

The Township has seven (7) Spectrum pool slides at just as many locations, and all were installed in the early 2000's during a series of Capital Improvement Projects. There was originally a capital allocation planned for 2017-2018 to replace various slide flumes but due to a manufacturer's complication – Spectrum's slide business being bought out by PlayCore – this project was delayed. Since PlayCore/ Spectrum has now resolved their production issues, it is prudent to begin routine replacement of the flumes as previously planned. The goal with the 2019 request is to begin the process with the three (3) slides that are cracked or leaking in the most significant ways, including those at Alden Bridge, Creekwood, and Shadowbend.



Alden Bridge



Creekwood

2019 Request for Capital Asset



Finally, at Wendtwoods Pool, the lily pad climbing net has begun to sag increasingly ever since it was installed in 2013. Over the course of five seasons (six after 2018), it has been raised a few times to keep it at the proper indicated height – which is to allow only those above 48 inches to safely use the lily pads. But we have now reached the top rung of the adjustment/hanging columns and have tightened it as much as we can, so the most logical course of action is replacement.



Wendtwoods Lily Pad Feature

Describe critical success factors and service levels affected by this capital asset/project:

In some cases, namely the slides, there are significant safety concerns if the aging process extends into the 2019 swim season so all efforts should be made to avoid such problems. In the case of the rock wall and lily pad netting the chances of injury is lessened in comparison but the chances of amenity failure is still strong enough to justify replacement.

Maintaining these amenities is important to maintaining existing service levels at our facilities. Furthermore, it is prudent to replace these amenities to retain the play value at the pools which drives use, which drives revenue. Aquatic Operations is expected to return 50% of its costs (operational, not capital) in the form of pool fees (annual passes, daily fees, rental lanes, etc.).

2019 Request for Capital Asset



Impact to Operating Cost(s) and/or Revenue:

Operating costs will be directly impacted because most of these replacement costs are imminent, and all will be needed by 2020 if not tackled in 2019.

Revenue will likely be indirectly impacted in all cases as well because these features are some of the reasons residents continue to visit and re-visit the swimming pools. Unique features like these are part of what sets our pools apart from the standard HOA or other City pool, and other continued investment in these amenities attendance at The Woodlands Township facilities would be expected to shrink significantly.

What other options were considered?

These expenses will be necessary in the immediate future. The only other viable option is spending operational dollars to complete this project.

2019 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Pool Building</u>
Requested By	<u>Karl Shaw</u>	Category	<u>Aquatic Facilities Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Harper's Landing – Pool Building Roof	1	January	\$30,000	\$0	\$30,000
Sawmill Pool – Pump House Roof	1	January	\$30,000	\$0	\$30,000
Other Pool Buildings	1	March	\$20,000	\$0	\$20,000
Project Total	3		\$80,000	\$0	\$80,000

Project Description

This project request is the second year of a multi-year strategic approach, directly related to field observations and an engineering report received by the Parks Department in spring 2017. The report indicated various levels of building repairs needed – with special inspection attention having been given to roofs, roof leaks, and structural problems in the attics at all pool buildings within the Township aquatics system. The most urgent problems identified in that engineering report (large and small leaks leading to various degrees of structural damage) have already been repaired during the spring 2017 and spring 2018 preparation seasons, and now attention is turning to long-term needs which include the following:

1. Harper's Landing Pool building roof in its entirety, from pump house to pavilion, and;
2. Sawmill Pool pump house roof, the pump house being a stand-alone structure.

Both are standing-seam roofs of at least 15 years of age, with Harper's Landing dating to original construction in the early 2000's and Sawmill believed to date from the mid-1990's or earlier. Harper's Landing is deteriorating at an accelerated speed due to a design flaw where the under layer of the structure meets the tin of the roof but fails to sheet rain water, etc., away from the building – allowing moisture into the attic. Sawmill's roof replacement would also include the wooden rafters.

Sawmill's pump house roof was marked for repairs in the amount of \$15,000 in 2017 but that Capital was re-allocated to the Alden Bridge Pool restroom building due to some major structural problems found that needed to be repaired imminently. In the intervening year, the roof has deteriorated further and a partial replacement is no longer recommended.

2019 Request for Capital Asset



The entire length of the Harper's Landing standing-seam roof would be replaced:



The Sawmill Pool pump house standing-seam roof would be replaced:





Beyond the completion of the Harper's Landing and Sawmill roof replacements, use of any remaining funds under this heading would be confined to pool buildings only, of which there are 23 total structures split between 14 addresses. Repairs would be staged in a logical order based on severity of damage and likelihood of further damage if left unchecked. All work would be done outside of the pools' operating seasons whenever possible.

Describe critical success factors and service levels affected by this capital asset/project:

This project reflects renewed and increased attention by the Parks Department on the many aging structures under our care. As older areas of The Woodlands approach 45 years old now, many of our facilities are showing significant age and are in danger of breaking down if not kept up continually.

Thus this project is necessary to maintain existing service levels, by making necessary repairs to keep facilities open long-term, but is also necessary to avoid costly operational impacts from unexpected expenses – or worse, serious liability issues and damages resulting from an injury to staff or the public.

Impact to Operating Cost(s) and/or Revenue:

These repairs will be needed in the immediate future. Therefore, if not funded as a Capital Project the operational budget will be directly impacted in the precise amount of the necessary repairs. Revenues may also be impacted positively by continued upkeep of our facilities.

What other options were considered?

No other options were seriously considered due to the important nature of this request.

2019 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Chemtrol Units</u>
Requested By	<u>Karl Shaw</u>	Category	<u>Aquatic Facilities Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Chemtrol Unit Replacement	4	January	\$11,000	\$0	\$11,000
Project Total	4		\$11,000	\$0	\$11,000

Project Description

The purpose of this project is to replace some of the oldest Chemtrol units in use within our pool system with new units, reducing overall need for annual repairs and maintenance on older, oxidized and otherwise aging machines. This is the *second* year of a multi-year replacement program.

The Chemtrol chemical controller unit is a computer with user interface that is mounted on the pump room wall to monitor water chemistry within a given pool system and make automatic adjustments as needed. They have various safeguards in the programming that prevent overfeeding or underfeeding of liquid bleach and acid used to maintain chlorine and pH of the pool water. Chemical feed pumps are plugged directly into this unit as shown at right, and then the entire apparatus is plugged into a pressure switch, preventing the system from running when pool filtration is not active.

Facilities that have two or three bodies of water (i.e. main pool, wading pool, and sprayground) use two or three separate units, and so in total there are approximately 38 Chemtrols in our system – including those in Town Center.



2019 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

As mentioned above, the purpose of the Chemtrol unit is to help maintain consistently excellent water quality and clarity in the pools.

Impact to Operating Cost(s) and/or Revenue:

Prior to 2018, the last new Chemtrol units were purchased by TWA/WCA using Capital funds and have been repaired as-needed ever since. On an annual basis, the Aquatics Division sends any failed units back to the manufacturer (Santa Barbara Control Systems) for repairs and upgrades and receives the same units back again with all identifiable problems repaired. Staff has witnessed both the number of units being sent to repairs, and the cost for such repairs, increase steadily over the past 5+ years and believes that full replacement of a few units at a time would halt this expense in the short term and minimize it in the long-term.

In 2018 such repairs were going to be needed on nine (9) units, but because we purchased four (4) new units last year with CIP dollars we were able to repair just five (5) and allow the others to be retired. By replacing as many of the older units as possible we hope to bring this operating budget back within an acceptable range if not save the full amount for a few years.

What other options were considered?

No other options were seriously considered; this item is in the Five-Year Plan.

The budget was increased slightly (by \$1,000) from 2018 to 2019 due to the 2018 replacement units coming in at \$700 over the established budget.

2019 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Sprayground Improvements</u>
Requested By	<u>Karl Shaw</u>	Category	<u>Aquatic Facilities Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Sprayground Improvements - Parks	1	January	\$60,000	\$0	\$60,000
Project Total	1		\$60,000	\$0	\$60,000

Project Description

The purpose of this project is to repair or replace some aging equipment at the spraygrounds while also updating disused and/or inoperable features. This would be the first year of a multi-year approach to renew the spraygrounds as a group.

Targets for improvements would include, for example, a snail feature at Timarron Park which has been ineffective and costly over time since installation in 2011. That feature is situated close to the seat bench and a regular resident complaint has been that people seated on the dry bench can be soaked if the feature is swung a certain way. That issue, combined with repeated leaks from the feature itself, has led staff to simply disable the snail while we seek a new solution. Staff would seek a new play feature with similar designed flow rates, and one that would fit the overall theme at Timarron Park.



2019 Request for Capital Asset



Another example of improvements staff will seek to accomplish is repairs to the Sawmill Sprayground system inside the control vault. As shown below, the manifold has over time become rusty and further damage could lead to failure. We would repair any physical damages while also upgrading the ventilation of the vault box such that clean air will flow more freely around the controls. Harper's Landing Pool also has a deteriorated spray feature system that would be a lower priority in 2019 but may need to be addressed if funding allows.



Beyond these issues, certain other features will be fully inspected for cleaning, repainting, and possible replacement. Heavy wear is beginning to show on specific features – such as calcification buildup on the “water tank” at May Valley Park (below left) and sun-damaged cracks in the “flowers” at Timarron Park (below right).



Describe critical success factors and service levels affected by this capital asset/project:

As a group the spraygrounds are the primary *free* play amenities in the Parks & Rec system for those seeking water fun. The spraygrounds have become a place for community members, especially young families, to meet and play in the spring and fall months before the swimming pools are opened. All spraygrounds are open 245 days each year (daily from 8:00 a.m. to 8:00 p.m., March 1 to October 31), which has allowed the Township to expand the aquatics season significantly since the first spraygrounds came online in 2011.

2019 Request for Capital Asset



A summary of all sprayground locations and opening dates:

Sprayground	Village	Date Opened
May Valley Park	Sterling Ridge	Fall 2011
Timarron Park	Creekside Park	Fall 2011
Sawmill Park	Grogan's Mill	Spring 2012
Shadowbend Park	Cochran's Crossing	Spring 2014
Village Green Park	Creekside Park	Spring 2015

The project would be focused on the oldest locations as described above. Future years would address concerns at newer locations.

Impact to Operating Cost(s) and/or Revenue:

Many of these repairs will need to happen soon whether funded by Capital or using Operating Costs. As long-term replacements of well over \$1,000 in value and lifespans in excess of five or more years, as shown in the chart above, staff believes this is a legitimate use of Capital funding.

There is likely minimal impact to revenues since the spraygrounds are free public amenities provided to the community by the Township for no admission fee. The exception to this would be pavilion rentals, as May Valley, Timarron, and Sawmill pavilions are all within the top tier of most frequently-rented pavilions and it is known that many people choose those specific pavilions because of their proximity to a Township sprayground.

What other options were considered?

No other options are being considered at this time; this project is fully funded in the Five Year Plan.

2019 Request for Capital Asset



Department	<u>Aquatics</u>	Project Title	<u>Pool Pumproom</u>
Requested By	<u>Karl Shaw</u>	Category	<u>Aquatic Facilities Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Pump Replacements – Feature Systems at Pools	3	January	\$21,000	\$0	\$21,000
Project Total	3		\$21,000	\$0	\$21,000

Project Description

This is the second year of a three-year plan to replace older pool pumps with newer, more reliable, and more energy efficient models. In 2018, seven (7) total filtration pumps at six (6) locations were upgraded, and in 2019 the feature pumps will be replaced at these same pools.

The purpose of this project is to protect and extend the long-term viability of various swimming facility feature pump systems by replacing aging and badly oxidized cast-iron, bronze, steel, and brass pump parts with newer, more energy efficient pump systems (strainer pot, volute, motor, and impeller) manufactured using commercial pool grade plastics, with exactly these caustic environments in mind.

Aquatic consultant groups consistently recommend significant renovation of facilities and equipment, including pump and filtration systems, after between 25 and 30 years of use (the standard “lifetime” of a swimming pool) and these pumps have begun approaching that age, with one of the facilities in question (Ridgewood) dating to the 1980’s and the other two to the early 2000’s.



Harper's Landing Spray Features



Ridgewood Baby Pool Features

2019 Request for Capital Asset



Windvale Pool Play Structure/ Features Pump

The facility feature systems impacted will be shown here, replacing 'Priority B' in 2019, following successful completion of Priority A category in spring 2018:

	Location	Replacement Priority	Year Installed (Built)	Existing Pump	HP and Phase	EQ Replacement	Est. Cost, Installed	2018	2019
1	Creekwood - Filtration	A	1980's	C-Series	7.5 HP, 3 phase	EQK750	\$ 5,800.00	✓	
2	Falconwing #1 - Filtration	A	1990's	C-Series	5 HP, 3 phase	EQK500	\$ 5,500.00	✓	
3	Falconwing #2 - Filtration	A	1990's	C-Series	5 HP, 3 phase	EQK500	\$ 5,500.00	✓	
4	Harper's Landing - Filtration	A	2000's	Sta-Rite	7.5 HP, 3 phase	EQK750	\$ 5,800.00	✓	
5	Harper's Landing - Sprayground	B	2000's	Sta-Rite	7.5 HP, 3 phase	EQK750	\$ 5,800.00		✓
6	Ridgewood - Filtration	A	2000's	Sta-Rite	10 HP, 3 phase	EQK1000	\$ 7,000.00	✓	
7	Ridgewood - Baby Features	B	2000's	C-Series	5 HP, 3 phase	EQK500	\$ 5,500.00		✓
8	Sawmill - Filtration	A	1980's	C-Series	7.5 HP, 3 phase	EQK750	\$ 6,000.00	✓	
9	Windvale - Filtration	A	2000's	Sta-Rite	10 HP, 1 phase	EQK1000	\$ 8,500.00	✓	
10	Windvale - Features	B	2000's	Sta-Rite	10 HP, 1 phase	EQK1000	\$ 8,600.00		✓
Total Cost							\$ 64,000.00	\$44,100.00	\$19,900.00

As better technology and equipment has become available the Township has traditionally worked hard to put these advances into practice. Thus, beginning in about 2011-2012, many of our aquatic facilities began to be renovated and hard plastic-based pumps started to be put in use in place of older cast-iron pumps.

Staff therefore recommends the use of Pentair EQ series pumps for reasons of cost effectiveness, excellent local replacement part availability, and uniformity within our system (reducing need for various stock parts). There were already eight (8) of these EQ pumps in the Township Aquatics system that were installed during new construction, such as the spraygrounds in May Valley, Sawmill, Shadowbend, and Timarron Parks, as well as during facility renovations such as the filtration systems of the Sawmill and Shadowbend pools. The new Bear Branch Pool was designed to use these pumps, and as mentioned seven (7) more were installed in 2018. There are therefore now at least 17 such pumps in the Township Aquatics system, as shown below:

2019 Request for Capital Asset



<u>Existing Pentair EQ pumps in Township system (18 total)</u>	<u>Year Installed</u>	<u>HP and Phase</u>
Bear Branch (2) - Filtration	2018	7.5, 3 phase
Bear Branch (2) - Features	2018	5 HP, 3 phase
Creekwood (1) - Main Pool Filtration	2018	7.5 HP, 3 phase
Falconwing (2) - Main Pool Filtration	2018	5 HP, 3 phase
Harper's Landing (1) - Filtration	2018	7.5 HP, 3 phase
May Valley (1) - Sprayground Filtration	2012 / 2017*	5 HP, 1 phase
Ridgewood (1) - Main Pool Filtration	2018	10 HP, 3 phase
Sawmill (1) - Baby Pool Filtration	2012	5 HP, 3 phase
Sawmill (1) - Main Pool Filtration	2018	7.5 HP, 3 phase
Sawmill (1) - Sprayground Filtration	2012	7.5 HP, 3 phase
Shadowbend (3) - Pool Filtration and Sprayground Features	2014	7.5 HP, 3 phase
Timarron (1) - Sprayground Filtration	2012 / 2017*	5 HP, 1 phase
Windvale (1) - Filtration	2018	10 HP, 1 phase
* Originally 3-phase; motor changed out during 2016 CIP		

Describe critical success factors and service levels affected by this capital asset/project:

The primary motivating factor for this project is decreasing the potential loss of operational time for the residents for years to come. Secondary to that is simple logistics, meaning that these pumps are at the end of their lifespan and some - if not all - *will fail* in the coming years.

In the pre-season of 2017 the Windvale Pool suffered a mechanical failure late afternoon on May 5th – or the day before that location was due to open. It was precisely one of these cast-iron volutes that failed that day when a bolt holding the motor frame to the volute broke off and had to be re-tapped, sealed, and secured. Staff worked to complete a temporary repair and this has made the Windvale Pool filtration system functional for 2017, but it is not a long-term fix. The resulting loss caused the Township to move three (3) weekends of pre-season operations to Lakeside Pool instead while awaiting a replacement volute, causing on-going confusion and frustration among the residents of Alden Bridge Village Association.

By replacing these aged pump systems semi-proactively now, staff hopes to avoid any future repeats of the situation experienced at Windvale the 2017 pre-season.

Impact to Operating Cost(s) and/or Revenue:

In the example above at Windvale, in addition to public use time being affected there were multiple after hours' pool rentals also had to be moved or refunded. This is a direct example of how proactively changing these pump systems will likely have a positive impact on pool revenues.

2019 Request for Capital Asset



However, the bigger and more ‘repeatable’ impact will be seen in terms of operating cost savings. By standardizing these three feature systems we are reducing the number of different stock motors needed to be kept in the warehouse while also reducing the stock of impellers needed and strainer lid or-rings and pot parts from the heavy bronze and cast-iron products with long lead times to easily attainable, lighter plastics. By choosing the EQ pump systems already in place in other locations, these three systems are also being standardized with the other 18 systems listed above.

Literature from the manufacturer, Pentair, also indicates that certain energy savings should be realized but it does not *guarantee* specific ROI, so those figures are not being included in this justification.

What other options were considered?

As stated above, the pump systems in question are reaching the end of their expected lifespan and will need to be replaced either as-needed (risking loss of amenity use time if failure occurs during late spring or summer months) or replaced proactively in the manner described here.

Thus, the alternative to providing Capital funding for these items in the very near future is to accept potential loss of amenity use time and shift costs to the Aquatics division’s operating budget instead.

2019 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>Monument Signs</u>
Requested By	<u>Michelle Betcher</u>	Category	<u>Sign/Stone Walls Improvements</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Monument Signs	5	March - October	\$30,000	\$0	\$30,000
Project Total	5		\$30,000	\$0	\$30,000

Project Description

Monument Signs are located throughout The Woodlands Township in all the Villages. There are approximately 503 village, neighborhood entry and park identification monument signs, as well as stone monument walls that are companion structures to monument signs.

Many of these signs were installed several years ago and they are composed of natural stone, which is susceptible to mold, water stains, automobile exhaust and weathering in our climate. The integrity of the stone has been irretrievably compromised. Some of these signs have large chunks missing; are crumbling like chalk in varying degrees. Repeated efforts to clean, seal and patch the signs yield temporary results and the signs continue to worsen over time.

This project also includes roadway monument signs and stone walls that are casualties of vehicular accidents. In 2017 and 2018, four (4) monument signs/stone walls that were smashed in car accidents.

This project also includes new signs as identified with growth and new amenities and assets. Examples of the damaged signs which may require removal/replaced shown below. Other signs will be identified in the remainder of 2018 to be included in the 2019 replacement program. These monument signs often include specific cast stone specifications, the purpose of which is to procure signs made of a cast stone material which is less porous and more resistant to the elements as well as graffiti.

2019 Request for Capital Asset



Describe critical success factors and service levels affected by this capital asset/project:

We are receiving numerous and frequent complaints from homeowners regarding the condition of these signs. We are washing, sealing and coating the signs regularly, but they cannot be restored to a high quality condition. The stains are actually embedded in the stone and the crumbling and decay continues.

- Improves aesthetics of the Village, Neighborhood and Park entry.
- Provides continuity with other entries with the same needs.
- Provides residents with their sense of community, neighborhood pride, appreciation and identification of the entry.

2019 Request for Capital Asset



Impact to Operating Cost(s) and/or Revenue:

Routine cleaning costs.

What other options were considered?

Applying an epoxy over entire sign. After research, proves not to be a cost-effective solution and does not solve underlying deterioration.

2019 Request for Capital Asset



Department	<u>Parks Planning</u>	Project Title	<u>Pathway Improvements</u>
Requested By	<u>Michelle Betcher</u>	Category	<u>Pathways</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Pathway Improvements - Various Projects	N/A	Jan - Dec	\$250,000	\$0	\$250,000
Project Total	N/A		\$250,000	\$0	\$250,000

Project Description

Pathways are consistently the number one used amenity in The Woodlands. The pathway replacement program began in 2004. In order to prevent the degradation of our pathway assets and to prevent possible injuries caused by hazards on the system, it is necessary to make repairs in a timely fashion. As a result, this is a program consisting of major repairs and replacements plus additions and improvements to the pathway system.

In 2011 Parks and Recreation Needs Assessment, 89.2% residents indicated that the provision of quality parks, recreation and open space facilities/amenities are to the quality of your life in The Woodlands was very important and 96.5% of the residents utilize the parks and trails on a regular basis. This project is consistent with the overall findings in the bi-annual survey which concluded that residents desire to upkeep and upgrade the park system. The general consensus was that The Township should continue current replacement programs and trails programs should be continued, such as update pathway replacement.

This funding allows staff to respond promptly to the identified deficiencies and hazards in the system. This project addresses several areas of concern:

Removal, Replacement, and Repair of Pathways

This budget allows staff to continue with replacing pathways where necessary. For example: sections that have cracking and excessive heaving due to tree root encroachment and areas that have aggregate exposed creating difficulty for our runners, walkers, bicycles, baby strollers and roller blade users. Also, sections have been badly damaged by the weight of mowing tractors and other construction vehicles working in the areas. An annual audit of the pathways is conducted by staff to identify these locations. In 2019, we will remove and replace, +/- 13,000 SF of existing pathways in an effort to keep our pathways safe. This number is subject to change based on several factors, including weathering and wear, damage, repairs, resident concerns, MUD or County requests, etc. Pathway grates are also installed where needed due to drainage issues. In 2019, we anticipate the installation of +/- fourteen (14) pathway grates. This budget also includes the repair and/or replacement pathway of bridges, due to age, weather, deterioration and damages. Structural beams, railings, and decking are replaced as needed. In 2019 we will repair or rebuild 4-6 pathway bridges.

New Pathways

With the growth of the community, expansion of roadways, new traffic signals and new destinations, budgeted funds will allow staff to respond to requests for new connectors. In 2019, we will build, +/- 9000 SF or new pathways, excluding major new capital projects.

2019 Request for Capital Asset



Pathway Stop Signs

As a standard in The Woodlands, all pathways that cross a street (without a traffic control device) or driveway should have a stop sign. These visual warning signs increase the safety of the intersection. In the residential areas the stop sign is grey or brown and inset into a 3" x 12" post that is 5' tall at the intersection.

The Town Center area pathway stop signs are inset or 3M vinyl-die-cut onto a 5'X 12" steel (3/16" wall) tubing stop signs. Steel is to be primed and painted with Matthews Polyurethane black paint at the intersection.

The Woodlands Township has +/- 2500 pathway stop signs throughout all the Villages and within Town Center which must be maintained, including replacement of damaged signs, painting, and new signs to place those that have faded. This project also factors installation due to the large quantity and concrete work necessary to properly install.



Pathway Stenciling

The painting of cautionary stencils on the pathways at intersections, along with the pathway stop signs, improves safety at the intersections. These stencils include six stop bars, one "No Motorized Vehicles Allowed" and one "Slow Intersection Ahead". The repainting of pathway stenciling is required on all pathways at least once every 3 years, due to damage, repairs, weather, resident complaints and MUD requests, etc.

Crosswalk stenciling consists of two painted parallel bands that cross the driveway or intersection from pathway to pathway as a visual warning to motorists. Reflective glass beads are applied to the paint when it is still wet. The painting of crosswalks on roadways is a shared responsibility with Montgomery County. Both Montgomery County Precinct 2 and 3 have approved stenciling of certain crosswalks since they are on county roads. The Precincts paint the crosswalks in controlled intersections and at school crossings. Painted crosswalks at neighborhood entries and commercial driveways are at the expense of the community.

Located throughout all Villages there are +/- 2400 cautionary stencils and +/- 705 crosswalks for which The Woodlands Township is responsible. All stencils and crosswalks should be repainted based on a three-year plan rotating through the Villages, subject to change based on several issues, including weathering and wear, damage, repairs, resident concerns, MUD or County requests, etc. To spread out costs over the three-year period, approximately 800-850 stencils and 235-275 crosswalks are repainted each year.

Village Name	Number of Stencils	Number of Crosswalks
Grogan's Mill	266	95
Panther Creek	327	126
Cochran's Crossing	360	128
Alden Bridge	337	129
Indian Springs	224	88
Sterling Ridge	421	112
Creeside Park	380	3
College Park	79	24
TOTAL	2394	705

2019 Request for Capital Asset



Trip Hazard Removal

Trip hazards develop for several reasons, very often due excessive heaving due to tree root encroachment and drainage issues over time. Concrete is removed by using saw to horizontally cut off the raised portion to ADA compliance, addressing slabs that are raised from ½" to 2". Trip hazard are also removed by using a grinding method to remove the hazards. The results from both methods are exceptional, though the grinding method is often more economical. Trip hazards occur on pathways in all the Villages and Town Center and are addressed for safety reasons. In 2018, we will correct +/-50-75 pathway trip hazards.

Pathway Lighting

Pathway lighting enhances park safely. Light poles and fixtures need periodic replacement due to age, normal corrosion and updated park standards. Lights are replaced with LED lighting, which is now the standard in new park lighting. LEDs typically use 50% less energy than traditional fixtures and produce longer lasting, better quality light. These benefits save money by eliminating costly maintenance fees and by reducing the amount of energy used.

Replacement of Ramps that are not ADA compliant

There are many ramps throughout the community that have a slope that is not compliant with the Americans with Disabilities Act specifications. These ramps have a greater than 1:12 ratio (8.3%) of slope and are difficult for wheelchairs or pathway users with other physical impairments. These ramps should be removed and replaced to meet current standards, which also include color coded truncated pavers to provide visual and textural warnings for the pathway users with disabilities. It is anticipated that we will replace 4-6 ramps each year.

Describe critical success factors and service levels affected by this capital asset/project:

- Resident requests.
- Compliance with federal and state laws.
- Decreases maintenance cost and increases safety.
- Ensures quality, proactive and preventive maintenance practices.
- Provides equitable services.

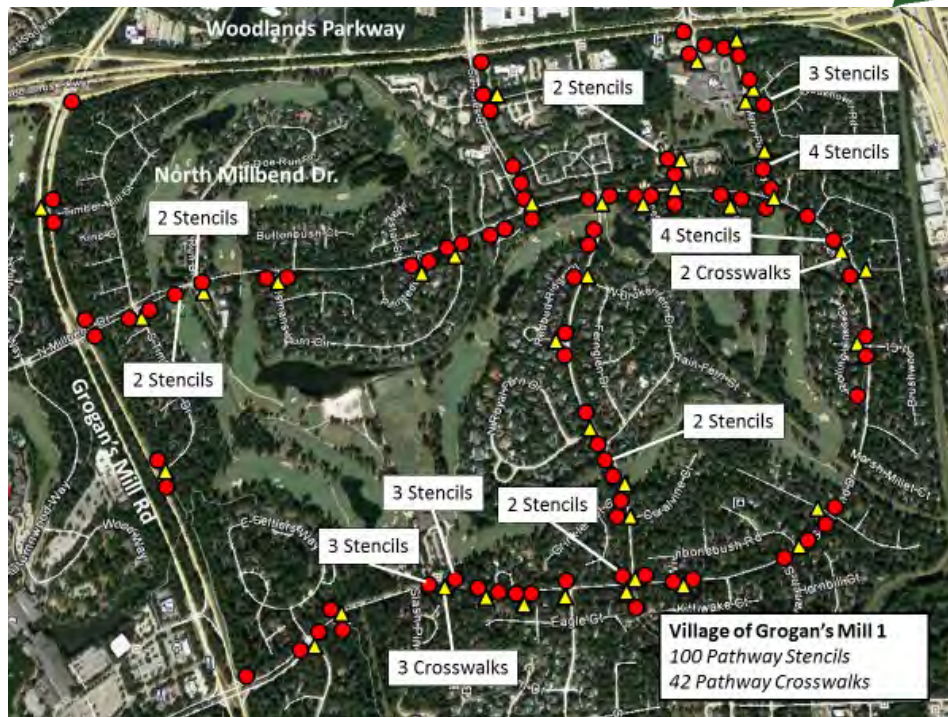
Impact to Operating Cost(s) and/or Revenue:

Contracted pathway maintenance is required for new pathways. New pathway maintenance cost is estimated at \$840 per mile per year. This includes blowing, clearing understory, and general maintenance.

What other options were considered?

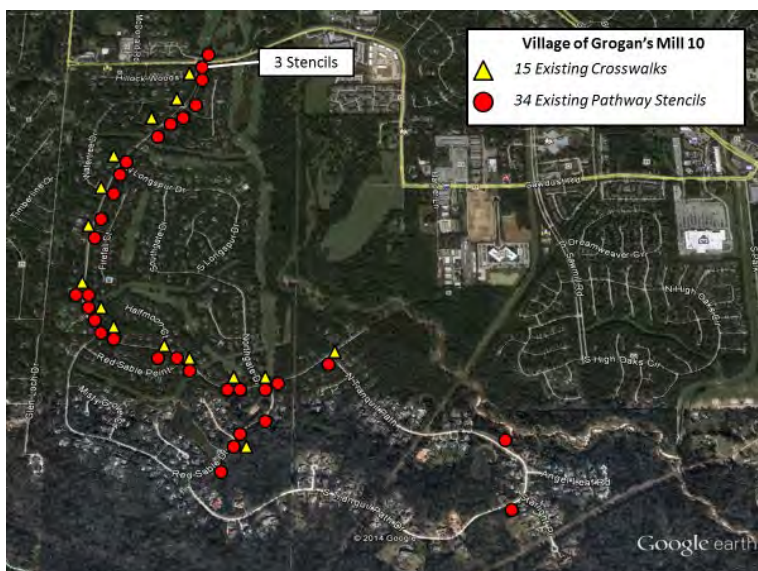
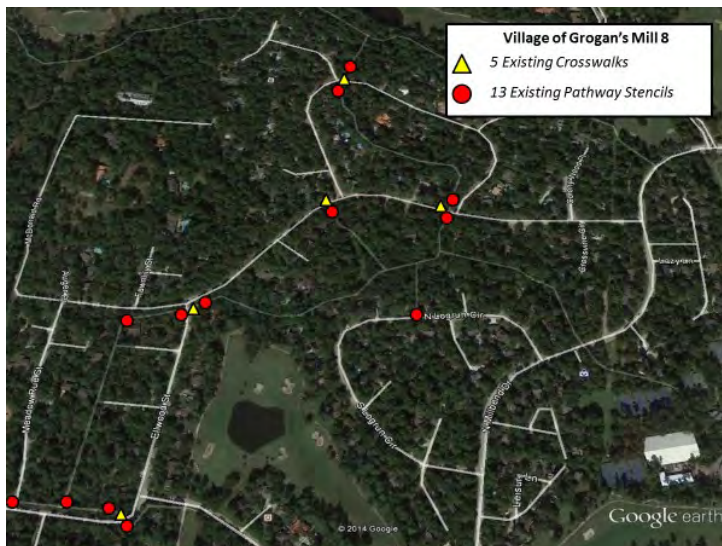
No other options were considered.

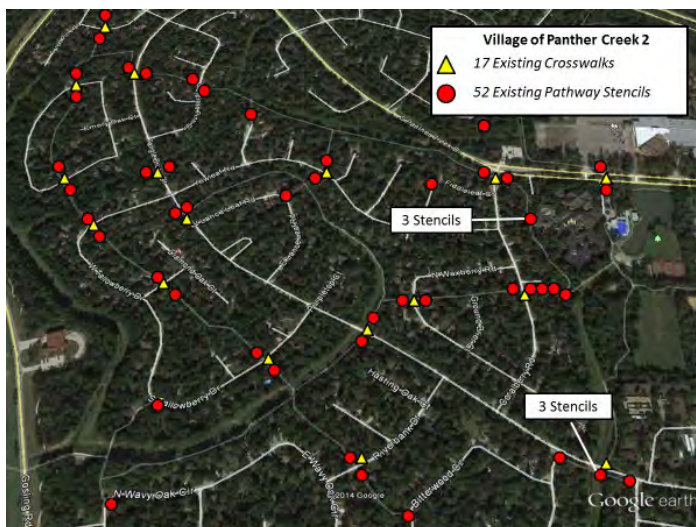
2019 Request for Capital Asset



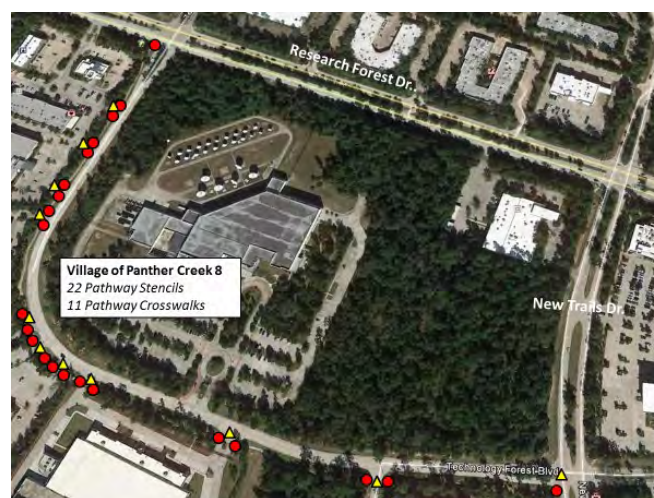
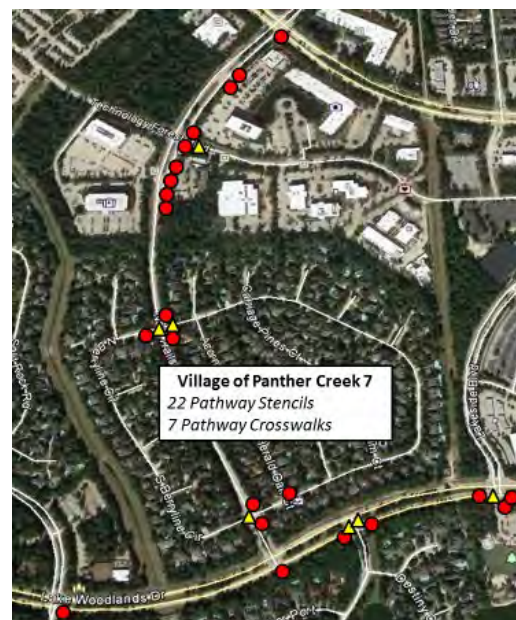
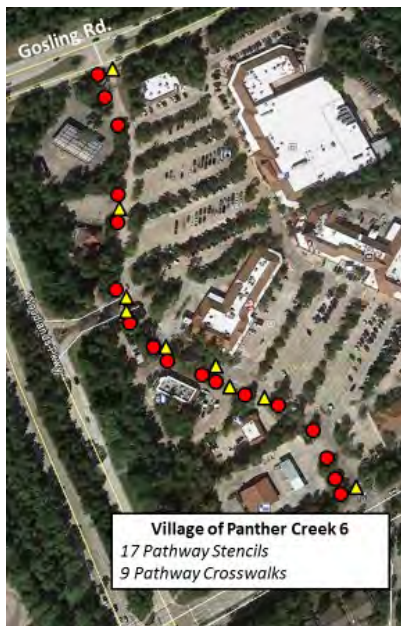


2019 Request for Capital Asset

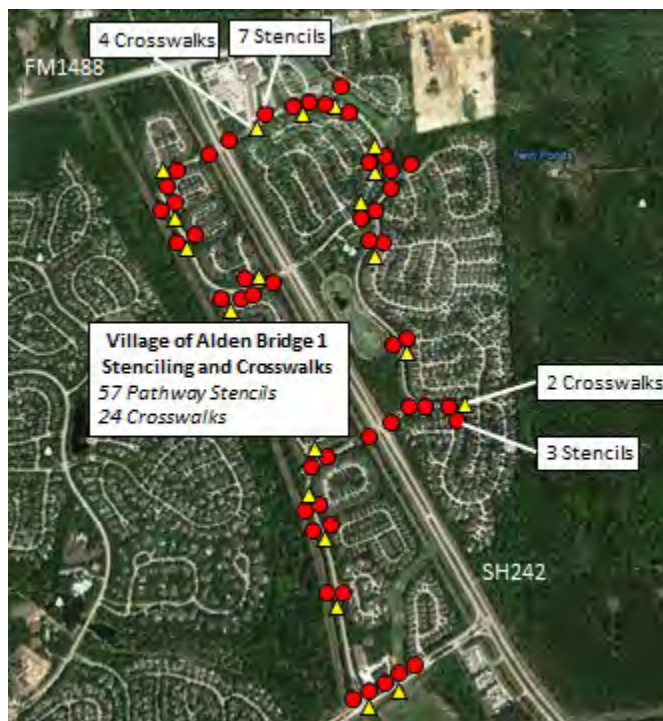




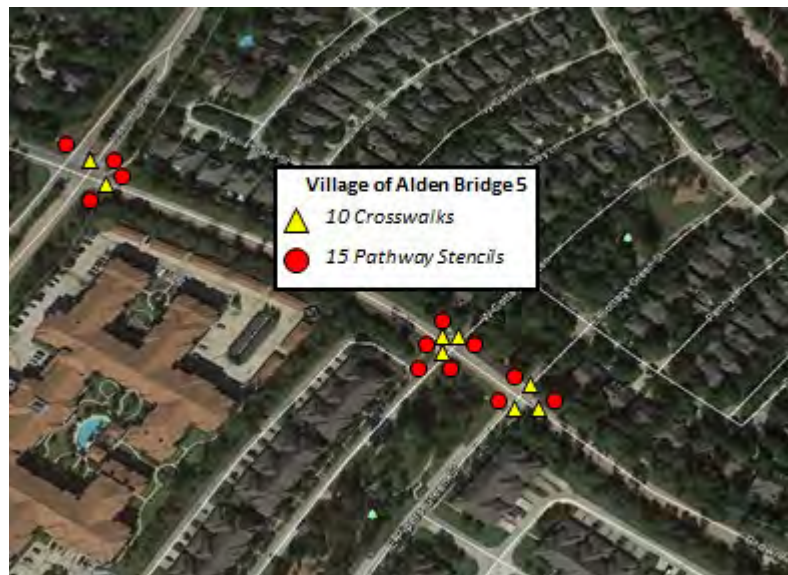
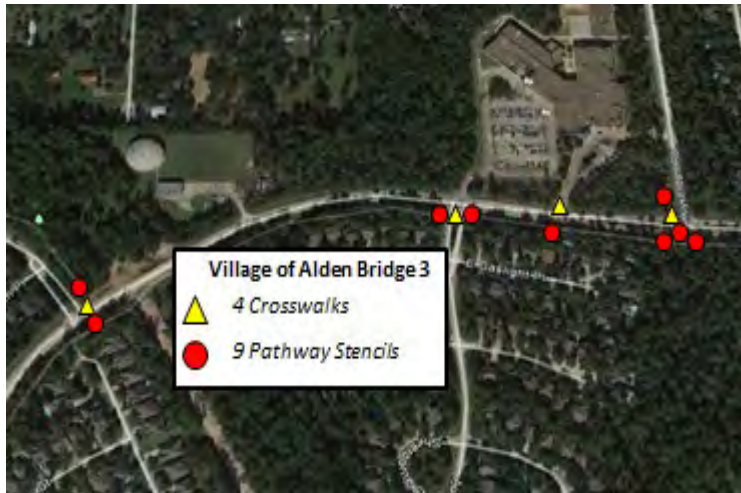
2019 Request for Capital Asset



2019 Request for Capital Asset



2019 Request for Capital Asset



2019 Request for Capital Asset



2019 Request for Capital Asset



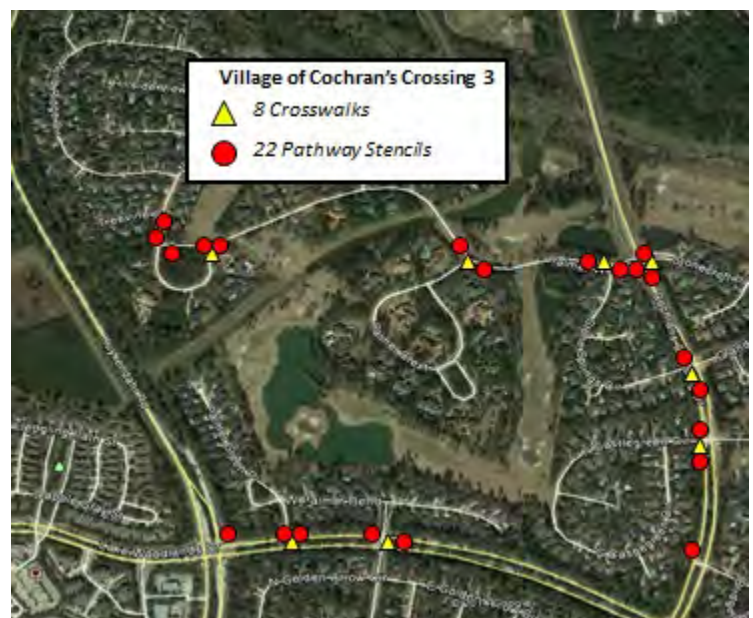
2019 Request for Capital Asset



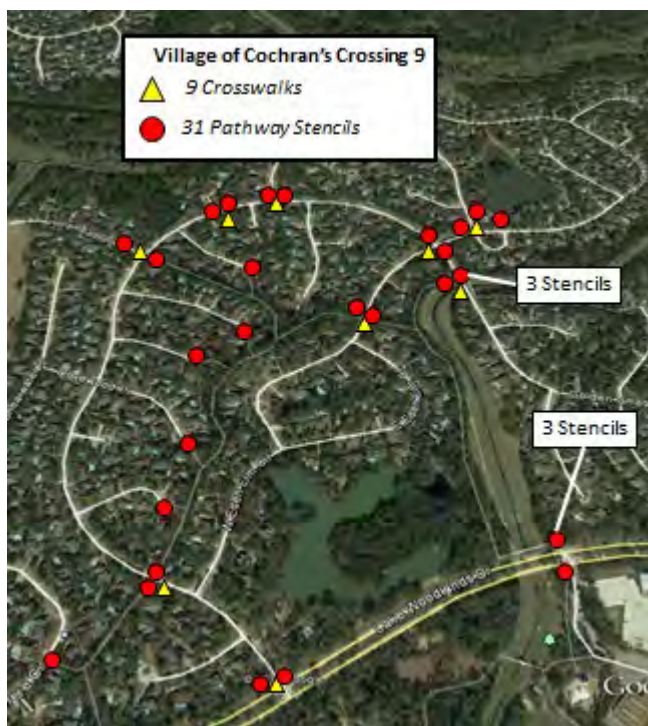
2019 Request for Capital Asset



2019 Request for Capital Asset

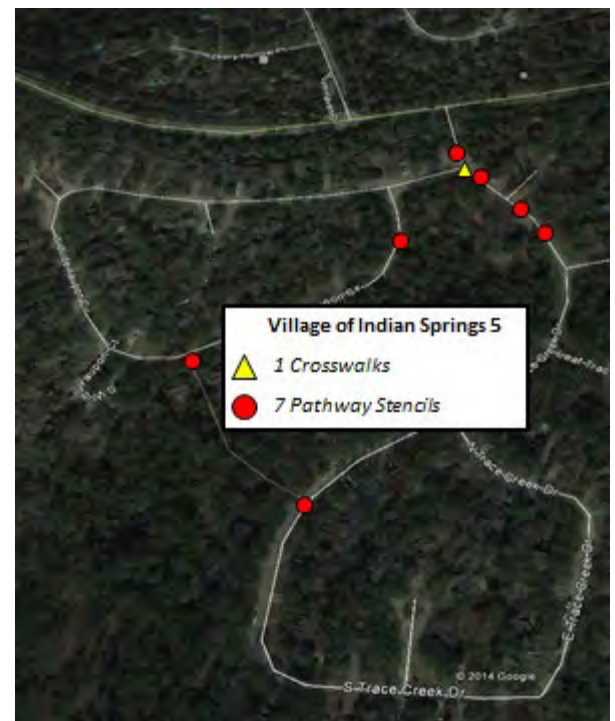
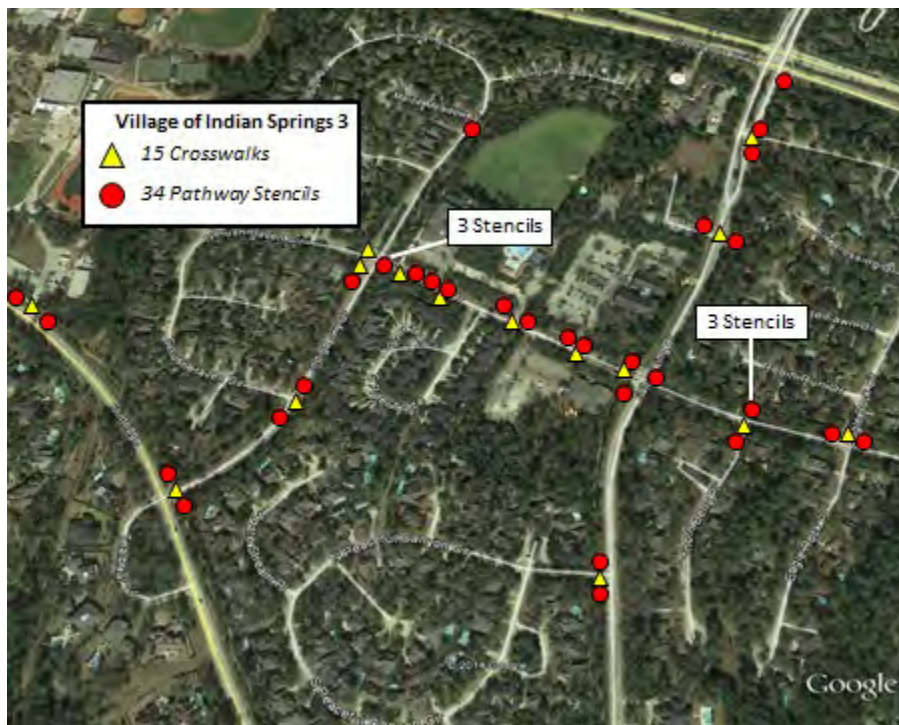






2019 Request for Capital Asset

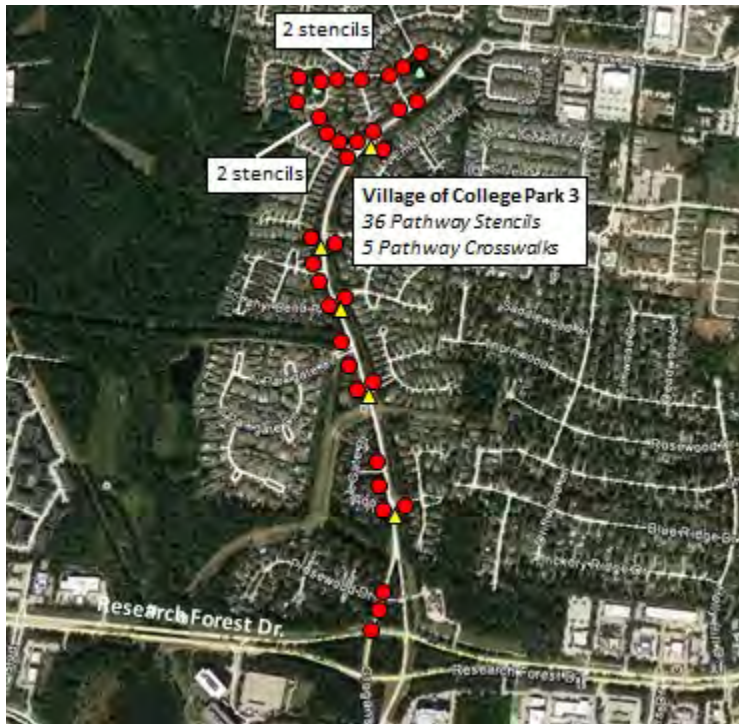


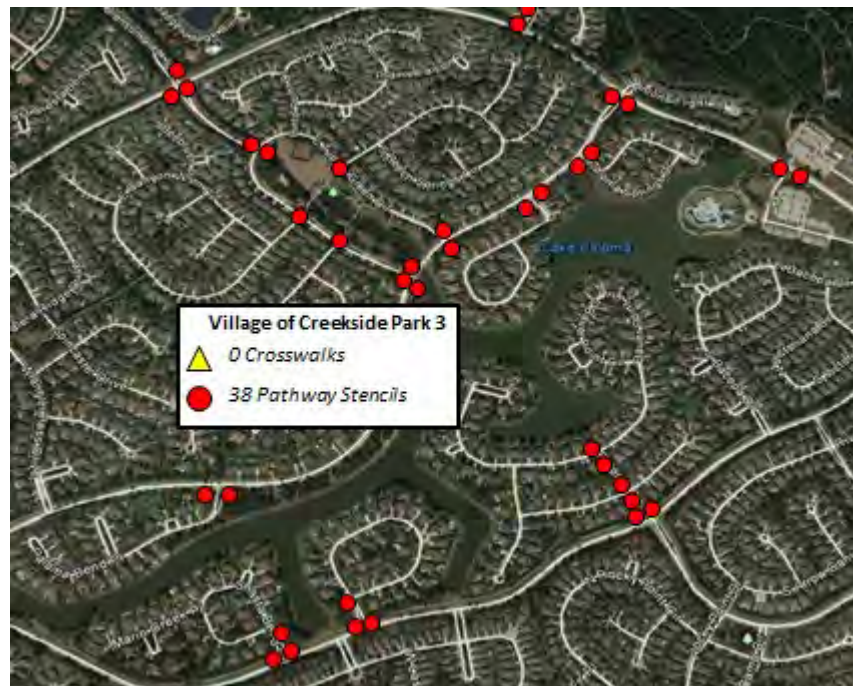


2019 Request for Capital Asset



2019 Request for Capital Asset

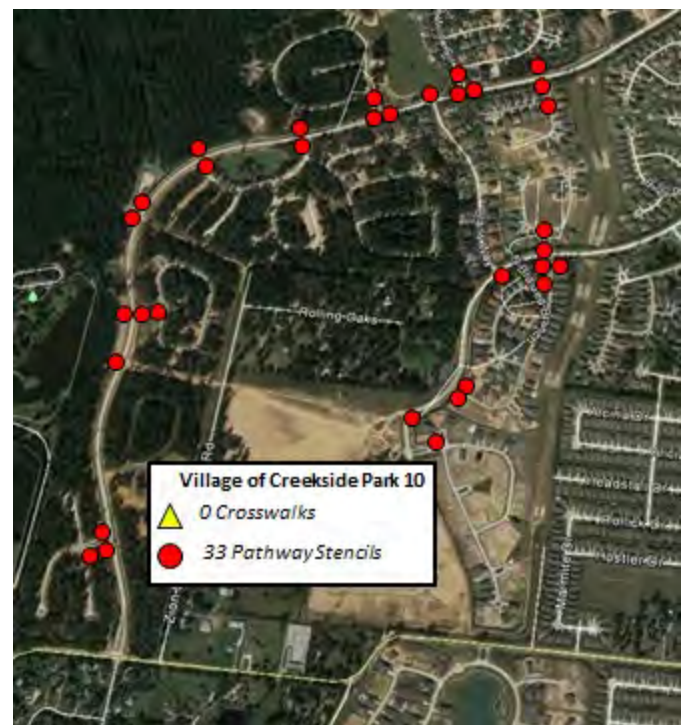




2019 Request for Capital Asset



2019 Request for Capital Asset







2019 Request for Capital Asset



2019 Request for Capital Asset



2019 Request for Capital Asset



Department	<u>Recreation</u>	Project Title	<u>The Recreation Center at Bear Branch Fitness Room Update</u>
Requested By	<u>Pamela Woods</u>	Category	<u>Recreation Center</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Fitness Equipment- Bear Branch Recreation Center	16	March	\$60,000	\$0	\$60,000
Project Total	16		\$60,000	\$0	\$60,000

Project Description

It is recommended to replace the flooring and to update the equipment in The Recreation Center at Bear Branch Fitness Room for 2019. With the addition of a fitness room at The Recreation Center at Rob Fleming, we have seen a jump in memberships and believe that we would see an additional increase at Bear Branch with new equipment and an updated room. In addition, an update would allow both recreation centers to be comparable for the same price and allow the same service for both sides of the community. The estimates are based on the same vendor as the equipment at The Recreation Center at Rob Fleming for equivalency however the project would be bid out.

Many of the machines are the original pieces of equipment purchased at the fitness room's inception. Minus replacement parts, a few updates to equipment, and reupholstering in 2012, the fitness room has seen only minor updating. Over the past few years we have seen an increase in maintenance costs give the equipment's age and use. In addition, with the pieces being so old, many replacement parts are no longer available or in stock causing issues with maintaining the machines. The flooring also is original matting covering the VCT and needs to be replaced. We are proposing a similar floor to the Rob Fleming Rec Fitness Room.

The items identified for replacement include a variety of resistance and cardio machines which has been well received at Rob Fleming

The following chart shows the high maintenance costs we are currently incurring to keep the center maintained and in working order. This serves as an additional justification for the new equipment investment if we continue to provide this service. We anticipate this cost growing without replacement pieces, as the machines continue to have maintenance issues.

2019 Request for Capital Asset



	Trip Fees, Parts, Labor	Quarterly Maintenance
2017	\$4,528	\$900
2016	\$7,753	\$900
2015	\$5,145	\$900

Equipment to be replaced includes but is not limited to: Elliptical, Treadmills (3), Stair Stepper, Vertical Row/Lateral Pull Down, Shoulder Press, Rec Fly/Rear Delt Fly, Seated Leg Press, Triceps Dip, Bicep Curl, Preacher Curl, Smith Machine, Power station, 900+/- square feet of fitness flooring and other miscellaneous equipment.

Describe critical success factors and service levels affected by this capital asset/project:

With now hosting two fitness rooms at each recreation facility, there is the need to have comparable equipment at both centers. Over the past year, we have seen more interest in memberships especially at Rob Fleming Recreation Center and we believe with updated equipment at Bear Branch will see this as well. In addition, over the next few years, we anticipate having to purchase equipment anyhow as many items are on their last leg. The ability to purchase as a capital project all at once would prove more efficient and convenient for the fitness members and staff time.

Impact to Operating Cost(s) and/or Revenue:

While fitness memberships were on the decrease in 2014, they are currently showing a trend of growth for the division. A fresh look and new equipment would attract more people for memberships as The Recreation Center at Bear Branch is centrally located in the community. The addition of the Rob Fleming Center showed almost double growth for this GL Account thus far and we would expect the same at Bear Branch in conjunction with some additional marketing and newsletters, renewal reminders, etc. In the table below, the figures show that sales have exceeded budgeted numbers and unique entries in 2018 YTD.

	Total Sold	Total Sales	Total Entries	Total Unique Entries
2018 *as of 5/7/18	330	\$19,102	3343	365
2017	340	\$18,144	3476	249
2016	194	\$10,450	2958	167
2015	212	\$11,015	3306	162
2014	124	\$9,002	2921	153

What other options were considered?

Phasing out of the fitness room and turning the room into an additional program room.

Prioritizing and phasing new equipment in. However, given the maintenance issues and age of the equipment, would be best to do at once to keep the room balanced and uphold service levels across the division.

2019 Request for Capital Asset Carryover



Department	New Development	Project Title	New Development
Requested By	Hilary Madison	Project Code	440-190-9000-1739-31

Proposed Capital Expenditure

Item	Budget Year	Approved Budget Dollars	Projected Total Spent by 12/31/18	Adjustments: (Savings)	Total Carry Over Amount
New Development	2017	\$1,473,413	\$632,000	\$0	\$841,413
Project Total		\$1,473,413	\$632,000	\$0	\$841,413

In which months of 2019 will the carry over amount be spent?

The carry over amount will be spent throughout 2019 as reimbursement requests are submitted to The Woodlands Township by The Woodlands Development Company.

Describe the reason you are requesting a carryover for this project:

The Woodlands Development Company anticipates carrying over funds into 2019 from the CCSA agreement. Below is a schedule of the projects to be completed in 2018 and 2019:

ENHANCEMENT PROJECTS- COMPREHENSIVE COMMUNITY SERVICES AGREEMENT - BUDGET

PROJECTS	2018		2019		TOTAL
	TWT	TWDC	TWT	TWDC	
B. Proposed Projects					
1. Creekside Park- Parks/ Pathways	482,000	482,000	205,448	205,448	5,919,684
2. Town Center Projects					
a. Waterway Square Phase 2 (not including mew); bridge & stage					3,878,835
					1,507,575
b. Waterway Avenue Bridge Lighting- Convert to LED					332,105
c. Waterway Square Phase 3 (Mew)			635,965	635,965	1,271,930
20 Waterway Square Plaza Toilets					
d. Woodloch Ct. - L. Robbins Dr to WW Sq Pl (east)- streetscape					256,567
e. Lake Woodlands Drive- GM Rd to Lake Front Circle (north)- pathway					0
Subtotal	0	0	635,965	635,965	7,247,012
					0
3. Hughes Landing **					2,732,773
a. Hughes Landing Blvd: GM Rd to Constellation - streetscape (balance 3/1/2014 - included with c.)					0
b. Constellation Dr.: LFC to HLB - streetscape - included.					0
c. Hughes Landing Blvd, Constellation Dr, Lake Woodlands Dr					0
d. Aviator Way: LFC to HLB- streetscape - included					0
e. Lake Woodlands Boardwalk from LakeEdge to GM- pathway, landscaping	150,000	150,000			300,000
f. Wetlands Enhancement					657,177
g. Overlook Park					0
h. Stage Pavilion					0
i. Boat Dock					0
Subtotal	150,000	150,000	0	0	957,177
					0
Total	632,000	632,000	841,413	841,413	14,123,872

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THE WOODLANDS TOWNSHIP
CAPITAL BUDGET
FOR THE YEAR ENDING DECEMBER 31, 2019
(In Whole Dollars)

	<i><u>Prior Year</u></i> <i><u>Carryover</u></i>	<i><u>2018</u></i> <i><u>Budget</u></i>	<i><u>2018</u></i> <i><u>Forecast</u></i>	<i><u>Carry-</u></i> <i><u>Over</u></i>	<i><u>2018 Budget</u></i> <i><u>Initiatives</u></i>	<i><u>2019</u></i> <i><u>New</u></i>	<i><u>2019</u></i> <i><u>Reserve</u></i>	<i><u>2019</u></i> <i><u>Total</u></i>
<u>INFORMATION TECHNOLOGY</u>								
<u>Computers: software & hardware</u>								
GPS Equipment & Workstations	\$ 8,777	\$ -	\$ 8,777	\$ -	\$ -	\$ -	\$ -	\$ -
Mobile Data Computers	-	44,160	44,160	-	-	-	28,000	28,000
WFD Mobile Data Computers	-	-	-	-	-	5,600	-	5,600
Scanners	-	-	-	-	-	20,000	-	20,000
Server Replacements/Upgrades	7,000	67,600	74,600	-	-	33,400	118,820	152,220
Caption Encoder	-	-	-	-	22,280	-	-	22,280
Human Resources/Payroll System	-	-	-	-	-	100,000	-	100,000
Fixed Asset Tracking	85,000	-	85,000	-	-	-	-	-
Desktop & Laptop Computers	12,157	106,310	118,467	-	-	40,750	65,150	105,900
Network Equipment	49,536	55,884	105,420	-	-	-	93,300	93,300
Storage Area Network Expansion	27,403	-	27,403	-	157,000	57,500	-	214,500
Two-Way Radios - Parks and Recreation	-	-	-	-	-	12,000	-	12,000
Audio Visual Systems	74,499	105,000	179,499	-	-	-	-	-
Printers	-	7,440	7,440	-	-	-	-	-
Software Licenses	-	35,000	35,000	-	-	44,000	-	44,000
Microwave Network	400,000	950,000	1,350,000	-	-	-	-	-
WFD AV System	-	63,700	63,700	-	-	-	63,700	63,700
Facility Access Control - Fire Dept.	14,449	278,000	292,449	-	-	155,000	-	155,000
<u>Total</u>	<u>\$ 678,821</u>	<u>\$ 1,713,094</u>	<u>\$ 2,391,915</u>	<u>\$ -</u>	<u>\$ 179,280</u>	<u>\$ 468,250</u>	<u>\$ 368,970</u>	<u>\$ 1,016,500</u>

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Information Technology Capital by Project



Year	Account	CIP Category	Item	Capital Expense
2019	410-190-9000-1902-31	Hardware	Desktop & Laptop Computers	\$105,900
2019	410-190-9000-1903-31	Hardware	Mobile Data Computers (Parks, Fire)	33,600
2019	410-190-9000-1904-31	Hardware	Scanners (3)	20,000
			Total Hardware	\$159,500
2019	410-190-9000-1905-31	Software	Software Licenses	\$44,000
2019	410-190-9000-1906-31	Software	Human Capital Management Software	100,000
			Total Software	\$144,000
2019	410-190-9000-1907-31	Equipment	Emergency Training Center A/V System	\$63,700
2019	410-190-9000-1908-31	Equipment	Facility Access Control - WFD	155,000
2019	410-190-9000-1909-31	Equipment	Network Switches	27,600
2019	410-190-9000-1910-31	Equipment	Network Routers	30,200
2019	410-190-9000-1911-31	Equipment	Network Firewall	35,500
2019	410-190-9000-1912-31	Equipment	Server Replacements	132,220
2019	410-190-9000-1913-31	Equipment	Domain Controllers	20,000
			Total Equipment	\$464,220
2019	410-190-9000-1914-31	Other	Storage Area Network Expansion	\$57,500
2019	410-190-9000-1914-31	Other	Storage Area Network Expansion*	157,000
2019	410-190-9000-1915-31	Other	Caption Encoder*	22,280
2019	410-190-9000-1916-31	Other	Two-Way Radios (Parks and Rec)	12,000
			Total Other	\$248,780
			Total - Information Technology	\$1,016,500

*Budget Initiative

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2019 Request for Capital Asset



Department Information Technology **Project Title** Desktop and Laptop Computers
Requested By Chris Myers **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
New Community Relations Desktop	1	January	\$0	\$1,775	\$1,775
Desktop Replacements	35	October	\$47,000	\$0	\$47,000
Laptop Replacements	10	May	\$18,150	\$0	\$18,150
New Staff Desktops	9	January	\$0	\$12,000	\$12,000
New Staff Laptops	6	February	\$0	\$11,250	\$11,250
New Staff Laptop Docks	4	February	\$0	\$700	\$700
New Staff Surface Pro	1	January	\$0	\$2,025	\$2,025
New Laptops – DSC	7	January	\$0	\$13,000	\$13,000
Project Total	73		\$65,150	\$40,750	\$105,900

Project Description

The systems in this request will replace desktop computers and laptops purchased in 2015. These systems will no longer be under warranty; thus, vendor support and next-day parts delivery would no longer be available.

In addition to the replacement of desktop and laptop computers, this request also includes new laptops, desktops, and Surfaces that correspond to staffing requests for 2019.

Describe critical success factors and service levels affected by this capital asset/project:

These items are essential for the staff to complete their work duties.

Impact to Operating Cost(s) and/or Revenue:

None

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department Information Technology **Project Title** Mobile Data Computers
Requested By Chris Myers **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Toughbook Refreshes – PARDES	8	June	\$28,000	\$0	\$28,000
Proposed Toughbook - WFD	1	June	\$0	\$3,300	\$3,300
Proposed Toughbook Mounting Hardware - WFD	1	June	\$0	\$2,300	\$2,300
Project Total	10		\$28,000	\$5,600	\$33,600

Project Description

The systems in this request will replace Mobile Data Terminals and mounting hardware purchased in 2014. These systems are no longer under warranty thus vendor support and next-day parts delivery is no longer available. The “proposed” Toughbook and hardware is adding a new unit for a new vehicle for the Fire Department.

Describe critical success factors and service levels affected by this capital asset/project:

The PARDES department Toughbooks are these employee’s primary computers. They perform many of their essential job functions on these Toughbooks. The “proposed” WFD Toughbook would be the computer that is inside the fireman’s vehicle. This assists in getting information for dispatched calls and is considered essential equipment for the fire department.

Impact to Operating Cost(s) and/or Revenue:

None

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department Information Technology **Project Title** Records Scanner Replacement
Requested By Chris Myers **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Canon document scanner	3	February	\$0	\$20,000	\$20,000
Project Total	3		\$0	\$20,000	\$20,000

Project Description

These scanners are replacing scanners that Records department staff uses to complete their job tasks. The current scanners are not compatible with Windows 10; as we standardize computers to Windows 10, these scanners need to be updated as well.

Describe critical success factors and service levels affected by this capital asset/project:

The Records department is currently working on a major file conversion project that requires staff to scan a large number of documents daily. The large size of some of the documents as well as the quantity of documents makes this work prohibitive for smaller (cheaper) scanners.

Impact to Operating Cost(s) and/or Revenue:

None

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department Information Technology **Project Title** ArcGIS Server Enterprise Standard Software Licenses
Requested By Gregg Greer **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
ArcGIS Server Enterprise Standard Software Licenses	2	Jan	\$0	\$44,000	\$44,000
Project Total	2		\$0	\$44,000	\$44,000

Project Description

ArcGIS Server Enterprise Standard Software Licenses (2) for GIS Development/Staging/Testing and Production Servers.

Describe critical success factors and service levels affected by this capital asset/project:

Currently we don't have development/staging/testing capabilities. IT Department policy requires that at least one GIS server be dedicated for development/staging/testing purposes of new and updated systems, software and datasets. An additional ArcGIS Server Enterprise Standard license is also required for configuring and implementing a dedicated GIS production server for Accela Civic GIS (JavaScript & HTML 5 viewers edition) that integrates with Accela Civic platform. Purchase of additional ArcGIS Server Enterprise Standard Software Licenses will allow for adherence to IT Dept. policy requirements and best practices, and allow for ideal GIS environment that is able to respond more quickly and efficiently as well as provide necessary tools and resources to the changing needs of end users and business practices.

Impact to Operating Cost(s) and/or Revenue:

Impact to operating cost would be annual support and maintenance of \$10,075.

What other options were considered?

Status quo that requires additional wasted time and resources involved in 'leapfrog' practice for set-ups and configuration of existing ArcGIS server licenses for system upgrades with no ability for development/staging/testing of newest and updated systems, software and datasets, and no ability for configuring, testing and implementing dedicated Accela Civic GIS (JavaScript & HTML 5 viewers edition) production server for Accela Civic platform or other third party software apps.

2019 Request for Capital Asset



Department	<u>Information Technology</u>	Project Title	<u>Human Capital Management Software</u>
Requested By	<u>William Pham</u>	Category	<u>IT Equipment</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Human Capital Management Software	1	March	\$0	\$100,000	\$100,000
Project Total	1		\$0	\$100,000	\$100,000

Project Description

This project is a placeholder for 2019. Implementation of the Human Capital Management Software (HCM) will occur only if staff cannot resolve issues with the current HR system provider.

HCM manages the workforce lifecycle. It provides personnel analytics, compliance, workforce planning, recruiting, talent management, learning, compensation, benefits administration, payroll management and time and attendance.

Describe critical success factors and service levels affected by this capital asset/project:

Staff currently uses Paycom Online for human resources and payroll processing. This cloud platform was selected in 2012. Services and reliability on the human resources side of the system have declined over the past several years, experiencing bugs and data integrity issues. Several features have been implemented system wide or removed with no little to no notification, creating instability. Salary and position history is problematic, and custom reporting is complex and unreliable.

Impact to Operating Cost(s) and/or Revenue:

Annual operating costs are estimated to be about \$97,000 for cloud services.

What other options were considered?

Continue to work with current system provider to resolve issues.

2019 Request for Capital Asset



Department Fire Department

Project Title Emergency Training Center AV

Requested By William Pham

Category IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Upgrade Audio Visual Equipment	1	March	\$63,700	\$0	\$63,700
Project Total	1		\$63,700	\$0	\$63,700

Project Description

The video projectors in the numerous training rooms at the Emergency Training Center are all analog video. This project will upgrade the video infrastructure to high definition. As analog video is being phased out, this presents technical issues with hosting training classes. Guest Instructors often have newer equipment that isn't backwards compatible.

Describe critical success factors and service levels affected by this capital asset/project:

The upgrade of the video system is necessary to facilitate internal and external training classes with staff and outside agencies. Guest Instructors often have newer equipment that aren't backwards compatible with the older facility equipment

Impact to Operating Cost(s) and/or Revenue:

Annual Maintenance

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department	<u>Information Technology</u>	Project Title	<u>Security Cameras – Fire Department</u>
Requested By	<u>William Priesmeyer</u>	Category	<u>IT Equipment</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Video Management System Fire Stations	7	June	\$0	\$105,000	\$105,000
Video Management System Central Fire	1	June	\$0	\$35,000	\$35,000
Video Management System Emergency Training Ctr	1	June	\$0	\$15,000	\$15,000
Project Total	9		\$0	\$155,000	\$155,000

Project Description

This project would install new Video Systems at seven Fire Stations and replace dissimilar analog Video Systems currently installed at Station 2, Central and the Emergency Training Center. Each location will be equipped with a NetVR Video Management system utilizing IP based cameras that integrates seamlessly with our current Security Environment. Each facility would have a digital video recorder (DVR) affording, Web Interface or Unified Client access, Real-Time Video Surveillance, Customizable Video Monitoring, Advanced Forensics, Proactive Event-based Alerts and use of a Mobile App.

Describe critical success factors and service levels affected by this capital asset/project:

This proposal completes Video Surveillance and Access Control at all Township facilities. The proposed Video Management System is currently being utilized at Town Hall, PARDES, Bear Branch Recreation Center, and Rob Fleming Recreation Center.

Impact to Operating Cost(s) and/or Revenue:

Annual Software Maintenance

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department Information Technology **Project Title** Network Switches
Requested By Mark Sossaman **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Network Switches	3	August	\$27,600	\$0	\$27,600
Project Total	3		\$27,600	\$0	\$27,600

Project Description

The network switches in this quote will replace some of the currently aging network switches. The current switches in question will soon be end-of-life and no longer supported.

Describe critical success factors and service levels affected by this capital asset/project:

Cisco network switches provide connectivity to the network and ensure fast, reliable and secure computer networking and communication.

The Cisco switches will replace aging switches at three fire stations.

Impact to Operating Cost(s) and/or Revenue:

The new switches will require annual maintenance expense of \$7,740 for support and software maintenance.

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department Information Technology **Project Title** Network Routers
Requested By Mark Sossaman **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Network router	7	February	\$30,200	\$0	\$30,200
Project Total	7		\$30,200	\$0	\$30,200

Project Description

The network routers in this quote will replace some of the currently aging network routers. The current routers in question will soon be end-of-life and no longer supported.

Describe critical success factors and service levels affected by this capital asset/project:

Cisco network routers provide routing to the network and ensure fast, reliable and secure computer networking and communication.

The routers are for the seven remote fire stations.

Impact to Operating Cost(s) and/or Revenue:

The new routers will require annual maintenance expense of \$3,905 for support and software maintenance.

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department	<u>Information Technology</u>	Project Title	<u>Network Firewall</u>
Requested By	<u>Mark Sossaman</u>	Category	<u>IT Equipment</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Pal Alto Firewall	1	February	\$25,500	\$0	\$25,500
Installation Services	1	February	\$10,000	\$0	\$10,000
Project Total	2	February	\$35,500	\$0	\$35,500

Project Description

The Palo Alto network firewall in this quote will replace the currently aging network firewall. The current firewall will soon be end-of-life.

Describe critical success factors and service levels affected by this capital asset/project:

The Palo Alto firewall is the primary information technology defense against cyber intrusion. The firewall is critical to the defense of company information and assets. The firewall blocks unwanted traffics, controls web browsing and monitoring for cyber threats.

Impact to Operating Cost(s) and/or Revenue:

The network firewall will require annual maintenance expense of \$10,500.

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department Information Technology **Project Title** Server Replacement
Requested By William Priesmeyer **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Blade Servers	8	March	\$108,820	\$0	\$108,820
Server Chassis	1	March	\$0	\$7,400	\$7,400
Fabric Interconnect Switch	2	March	\$0	\$16,000	\$16,000
Project Total	9		\$108,820	\$23,400	\$132,220

Project Description

An Enterprise Class Blade System hosts the enterprise systems within the Township at each Data Center "Town Hall & Central Fire". Due to the growth of the Virtual Environment, current blade servers (Qty.8) that will subsequently be out of warranty and end of life in 2019 will be replaced with more robust Blade servers to handle the increase in resources required as more systems virtualize. This project will install Enterprise Class equipment from Hewlett Packard Enterprise at each Data Center. Project includes Blade Servers, Server Chassis, Rack Equipment, and Fabric Interconnect with Fiber Modules.

Describe critical success factors and service levels affected by this capital asset/project:

Three HPE Blade servers will be added to an existing server chassis purchased in FY2018 located in the Town Hall Data Center. The remaining five HPE Servers will be installed in a new Chassis to be placed in the Central Fire Data Center, which is the Disaster Recovery site for the Township.

Impact to Operating Cost(s) and/or Revenue:

Annual Support Cost will be \$978 per blade server and \$2,439 for Chassis for a total of \$11,534.

What other options were considered?

Two additional options were considered; adding 256GB of additional memory to existing hosts was estimated to be \$64,000. The second option considered was replacing EOL blades with same manufacturer was estimated to be \$20,497 per blade or \$163,976.

2019 Request for Capital Asset



Department	<u>Information Technology</u>	Project Title	<u>Domain Controllers</u>
Requested By	<u>William Priesmeyer</u>	Category	<u>IT Equipment</u>

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Domain Controller Server	2	May	\$10,000	\$10,000	\$20,000
Project Total	2		\$10,000	\$10,000	\$20,000

Project Description

Domain Controller (DC) Servers provide account services for network users, computers and member servers within the Township Domain. Domain Controllers respond to security authentication requests and allows for policy configurations of Townships users and system accounts. This project would retire and replace one physical DC server located at Central Fire and add a second DC server to Town Hall.

Describe critical success factors and service levels affected by this capital asset/project:

The Township currently utilizes three Domain Controllers, one physical server and two virtual servers. A successful installation of this project would increase the number of physical servers to two which is best practice. One DC server would reside at each Data Center location, Central Fire Station and Town Hall. This project includes all hardware and software required.

Impact to Operating Cost(s) and/or Revenue:

Unit comes with five-year warranty/support.

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department	<u>Information Technology</u>	Project Title	<u>Backup Storage</u>
Requested By	<u>William Priesmeyer</u>	Category	<u>IT Equipment</u>

Proposed Capital Expenditure

Item	Q TY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Storage Area Network (SAN)	1	May	\$0	\$57,500	\$57,500
SAN – Budget Initiative	1	May	\$0	\$157,000	\$157,000
Project Total	1		\$0	\$214,500	\$214,500

Project Description

The Township Information Technology Department currently utilizes two classes of Storage Area Network (SAN) servers. Primary Storage contains Flash and Disk Drives that deliver the performance required for our virtual environment and Secondary Storage that is primary for backups and unstructured data storage. This project will place a Secondary Storage unit in the Central Fire Data Center to provide a Disaster Recovery target for the existing Secondary Storage unit to replicate the data located at Town Hall.

The second component of this capital project will purchase additional storage capacity to accelerate the digitization of the Covenant Administration Department (CAD) Property records. This was approved by the Board as a budget initiative during the budget workshops.

Describe critical success factors and service levels affected by this capital asset/project:

This SAN will be installed at Central Fire and become a secondary target for backups and unstructured data. SAN will also have capability to upload stale data to cloud using a variety of providers. Currently, The Woodlands Township is an Amazon customer for cloud storage.

Impact to Operating Cost(s) and/or Revenue:

Yearly maintenance is \$6,800.

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department Information Technology **Project Title** Caption Encoder
Requested By William Pham **Category** IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Caption Encoder	1	January	\$0	\$22,280	\$22,280
Project Total	1		\$0	\$22,280	\$22,280

Project Description

The Township provides live streaming of all the Board of Directors' meetings online utilizing the Swagit Extensible Automated Streaming Engine (EASE) system and has used this service since 2012. Swagit is the sole source provider. It is manufactured, leased and/or distributed by Swagit alone. Closed captioning of the online videos would provide equal accessibility to the Board meetings for individuals with sensory, cognitive or physical disabilities.

The proposed initiative would incur a one-time hardware cost of \$22,280 for a caption encoder/decoder and the EASE 2D Streaming Appliance necessary for real time captioning.

Describe critical success factors and service levels affected by this capital asset/project:

Closed Caption of the online videos would provide equal accessibility to the Board meetings for individuals with sensory, cognitive or physical disabilities.

Impact to Operating Cost(s) and/or Revenue:

\$18,450

What other options were considered?

No other options were considered.

2019 Request for Capital Asset



Department	Recreation	Project Title	Two Way Radios
Requested By	Lauren Miller	Category	IT Equipment

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Two Way Radios and Repeater	30	February	\$0	\$12,000	\$12,000
Project Total	30		\$0	\$12,000	\$12,000

Project Description

The Woodlands Township Parks and Recreation Department currently spends several thousand dollars each year (\$3,425 in 2017) renting two-way radios for events including but not limited to:

- Arts in the Park
- Muddy Trails Bash
- CB&I TRI – The Woodlands
- Red, Hot & Blue Festival and Fireworks Extravaganza
- Labor Day in The Woodlands
- Haunted Trail
- Memorial Hermann 10 for Texas
- Trick or Treat Trail
- Lighting of the Doves

The two-way radios are used as part of an Emergency Action Plan, keeping staff and emergency personnel in constant communication.

For 16 weeks of the year, Sunny Dayz Camp at Rob Fleming and Bear Branch (Summer Camp, Thanksgiving Break Camp, Christmas Break Camp, Spring Break Camp) could have upwards of 200 campers at a time spread out in the following areas:

- Indoors at the Recreation Center at Rob Fleming Park
- Multipurpose Field at the Recreation Center at Rob Fleming Park
- Archery Range at the Recreation Center at Rob Fleming Park
- Outdoor Restrooms at the Recreation Center at Rob Fleming Park
- Outdoor Classrooms at the Recreation Center at Rob Fleming Park
- Tipis at the Recreation Center at Rob Fleming Park
- Tree Houses at the Recreation Center at Rob Fleming Park
- Playground at the Lodge at Rob Fleming Park
- Playground at the Rob Fleming Aquatic Center

2019 Request for Capital Asset



- Rob Fleming Aquatic Center
- Trails in the George Mitchell Nature Preserve
- Hike and Bike Trails between various amenities
- Kayak Launch at Lake Paloma
- Bear Branch Multi Purpose Rink
- Bear Branch Park Playground
- Bear Branch Sportsfields
- Bear Branch Pool

The purchase of two-way radios would be beneficial in the following ways for Sunny Dayz Camp:

- Constant means of communication between Camp Directors and Camp Staff.
- Improving measures taken to ensure safety of campers and staff.
- When parents come outside of normal drop-off and pick-up times, it would be easier to determine which location their child's group was located in at that time.
- Currently, Camp Counselors are utilizing their own personal cell phones as way of communication with Camp Directors and each other. Due to The Woodlands Township being a government entity they are now subject to open record. Counselors having cell phones is also not ideal due to the temptation of games, social media, texting, etc.

The purchase of two-way radios would also increase the safety and communication at events and programs that cannot currently fit the added cost of renting radios into the budget, including but not limited to Creekside Campout, Camp Terramont, Creekwood Fishing Derby, Easter Programs, and Christmas Programs.

From experience, due to the Recreation Center walls, a repeater would need to be installed on the building in order to allow for fail proof communication between staff indoors and outdoors.

The budget figures identified above are estimates and may change due to quotes received for this purchase.

Describe critical success factors and service levels affected by this capital asset/project:

- Ensures constant line of communication between Camp Directors and Camp Staff in various locations.
- Improve safety measures in place for campers and staff.
- Reduces need and cost of renting numerous times per year.

2019 Request for Capital Asset



Impact to Operating Cost(s) and/or Revenue:

Eliminates cost of renting two-way radios multiple times a year for various programs and events.

What other options were considered?

- Continue renting for events, and begin renting for Sunny Dayz Camp.
- Phasing: Purchase 15-20 two-way radios and repeater in 2019, assessing our needs and purchasing additional in 2020 if needed.
- Do nothing



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THE WOODLANDS TOWNSHIP
CAPITAL BUDGET
FOR THE YEAR ENDING DECEMBER 31, 2019
(In Whole Dollars)

	<i><u>Prior Year Carryover</u></i>	<i><u>2018 Budget</u></i>	<i><u>2018 Forecast</u></i>	<i><u>Carry- Over</u></i>	<i><u>2019 New</u></i>	<i><u>2019 Reserve</u></i>	<i><u>2019 Total</u></i>
<u>GENERAL</u>							
HVAC Control System	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -
Transformers	42,350	-	42,350	-	-	-	-
Office Expansion	25,167	-	25,167	-	-	-	-
GE Betz Office Site Restoration	20,000	-	20,000	-	-	500,000	500,000
Replace Sealant Joints @ Concrete Panel	5,815	-	5,815	-	-	-	-
Town Hall Building	12,664	-	12,664	-	-	-	-
Flooding/Drainage Gauges	-	75,000	100,000	-	-	-	-
Cultural Arts Feasibility	151,500	-	151,500	-	-	-	-
<u>Total</u>	<u>\$ 257,496</u>	<u>\$ 90,000</u>	<u>\$ 372,496</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>

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Other Capital by Project



Year	Account	CIP Category	Item	Capital Expense
2019	400-190-9000-1901-31	Other	GE Betz Office Site Restoration	\$ 500,000
Total - Other Capital				<u>\$ 500,000</u>

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2019 Request for Capital Asset



Department Non-Departmental **Project Title** Demolition of GE Betz Office Site
Requested By John Powers **Category** Other

Proposed Capital Expenditure

Item	QTY	Month of Purchase	Amount funded from Capital Reserve	Amount funded from General Fund	Total Estimated Cost
Demolition of building	1	January - March	\$500,000	\$0	500,000
Project Total	1		\$500,000	\$0	\$500,000

Project Description

Demolition of vacated GE Betz Office building at 9550 Grogan's Mill Rd. and site restoration.

Impact to Operating Cost(s) and/or Revenue:

No impacts to operating costs or revenue.

What other options were considered?

No other options were considered.

Special Revenue Fund



In This Section You Will Find:

Statement of Revenues, Expenditures and Changes in Fund Balance	12-1
Special Revenue Fund Overview	12-3

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The Woodlands Township Economic Development Zone
Statement of Revenues, Expenditures & Changes in Fund Balance
2019 Budget

	Market Street/ Town Green Park		Mall Expansion/ Waterway Square		Public Safety	Total
REVENUES						
Sales and Use Tax	\$	1,526,777	\$	1,574,183	\$ 24,052,780	\$ 27,153,740
Interest Income		-		-	-	-
Other Income		-		-	-	-
Financing Sources		-		-	-	-
Transfers In		-		-	-	-
TOTAL REVENUES	\$	1,526,777	\$	1,574,183	\$ 24,052,780	\$ 27,153,740
PROJECT PAYMENTS						
Market Street Public Enhancements		1,326,777		-	-	1,326,777
The Woodlands Mall Expansion		-		1,224,183	-	1,224,183
Town Green Park		294,170		-	-	294,170
Waterway Square		-		74,985	-	74,985
Financing Uses		-		-	-	-
Transfers Out		-		-	24,052,780	24,052,780
TOTAL EXPENDITURES	\$	1,620,947	\$	1,299,168	\$ 24,052,780	\$ 26,972,895
REVENUE OVER/(UNDER) EXPENDITURES		(94,170)		275,015	-	180,845
BEGINNING FUND BALANCE		(4,848,612)		(1,322,823)	-	(6,171,435)
ENDING FUND BALANCE	\$	(4,942,782)	\$	(1,047,808)	-	\$ (5,990,590)

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The Woodlands Township Economic Development Zone

From 2001 to 2006, the Board of Directors created several economic development zones to fund improvement projects through the imposition of an incremental sales tax. Funding is provided by an additional 1% sales tax collected within each designated zone. These projects included: the Cynthia Woods Mitchell Pavilion expansion, Town Green Park, public enhancements at Market Street, Waterway Square, public enhancements at The Woodlands Mall expansion, Fire Station #6, and The Woodlands Emergency Training Center. The fire station and training center project was refinanced in 2010 in conjunction with the governance transition from the Community Associations of The Woodlands, and the refinanced debt was assumed by the Township rather than the Zone. Project costs related to the Pavilion expansion were met in full in the third quarter of 2011.

Following a public hearing held on November 16, 2007, the existing economic development zones were reorganized as The Woodlands Township Economic Development Zone and the Zone's boundaries were expanded to coincide with the boundaries of The Woodlands Township. In accordance with legislation, collection of the incremental sales and use tax is used to satisfy funding obligations for established improvement projects approved by the Board and for annual operating expenditures incurred for public safety.

What is an Economic Development Zone?

The Economic Development Zone is a political subdivision of the State, separate from The Woodlands Township, with a separate governing body appointed by The Woodlands Township. The Zone possesses the same power and authority as the Township to assess a tax, either ad valorem or a sales and use tax, and utilize such tax to promote the initial development or substantial redevelopment of an area if the Board finds that the creation of the Zone furthers the public purpose of:

- (1) the development and diversification of the economy of the Township and the State;
- (2) the elimination of unemployment or underemployment in the Township and the State;
- (3) the development or expansion of transportation or commerce in the Township and the State; or,
- (4) the promotion and stimulation of business, commercial, and economic activity in the Township and the State.

Incremental Sales Tax Collections

The 2019 Budget includes incremental sales tax collections generated by the Zone totaling \$27,153,740. These collections have been committed for specific projects to the extent of actual collections.

Incremental Sales Tax Revenue by Project	
Market Street enhancements	\$1,232,607
Woodlands Mall expansion	1,499,198
Town Green Park	294,170
Waterway Square	74,985
Public Safety	24,052,780
Total	\$27,153,740



Market Street Public Enhancements & Town Green Park



Approved in November of 2002, project costs include public enhancements to the mixed-use development located at Market Street within the boundaries of the Township and the development of Town Green Park. Approved reimbursable public enhancement costs of \$10,600,000 for the Market Street project include, among other items, improvements to parking facilities, public art and architectural elements, public restrooms, and public plazas. Approved project costs for Town Green Park totaled \$4,336,823.

The approved financing plan began in fiscal year 2005 and will continue for thirty years or until the repayment of all project costs, whichever occurs first. The one-percent incremental sales tax collected within the boundaries of the project, along with any interest earnings, are allocated to the payment of project costs as identified in the financing plan as follows: 1) the first \$200,000 of annual collections are reimbursed to the Township as a priority payment and applied to Town Green project costs, not to exceed a cumulative total of \$4,336,823, plus interest; and 2) annual collections in excess of the priority payment are reimbursed to the Market Street developer and applied to public

enhancement costs, not to exceed a cumulative total of \$10,600,000, plus interest. During the 24th annual period or fiscal year 2028, the Township's priority payment for subsequent annual periods will be recalculated to fully amortize the outstanding unpaid project costs for the Town Green Park project, and then to the remaining unamortized balance for the Market Street project.

As of December 31, 2017, aggregate net revenue payments including interest to the project developer totaled \$11,792,725, and priority payments to the Township totaled \$2,400,000.

Special Revenue Fund



Mall Expansion Public Enhancements & Waterway Square

Approved in July of 2003 and amended in October of 2004, project costs include public enhancements to the mixed-use development located at The Woodlands Mall expansion within the boundaries of the Township and a portion of the development costs of Waterway Square. Approved reimbursable public enhancement costs of \$7,499,111 for the Mall Expansion project include, among other items, costs for utility relocations, landscaping, signage, paving and sidewalks, lighting improvements, and related engineering, surveying, and other soft costs. Approved project costs for the Waterway Square project totaled \$4,343,164.



The approved financing plan began in fiscal year 2004, and will continue for thirty years or until the repayment of all project costs, whichever occurs first. The assessed one percent incremental sales tax collected within the boundaries of the project, along with any interest earnings, are to be used to pay project costs identified in the financing plan as follows: 1) the first \$350,000 of annual collections are reimbursed to the Township as a priority payment and applied to Waterway Square project costs, not to exceed a cumulative total of \$4,343,164, plus interest; and 2) annual collections in excess of the priority payment are reimbursed to the developer of the Mall Expansion project and applied to public enhancement costs, not to exceed a cumulative total of \$7,499,111 plus interest.

As of December 31, 2017, aggregate net revenue payments including interest to the project developer totaled \$8,563,030, and priority payments to the Township totaled \$4,902,869.

Special Revenue Fund



Community Public Safety Services

The project plan adopted in November 2007 provides that a portion of the sales and use tax collections from within the Zone, after allowance for the projects previously noted, are committed to community public safety. Specifically, the Zone may facilitate the implementation and continuation of:

"...an additional improvement project and program to finance, support and sustain the provision by or through the Township of high-quality, firefighting, fire suppression and fire prevention, emergency medical and rescue, and law enforcement and traffic management services, facilities and equipment within the entire Township so as to provide for the safety and security of the public, achieve and maintain the lowest possible insurance rates and costs, and promote the continuing economic development and sustainability of the Township through the continuing provision of superior public services, the reduction of costs to residents and businesses, the enhancement and maintenance of property values and investments, the efficient movement of traffic and people, and the continuation of the mission and reputation of the Township as a safe and attractive place to live, work, shop and invest."



The Woodlands Fire Department's projected 2019 operating expenditures (excluding debt and capital) total \$24,268,614, which will be funded by \$24,052,780 of incremental sales tax collected within the economic development zone not dedicated to other projects. The remaining amount of \$215,834 will be funded from General Fund sales tax revenues.

For more information on the Fire Department's 2019 operating budget, please reference the Fire Department tab in the *Department Profiles* section of this document.

Debt Service Fund



In This Section You Will Find:

Debt Service Fund Overview..... 13-1

Statement of Revenues, Expenditures and Changes in Fund Balance 13-6

Debt Service Summaries 13-7

Debt Service Amortization Schedules 13-9

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The Woodlands Township

Debt Service Fund

The Debt Service Fund accounts for the resources accumulated and payments made for principal and interest on the Township's bonds. The outstanding debt balance at 1/1/2019 will be \$67.4 million and principal and interest due on that debt will be \$7.9 million for 2019. Debt service is funded from pledged revenues which include a 7% hotel occupancy tax, one half of the base 1% sales and use tax, and the debt service component of property tax.

The Township issued unlimited tax bonds in 2010, 2011 and 2012 to fund amenities in the Town Center and newly developed residential areas including fire stations and equipment, parks, pathways, and other public spaces. The outstanding balance on these bonds at 1/1/2019 will be \$34.4 million. Annual debt service requirements total \$3.4 million and are funded by the debt service component of the annual property tax rate, which is \$0.0170 per \$100 of taxable value for the 2019 budget year.

Unlimited tax bonds are also referred to as general obligation bonds or tax-supported debt. Per the Texas Bond Review Board, the Township compares favorably with its Texas peers of similar population sizes in terms of tax-supported debt outstanding per capita. The chart below is from the Texas Comptroller's website (*highlight added*) and the balances listed include accrued interest. The data presented is as of August 31, 2016, which is the most recent date for which the information has been published.

How The Woodlands Township Compares

Tax-Supported Debt Outstanding for Cities of Similar Size, as of August 31, 2016

a list of cities of similar population
and their debt

City Name	Tax Supported	Tax Supported	Population
Abilene	\$418,830,806	\$3,427	122,225
Round Rock	\$256,809,118	\$2,124	120,892
Beaumont	\$333,333,541	\$2,818	118,299
Odessa	\$171,263,056	\$1,453	117,871
The Woodlands Township	\$50,035,045	\$441	114,625
Pearland	\$443,171,399	\$3,902	113,570
Richardson	\$310,572,117	\$2,740	113,347
College Station	\$333,949,609	\$2,978	112,141
Tyler	\$0	\$0	104,798
Wichita Falls	\$130,738,352	\$1,248	104,724

Source: Texas Bond Review Board, U.S. Census Bureau

Note: The table includes The Woodlands Township and nine cities with closest population numbers based on 2016 U.S. Census Bureau population data. Tax-supported debt does not include revenue debt and lease-purchase obligations. For cities with municipal gas and/or electric utilities, regional airports, or other capital assets not common to cities generally, Tax-Supported Outstanding Debt may include debt for infrastructure that in other cities is carried

In addition to unlimited tax bonds, the Township issued refunding bonds in 2010 to take advantage of favorable market conditions and lower the interest rate on debt originally issued in 2001 for the construction of The Woodlands Convention Center. Revenue bonds were also issued in 2010 to provide funding for the purchase and renovation of the current Town Hall facility. The outstanding balance on these bonds at 1/1/2019 will be \$33.0 million. Annual debt service requirements total \$4.4 million and are fully funded by hotel occupancy tax revenues in 2019. Although a portion of sales tax revenue is pledged for the payment of principal and interest on these bonds, hotel tax collections are sufficient to pay the full amount. This allows the pledged sales tax revenue to be used as a funding source for the Township's operating and other expenditures.

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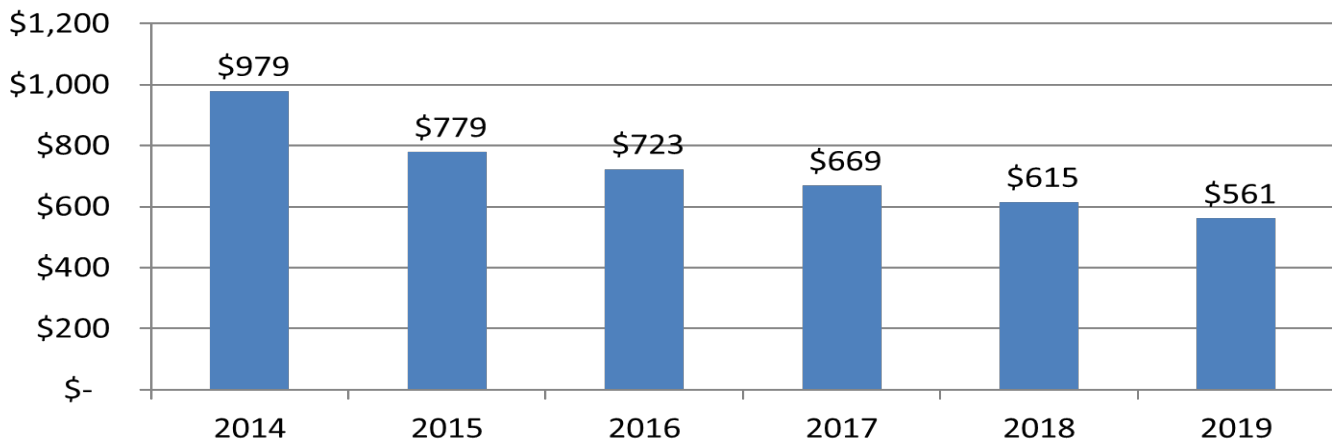
The Woodlands Township

Debt Service Fund

The chart below illustrates the Township's total debt per capita and includes both unlimited tax bonds and revenue bonds. As shown, the Township's total debt per capita has declined over the past five years from a high of \$979 in 2014 to a low of \$561 in 2019, representing a 43% decrease.

Debt per Capita

	2014	2015	2016	2017	2018	2019
Outstanding Debt	\$107,325,000	\$87,685,000	\$82,880,000	\$77,900,000	\$72,735,000	\$67,415,000
Population	109,679	112,505	114,625	116,278	118,310	120,100
Debt per Capita	\$979	\$779	\$723	\$669	\$615	\$561



Total debt service on the Township's outstanding bonds is \$7.9 million for 2019. Principal and interest payments are funded from pledged revenues which include a 7% hotel occupancy tax, one half of the base 1% sales and use tax, and the debt service component of property tax.

A summary of sources and uses of funds related to the Township's debt service requirements for 2019 follows:

Sources of Funds	Amount	%
Hotel Occupancy Tax (base 7%)	\$ 7,538,554	68.37%
Property Tax	3,443,367	31.23%
Sales and Use Tax	-	0.00%
Interest Income	44,640	0.40%
Total Sources of Funds	\$ 11,026,561	100.0%

Use of Funds	Principal	Interest	Total
Hotel Tax-Revenue Bonds	\$ 3,230,000	\$ 1,218,088	\$ 4,448,088
Property Tax - Unlimited Tax Bonds	2,250,000	1,193,366	3,443,366
Total Uses of Funds	\$ 5,480,000	\$ 2,411,454	\$ 7,891,454

The Woodlands Township**Debt Service Fund**

Total annual debt service requirements have decreased from a total of \$9.4 million in 2014 to \$7.9 million in 2019. The decrease is due in part to the retirement of debt in 2014 related to bonds issued in 2009 pursuant to the Regional Participation Agreements with the City of Houston and the City of Conroe. The \$14.3 million debt retirement was funded with sales tax collections from prior years that had exceeded revenue projections. Defeasance of the bonds saved the Township \$5.6 million in interest expense over the life of the bonds and reduced annual debt service payments by \$1.5 million.

Although there are no current plans to issue additional debt, the Township routinely monitors its financial capacity to do so in case the need arises. This capacity is measured in terms of pledged revenue coverage.

The following chart summarizes the Township's debt capacity for additional revenue bonds based on pledged sales tax and hotel tax revenues for 2019. The Township's revenue bond resolutions require that pledged revenues be maintained at a minimum level of 1.3 times the maximum annual debt service (MADS) during any fiscal year on the remaining outstanding bonds. Based on projected pledged revenues totaling \$21.5 million, the Township has the debt capacity to increase annual debt service requirements by \$12.1 million and still maintain a 130% MADS coverage. Assuming a 4.0% interest rate, \$12.1 million of annual debt service payments would support \$98.1 million in additional revenue bonds with a 10-year term or \$134.5 million with a 15-year term.

Pledged Revenue Coverage	FY 2019
Hotel tax (7%)	7,538,554
Sales tax (1/2 of 1%)	13,952,717
Total pledged revenues	21,491,271
Current Maximum Annual Debt Service	4,453,675
Coverage (130% min requirement)	483%
Additional Annual Debt Service	12,100,000
MADS Coverage (%)	130%
Possible Additional Debt (15 yrs)	\$134,532,000
Possible Additional Debt (10 yrs)	\$98,142,000

Full utilization of pledged revenues for additional debt service would require alternative revenue sources to fund operations that are currently being funded by sales and hotel tax. However, the Township is generating unallocated hotel tax revenues annually that are available to fund additional debt service without impacting the portion of pledged revenues currently being used to fund operating expenditures.

The Woodlands Township

Debt Service Fund

As the chart below shows, revenues generated by the Township's 7% base hotel tax exceed the amount required to fully fund debt service on the outstanding revenue bonds. These "excess" hotel tax revenues are first allocated to The Woodlands Convention & Visitors Bureau (CVB) to the extent necessary to fund operating expenses if revenues received by the CVB from a 2% supplemental hotel tax are insufficient. After CVB's funding obligations are met, excess hotel tax revenues are used to fund Phase III of the Township's trolley operations, which is the route servicing Hughes Landing. Any remaining hotel tax revenue is then transferred to the "Undesignated Hotel Tax Reserve". Funds in this reserve can be utilized only with Board approval.

Allocation of 7% Base Hotel Tax Revenue	
2019 Hotel Tax Revenue	\$7,538,554
2019 Hotel Tax Required for Debt Service on Revenue Bonds*	(4,403,448)
Hotel Tax Available after Debt Service Payments	3,135,106
Hotel Tax allocated to the CVB	(951,449)
Hotel Tax allocated to Trolley – Phase III	(170,695)
2019 Hotel Tax Transferred to the Undesignated Hotel Tax Reserve	\$2,012,962

* Debt service, net of interest income

At 12/31/2019, the **Undesignated Hotel Tax Reserve** is projected to have a balance of \$0.

	Actual 2017	Forecast 2018	Budget 2019
Beginning Reserve Balance	\$0	\$1,832,842	\$3,820,937
Undesignated Hotel tax	1,832,842	1,988,095	2,012,962
Board Authorized Uses:			
Capital Replacement Reserve			(2,000,000)
Operating Reserve			(2,000,000)
Property Site Plan Reserve			(1,833,899)
Ending Reserve Balance	\$1,832,842	\$3,820,937	\$0

The Board of Directors has authorized the transfer of \$2.0 million to the Capital Replacement Reserve, \$2.0 million to the General Fund Operating Reserve, and \$1.83 million to the Grogan's Mill Property Site Plan Reserve in 2019.

Debt Service Fund
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	2017	2018	2018	2019	\$
	Actuals	Budget	Forecast	Budget	Inc/(Dec)
REVENUES					
Direct - Property Tax	\$ 3,433,742	\$ 3,446,447	\$ 3,446,447	\$ 3,443,367	\$ (3,080)
Direct - Hotel Occupancy Tax	6,837,691	6,538,199	7,179,575	7,538,554	1,000,355
Transfers In - Debt Svc Resv Fund	-	19,782	100,591	37,840	18,058
Transfers In - Sales Tax	-	-	-	-	-
Transfers In -General Fund	-	-	-	-	-
Interest Income	6,752	600	6,800	6,800	6,200
TOTAL REVENUES	\$ 10,278,184	\$ 10,005,028	\$ 10,733,413	\$ 11,026,561	\$ 1,021,533
EXPENDITURES					
Debt Service - Principal	5,165,000	5,320,000	5,320,000	5,480,001	160,001
Debt Service - Interest	2,738,798	2,580,123	2,580,123	2,411,454	(168,669)
Debt Service -Admin Expense	3,500	-	-	-	-
Transfers Out - Capital Replacement Reserve	-	-	-	2,000,000	2,000,000
Transfers Out - Operating Reserve	-	-	-	2,000,000	2,000,000
Transfers Out - Property Site Plan Reserve	-	-	-	1,833,899	1,833,899
Transfers Out - General Fund (For CVB/Trolley)	538,044	1,045,743	845,195	1,122,144	76,401
TOTAL EXPENDITURES	\$ 8,445,342	\$ 8,945,866	\$ 8,745,318	\$ 14,847,498	\$ 5,901,632
REVENUE OVER/(UNDER) EXPENDITURES	1,832,842	1,059,162	1,988,095	(3,820,937)	(4,880,099)
BEGINNING FUND BALANCE	4,311,213	6,144,055	6,144,055	8,132,150	1,988,095
ENDING FUND BALANCE	\$ 6,144,055	\$ 7,203,217	\$ 8,132,150	\$ 4,311,213	\$ (2,892,004)

THE WOODLANDS TOWNSHIP DEBT SUMMARY

	Original Balance	Balance @ 1/1/2019	Interest Rate	Approximate		Call Date	Maturity Date	Estimated Redemption Amount
				Annual Debt Service				
Sales Tax and Hotel Occupancy Tax Bonds								
Series 2010, Town Hall Building	\$12,175,000	\$7,230,000	3.5%-5.0%	\$1.1 million		2018	2026	\$6,435,000
Series 2010, Convention Center	\$40,800,000	\$25,745,000	2.0%-5.0%	\$3.4 million		2019	2027	\$23,310,000
Total Outstanding Sales/Hotel Tax Bonds		<u><u>\$32,975,000</u></u>						
Unlimited Tax Bonds (Property Tax)								
Series 2010, Parks & Rec/Fire Dept	\$34,800,000	\$23,995,000	3.0%-4.125%	\$2.5 million		2019	2031	\$22,410,000
Series 2011, Parks & Rec/Fire Dept	\$9,900,000	\$7,505,000	1.5%-3.45%	\$645,000		2021	2032	\$6,175,000
Series 2012, Parks & Rec/Fire Dept	\$4,205,000	\$2,940,000	1.0%-3.0%	\$300,000		2021	2032	\$2,215,000
Total Outstanding Unlimited Tax Bonds		<u><u>\$34,440,000</u></u>						
Total Outstanding Debt		<u><u>\$67,415,000</u></u>						

**The Woodlands Township
Debt Service Fund Summary
(in whole dollars)**

Entity	Type*	Rate	Issued	Maturity	Description	Outstanding Balance	Projected Debt Service			
							2019	2020	2021	2022
TWT	Revenue Bonds	2.00% to 5.00%	2010	2027	Convention Center Refunding	\$ 25,745,000	\$ 3,381,763	\$ 3,377,463	\$ 3,379,163	\$ 3,381,563
TWT	Revenue Bonds	3.50% to 5.00%	2010	2026	Town Hall	7,230,000	1,066,325	1,063,063	1,062,775	1,059,238
TWT	Unlimited Tax Bonds	3.00% to 4.125%	2010	2031	Parks & Fire Department	23,995,000	2,498,744	2,492,394	2,494,119	2,484,456
TWT	Unlimited Tax Bonds	1.50% to 3.45%	2011	2032	Parks & Fire Department	7,505,000	644,660	650,354	649,944	653,666
TWT	Unlimited Tax Bonds	1.00% to 3.00%	2012	2032	Parks & Fire Department	2,940,000	299,963	305,456	300,556	310,506
TOTAL DEBT SERVICE							\$ 7,891,455	\$ 7,888,730	\$ 7,886,557	\$ 7,889,429
										\$ 7,887,992

Debt Service Schedule
Sales Tax and Hotel Occupancy Tax Refunding Bonds, Series 2010
(Convention Center, Sky Bridge, Parking Garage)

Original Balance	Call Date	Interest Rate
\$ 40,800,000	2019	2.00 to 5.00%

	Year	Payment	Principal	Interest	Balance
1	2011	\$ 1,814,933	\$ 460,000	\$ 1,354,933	\$ 40,340,000
2	2012	3,381,313	1,830,000	1,551,313	38,510,000
3	2013	3,380,313	1,885,000	1,495,313	36,625,000
4	2014	3,383,238	1,975,000	1,408,238	34,650,000
5	2015	3,386,863	2,080,000	1,306,863	32,570,000
6	2016	3,380,363	2,180,000	1,200,363	30,390,000
7	2017	3,385,163	2,285,000	1,100,163	28,105,000
8	2018	3,384,963	2,360,000	1,024,963	25,745,000
9	2019	3,381,763	2,435,000	946,763	23,310,000
10	2020	3,377,463	2,530,000	847,463	20,780,000
11	2021	3,379,163	2,635,000	744,163	18,145,000
12	2022	3,381,563	2,745,000	636,563	15,400,000
13	2023	3,379,563	2,855,000	524,563	12,545,000
14	2024	3,385,488	2,970,000	415,488	9,575,000
15	2025	3,377,869	3,070,000	307,869	6,505,000
16	2026	3,382,413	3,190,000	192,413	3,315,000
17	2027	3,381,300	3,315,000	66,300	-
		\$ 55,923,727	\$ 40,800,000	\$ 15,123,727	

Debt Service Schedule
Sales Tax and Hotel Occupancy Tax Revenue Bonds, Series 2010
(2801 Technology Forest Blvd.)

Original Balance	Call Date	Interest Rate
\$ 12,175,000	2018	3.50% - 5.00%

	Year	Payment	Principal	Interest	Balance
1	2011	\$ 353,458	\$ -	\$ 353,458	\$ 12,175,000
2	2012	1,125,925	645,000	480,925	11,530,000
3	2013	1,113,175	665,000	448,175	10,865,000
4	2014	1,099,425	685,000	414,425	10,180,000
5	2015	1,085,556	705,000	380,556	9,475,000
6	2016	1,076,125	725,000	351,125	8,750,000
7	2017	1,075,313	750,000	325,313	8,000,000
8	2018	1,068,713	770,000	298,713	7,230,000
9	2019	1,066,325	795,000	271,325	6,435,000
10	2020	1,063,063	820,000	243,063	5,615,000
11	2021	1,062,775	850,000	212,775	4,765,000
12	2022	1,059,238	880,000	179,238	3,885,000
13	2023	1,058,338	915,000	143,338	2,970,000
14	2024	1,055,444	950,000	105,444	2,020,000
15	2025	1,054,813	990,000	64,813	1,030,000
16	2026	1,051,888	1,030,000	21,888	-
		\$ 16,469,570	\$ 12,175,000	\$ 4,294,570	

Debt Service Schedule

Unlimited Tax Bonds, Series 2010

Original Balance	Call Date	Interest Rate
\$ 34,800,000	2019	3.0% - 4.125%

	Year	Payment	Principal	Interest	Balance
1	2011	\$ 2,541,624	\$ 835,000	\$ 1,706,624	\$ 33,965,000
2	2012	2,555,556	1,335,000	1,220,556	32,630,000
3	2013	2,540,131	1,360,000	1,180,131	31,270,000
4	2014	2,523,956	1,385,000	1,138,956	29,885,000
5	2015	2,511,956	1,415,000	1,096,956	28,470,000
6	2016	2,503,981	1,450,000	1,053,981	27,020,000
7	2017	2,499,881	1,490,000	1,009,881	25,530,000
8	2018	2,499,506	1,535,000	964,506	23,995,000
9	2019	2,498,744	1,585,000	913,744	22,410,000
10	2020	2,492,394	1,635,000	857,394	20,775,000
11	2021	2,494,119	1,695,000	799,119	19,080,000
12	2022	2,484,456	1,750,000	734,456	17,330,000
13	2023	2,478,156	1,815,000	663,156	15,515,000
14	2024	2,483,956	1,895,000	588,956	13,620,000
15	2025	2,506,156	1,995,000	511,156	11,625,000
16	2026	2,524,356	2,095,000	429,356	9,530,000
17	2027	2,548,356	2,205,000	343,356	7,325,000
18	2028	2,572,856	2,320,000	252,856	5,005,000
19	2029	2,596,131	2,440,000	156,131	2,565,000
20	2030	2,617,903	2,565,000	52,903	-
		\$ 50,474,177	\$ 34,800,000	\$ 15,674,177	

Debt Service Schedule

Unlimited Tax Bonds, Series 2011

Original Balance	Call Date	Interest Rate
\$ 9,900,000	2021	1.5% - 3.45%

	Year	Payment	Principal	Interest	Balance
1	2012	\$ 205,149	\$ -	\$ 205,149	\$ 9,900,000
2	2013	637,198	380,000	257,198	9,520,000
3	2014	636,460	385,000	251,460	9,135,000
4	2015	640,610	395,000	245,610	8,740,000
5	2016	644,104	405,000	239,104	8,335,000
6	2017	641,460	410,000	231,460	7,925,000
7	2018	643,160	420,000	223,160	7,505,000
8	2019	644,660	430,000	214,660	7,075,000
9	2020	650,354	445,000	205,354	6,630,000
10	2021	649,944	455,000	194,944	6,175,000
11	2022	653,666	470,000	183,666	5,705,000
12	2023	656,729	485,000	171,729	5,220,000
13	2024	658,791	500,000	158,791	4,720,000
14	2025	659,191	515,000	144,191	4,205,000
15	2026	663,441	535,000	128,441	3,670,000
16	2027	667,091	555,000	112,091	3,115,000
17	2028	669,782	575,000	94,782	2,540,000
18	2029	676,048	600,000	76,048	1,940,000
19	2030	675,758	620,000	55,758	1,320,000
20	2031	679,253	645,000	34,253	675,000
21	2032	686,644	675,000	11,644	-
		\$ 13,339,491	\$ 9,900,000	\$ 3,439,491	

Debt Service Schedule

Unlimited Tax Bonds, Series 2012

Original Balance	Call Date	Interest Rate
\$ 4,205,000	2021	1.0% - 3.0%

	Year	Payment	Principal	Interest	Balance
1	2012	\$ 46,137	\$ -	\$ 205,149	\$ 4,205,000
2	2013	255,544	175,000	80,544	4,030,000
3	2014	273,694	195,000	78,694	3,835,000
4	2015	286,669	210,000	76,669	3,625,000
5	2016	294,519	220,000	74,519	3,405,000
6	2017	301,981	230,000	71,981	3,175,000
7	2018	303,781	235,000	68,781	2,940,000
8	2019	299,963	235,000	64,963	2,705,000
9	2020	305,456	245,000	60,456	2,460,000
10	2021	300,556	245,000	55,556	2,215,000
11	2022	310,506	260,000	50,506	1,955,000
12	2023	315,206	270,000	45,206	1,685,000
13	2024	304,525	265,000	39,525	1,420,000
14	2025	283,731	250,000	33,731	1,170,000
15	2026	263,128	235,000	28,128	935,000
16	2027	237,784	215,000	22,784	720,000
17	2028	212,672	195,000	17,672	525,000
18	2029	182,881	170,000	12,881	355,000
19	2030	163,325	155,000	8,325	200,000
20	2031	104,500	100,000	4,500	100,000
21	2032	101,500	100,000	1,500	-
		\$ 5,148,059	\$ 4,205,000	\$ 1,102,071	

Debt Service Reserve & Bond Redemption Reserve



In This Section You Will Find:

Debt Service Reserve Statement of Revenues, Expenditures and Changes in Fund Balance 14-1

Bond Redemption Statement of Revenues, Expenditures and Changes in Fund Balance 14-3

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The Woodlands Township

Debt Service Reserve Fund

In accordance with the terms of the bond resolutions for the \$40.8 million Sales Tax and Hotel Occupancy Tax Refunding Bonds, Series 2010 and the \$12.175 million Sales Tax and Hotel Occupancy Tax Bonds, Series 2010, a Debt Service Reserve Fund was established as security for the payment of the bonds. The total amount accumulated and maintained in the fund is approximately \$2.2 million, which adequately covers the funding needed to meet one half of the maximum annual debt service on the bonds.

The reserve was funded by bond proceeds and may be substituted with a municipal bond guaranty insurance policy or a letter line of credit meeting certain requirements set forth in the bond resolution.

Interest earned within the debt service reserve fund is transferred to the debt service fund to pay a portion of the annual debt service. Interest projections totaling \$37,840 for 2019 are based on the following assumptions and long-term investments:

		TexPool Money Market
Convention Center Refunding, Series 2010	Balance	\$1,692,744
	Projected rate	1.70%
	Projected interest income	<u>\$28,776</u>
		TexSTAR Money Market
Town Hall Facility, Series 2010	Balance	\$533,163
	Projected rate	1.70%
	Projected interest income	<u>\$9,064</u>

Debt Service Reserve Fund Statement of Revenues, Expenditures & Changes in Fund Balance (in whole dollars)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	\$ Incl/(Dec)
REVENUES					
Interest Income	\$ 19,684	\$ 19,782	\$ 37,840	\$ 37,840	\$ 18,058
Transfers In -General Fund	-	-	-	-	-
TOTAL REVENUES	<u>\$ 19,684</u>	<u>\$ 19,782</u>	<u>\$ 37,840</u>	<u>\$ 37,840</u>	<u>\$ 18,058</u>
EXPENDITURES					
Transfers Out	-	19,782	100,591	37,840	18,058
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ 19,782</u>	<u>\$ 100,591</u>	<u>\$ 37,840</u>	<u>\$ 18,058</u>
REVENUE OVER/(UNDER) EXPENDITURES	<u>19,684</u>	<u>-</u>	<u>(62,751)</u>	<u>-</u>	<u>-</u>
BEGINNING FUND BALANCE	<u>2,268,974</u>	<u>2,288,658</u>	<u>2,288,658</u>	<u>2,225,907</u>	<u>(62,751)</u>
ENDING FUND BALANCE	<u>\$ 2,288,658</u>	<u>\$ 2,288,658</u>	<u>\$ 2,225,907</u>	<u>\$ 2,225,907</u>	<u>\$ (62,751)</u>

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The Woodlands Township
Bond Redemption Reserve Fund

During the 2018 budget process, the Board established a Bond Redemption Reserve to potentially pay down outstanding debt at future dates as the bonds become callable. The Board approved the transfer of \$5,894,000 from the Capital Contingency Reserve to fund this reserve. For 2019, the Board has authorized an additional transfer of \$500,000 from the General Fund bringing the balance to \$6,394,000 at 12/31/2019.

Bond Redemption Reserve Fund
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	2017	2018	2018	2019	\$
	Actuals	Budget	Forecast	Budget	Inc/(Dec)
REVENUES					
Transfers In	\$ -	\$ 5,894,000	\$ 5,894,000	\$ 500,000	\$ (5,394,000)
TOTAL REVENUES	\$ -	\$ 5,894,000	\$ 5,894,000	\$ 500,000	\$ (5,394,000)
EXPENDITURES					
Transfers Out	-	-	-	-	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUE OVER/(UNDER)					
EXPENDITURES	-	5,894,000	5,894,000	500,000	(5,394,000)
BEGINNING FUND BALANCE	-	-	-	5,894,000	5,894,000
ENDING FUND BALANCE	\$ -	\$ 5,894,000	\$ 5,894,000	\$ 6,394,000	\$ 500,000



In This Section You Will Find:

Five-Year Plan Overview 15-1

Five-Year Plan Assumptions 15-2

Statement of Revenues, Expenditures and Changes in Fund Balance 15-6

Components of Ending Fund Balances / Reserves 15-9

Five-Year Plan Debt Service 15-13

Five-Year Plan The Woodlands Convention & Visitors Bureau 15-17

Five-Year Plan Transportation Fund..... 15-19

Five-Year Plan Staffing 15-27

Five-Year Plan Capital Projects 15-33

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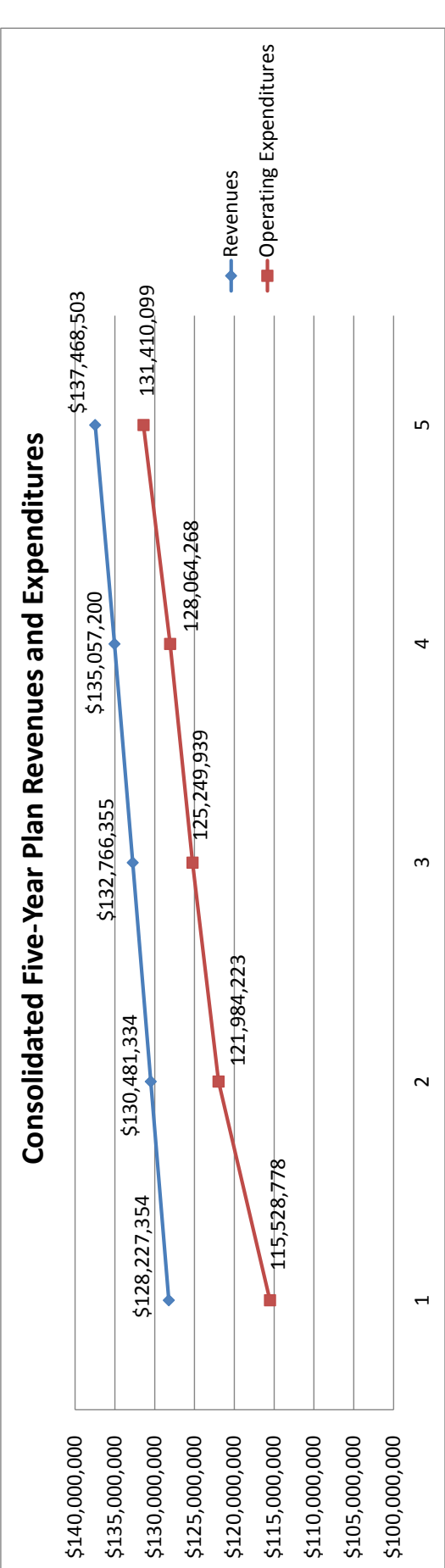
The Woodlands Township Five-Year Plan Summary

The Woodlands Township's five-year financial plan is updated each year as the annual budget is prepared. The five-year plan is an important planning tool that projects the impact of current year financial decisions on future revenues and expenditures. This analysis is critical to ensure that adequate resources will be available to continue funding essential community services and projects. The five-year plan is developed with assumptions regarding a variety of economic and growth factors as well as staffing, capital and debt plans, all of which are provided in following pages of this section.

Projected revenues and expenditures for the years 2019 - 2023 are summarized below. Increases in expenses are primarily due to inflation; to accommodate community growth; for anticipated rate increases for trash collection and park and pathway maintenance upon contract renewals; and for the assumption of additional responsibilities and associated costs from the Developer in 2020 upon termination of the Comprehensive Community Services Agreement.

	2019	2020	2021	2022	2023
Property Tax Rate	\$0.2273	\$0.2273	\$0.2273	\$0.2273	\$0.2273
Revenues	\$128,227,354	\$130,481,334	\$132,766,355	\$135,057,200	\$137,468,503
Operating, Debt Service, EDZ Expenditures	115,528,778	121,984,223	125,249,939	128,064,268	131,410,099
Capital Expenditures	8,676,813	4,824,120	6,198,628	5,440,935	7,883,106
Revenues Over Expenditures**	\$4,021,763	\$3,672,991	\$1,317,788	\$1,551,997	(\$1,824,702)

** Net revenues are used to fund the Township's operating, capital replacement, economic development and other reserves in accordance with reserve guidelines established by the Board of Directors. Net revenues may also be used to fund budget initiatives brought forward by constituents, Village Associations, outside organizations, Board members and staff during the annual budget process.



Five-Year Plan Assumptions

Revenue	2019	2020	2021	2022	2023
New Residential Units		200	200	170	165
Avg Cost/Unit		\$465,000	\$472,500	\$484,000	\$484,000
New Commercial Property Value	Town Center Other	Town Center Other	Town Center Other	Town Center Other	Town Center Other
Revaluation of Existing Taxable Property	1.1%	1.0%	1.0%	1.0%	1.0%
Property Tax Rate	\$0.2273	\$0.2273	\$0.2273	\$0.2273	\$0.2273
Sales Tax Growth	2.2%	2.0%	1.75%	1.75%	1.75%
Hotel Tax Growth	5.0%	3.0%	3.0%	3.0%	3.0%

Five-Year Plan Assumptions

Operating Expenses	2019	2020	2021	2022	2023
Inflation		2.3%	2.3%	2.3%	2.3%
Staff Additions (see detailed plan)	20.0 FTE	7.5 FTE	6.0 FTE	2.5 FTE	3.5 FTE
Law Enforcement – Harris & Montgomery County	-	-	-	-	-
Allowance for increases in major contracts	-	\$2,900,000	-	-	-

Five-Year Plan Assumptions

Capital Projects	2019	2020	2021	2022	2023
Parks and Pathways	\$3,582,313	\$2,323,233	\$3,738,202	\$2,397,200	\$3,452,732
Fire Department	\$3,478,000	\$1,940,631	\$1,666,074	\$2,014,065	\$3,679,182
Information Technology	\$1,016,500	\$483,020	\$689,699	\$1,013,611	\$568,180
Town Hall Facility	\$500,000	\$77,237	\$104,653	\$16,059	\$183,012
Total	\$8,576,813	\$4,824,120	\$6,198,628	\$5,440,935	\$7,883,106

Capital Projects	2019	2020	2021	2022	2023
New Capital Assets (funded by General Fund)	\$2,915,230	\$915,585	\$915,713	\$888,597	\$541,653
Developer Capital (funded by carryover)	\$841,413	-	-	-	-
Building (funded by 9669 Grogan's Mill Rd Property Reserve)	\$500,000	-	-	-	-
Replacement Capital Assets (funded by Capital Replacement Reserve)	\$4,320,170	\$3,908,535	\$5,282,915	\$4,552,338	\$7,341,452
Total	\$8,576,813	\$4,824,120	\$6,198,628	\$5,440,935	\$7,883,106

Five-Year Plan Assumptions

Transportation Fund	2019	2020	2021	2022	2023
Pedestrian and Bicycle Master Plan Projects (Board authorized \$500,000/year from 2017 - 2021)	\$500,000	\$500,000	\$500,000	-	-
Park and Ride Bus Replacement Reserve	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000

**The Woodlands Township
Consolidated Five Year Plan
(in whole dollars)**

	2018	2019	2020	2021	2022	2023
REVENUES						
Property Tax	\$ 45,114,442	\$ 45,421,943	\$ 46,136,120	\$ 46,851,506	\$ 47,528,336	\$ 48,221,507
Sales and Use Tax	54,216,266	55,059,173	56,160,356	57,143,163	58,143,168	59,160,673
Hotel Occupancy Tax	7,179,575	7,538,554	7,764,711	7,997,652	8,237,581	8,484,709
Supplemental Hotel Occupancy Tax	2,051,308	2,153,873	2,218,489	2,285,044	2,353,595	2,424,203
Event Admissions Tax	1,446,482	1,453,714	1,468,251	1,482,934	1,497,763	1,512,741
Program Revenue - Other	5,356,833	6,062,764	6,248,956	6,385,968	6,549,970	6,774,234
Program Revenue - Bus Fares	3,600,000	3,600,000	3,650,000	3,725,000	3,800,000	3,880,000
Administrative Fees	239,500	239,500	239,500	239,500	239,500	239,500
Grants and Contributions	3,862,107	3,192,279	3,154,309	3,210,661	3,270,868	3,332,459
Interest Income	876,539	864,295	799,383	803,668	795,159	797,218
Other Income	<u>3,253,814</u>	<u>2,641,259</u>	<u>2,641,259</u>	<u>2,641,259</u>	<u>2,641,259</u>	<u>2,641,259</u>
TOTAL REVENUES	\$ 127,196,866	\$ 128,227,354	\$ 130,481,334	\$ 132,766,355	\$ 135,057,200	\$ 137,468,503
OPERATING EXPENDITURES						
General Government	8,828,791	9,641,137	9,653,259	9,897,755	10,260,935	10,522,739
Law Enforc/Neighborhood Svcs	14,470,548	14,590,846	15,414,431	15,772,907	16,139,881	16,515,563
Parks and Recreation	21,074,522	22,634,475	24,144,045	24,964,132	25,738,372	26,471,711
Community Services	15,093,669	15,512,090	18,402,059	18,882,136	19,332,796	19,794,868
Community Relations	1,371,426	1,549,074	1,705,339	1,780,354	1,874,286	1,879,925
Transportation	8,164,320	8,463,088	8,642,844	8,821,930	8,505,343	8,693,196
Economic Development	247,200	259,000	264,957	271,051	277,285	283,663
The Woodlands Fire Department	23,205,806	24,744,713	25,462,837	26,386,477	27,275,249	28,387,036
Convention and Visitors Bureau	2,890,173	3,105,822	3,253,084	3,333,480	3,416,083	3,500,964
Incorporation	872,500	82,000	-	-	-	-
Regional Participation	1,674,798	1,682,819	1,716,475	1,750,805	1,785,821	1,821,537
Other Expenditures (Operating)	<u>2,458,611</u>	<u>2,452,144</u>	<u>2,478,159</u>	<u>2,506,391</u>	<u>2,534,843</u>	<u>2,568,518</u>
Operating subtotal	100,352,365	104,717,208	111,137,489	114,367,418	117,140,893	120,439,720
OTHER EXPENDITURES						
Other Expenditures (EDZ)	2,856,725	2,920,115	2,958,004	2,995,964	3,033,946	3,082,387
Capital Outlay (Inflated)	15,405,441	7,735,400	4,824,120	6,198,628	5,440,935	7,883,106
New Development Capital	632,000	841,413	-	-	-	-
Transportation Capital	1,041,300	100,000	-	-	-	-
Debt Service	<u>7,900,123</u>	<u>7,891,455</u>	<u>7,888,730</u>	<u>7,886,557</u>	<u>7,889,429</u>	<u>7,887,992</u>
TOTAL EXPENDITURES	\$ 128,187,954	\$ 124,205,591	\$ 126,808,343	\$ 131,448,567	\$ 133,505,203	\$ 139,293,205
REVENUE OVER/(UNDER) EXPENDITURES	<u>(991,088)</u>	<u>4,021,763</u>	<u>3,672,991</u>	<u>1,317,788</u>	<u>1,551,997</u>	<u>(1,824,702)</u>
BEGINNING FUND BALANCE	<u>85,640,950</u>	<u>84,649,862</u>	<u>88,671,625</u>	<u>92,344,616</u>	<u>93,662,404</u>	<u>95,214,401</u>
ENDING FUND BALANCE	<u>\$ 84,649,862</u>	<u>\$ 88,671,625</u>	<u>\$ 92,344,616</u>	<u>\$ 93,662,404</u>	<u>\$ 95,214,401</u>	<u>\$ 93,389,699</u>
Property Tax Rate	<u>\$0.2300</u>	<u>\$0.2273</u>	<u>\$0.2273</u>	<u>\$0.2273</u>	<u>\$0.2273</u>	<u>\$0.2273</u>

**The Woodlands Township
Consolidated Five Year Plan
Ending Fund Balance
(in whole dollars)**

Rate .2273

	2018	2019	2020	2021	2022	2023
ENDING FUND BALANCE	\$ 84,649,862	\$ 88,671,625	\$ 92,344,616	\$ 93,662,404	\$ 95,214,401	\$ 93,389,699
<u>Operating Reserve</u>						
Minimum Reserve Balance (20% of General Fund Operating Expenses)	\$ 17,961,742	\$ 18,757,975	\$ 19,980,192	\$ 20,577,965	\$ 21,183,268	\$ 21,792,430
Beginning Balance	\$ 16,352,999	\$ 17,961,742	\$ 20,757,975	\$ 21,980,192	\$ 22,577,965	\$ 23,183,268
Additional Funding for Future Needs		\$ 2,000,000	\$ -			
Additions/Reductions	1,608,743	796,233	1,222,216	597,774	605,303	609,161
Ending Balance	\$ 17,961,742	\$ 20,757,975	\$ 21,980,192	\$ 22,577,965	\$ 23,183,268	\$ 23,792,430
<u>Health Insurance Reserve</u>						
Beginning Balance	\$ 812,486	\$ 812,486	\$ 812,486	\$ 812,486	\$ 812,486	\$ 812,486
Additions	-	-	-	-	-	-
Ending Balance	\$ 812,486	\$ 812,486	\$ 812,486	\$ 812,486	\$ 812,486	\$ 812,486
<u>Transportation Fund</u>						
Beginning Balance	\$ (1,442,710)	\$ (1,578,626)	\$ (1,297,857)	\$ (1,033,456)	\$ (782,409)	\$ (546,749)
Additions/(Uses)	(135,916)	280,769	264,401	251,047	235,660	223,195
Ending Balance	\$ (1,578,626)	\$ (1,297,857)	\$ (1,033,456)	\$ (782,409)	\$ (546,749)	\$ (323,554)
<u>Transportation Reconciliation</u>						
Initiatives	\$ 399,380	\$ 399,380	\$ 399,380	\$ 399,380	\$ 399,380	\$ 399,380
Bike/Pedestrian Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Park&Ride Reserve	\$ 300,000	\$ 450,000	\$ 600,000	\$ 750,000	\$ 900,000	\$ 1,050,000
Park&Ride Operations	\$ (2,278,006)	\$ (2,147,237)	\$ (2,032,836)	\$ (1,931,789)	\$ (1,846,128)	\$ (1,772,934)
	\$ (1,578,626)	\$ (1,297,857)	\$ (1,033,456)	\$ (782,409)	\$ (546,748)	\$ (323,554)
<u>Capital Carryovers</u>						
Beginning Balance	\$ 10,866,672	\$ 841,413	\$ -	\$ -	\$ -	\$ -
Utilization of Carryovers	(10,025,259)	(841,413)	-	-	-	-
Ending Balance	\$ 841,413	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Capital Contingency Reserve</u>						
Beginning Balance	\$ 14,600,084	\$ 10,977,907	\$ -	\$ -	\$ -	\$ -
Additions/(Uses/Transfers)	(3,622,177)	(10,977,907)	-	-	-	-
Ending Balance	\$ 10,977,907	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Parks Projects Reserve</u>						
Beginning Balance	\$ 949,900	\$ -	\$ -	\$ -	\$ -	\$ -
Additions/(Uses)	(949,900)	-	-	-	-	-
Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Incorporation Reserve</u>						
Beginning Balance	\$ 2,500,000	\$ 5,625,799	\$ 16,043,799	\$ 16,043,799	\$ 16,043,799	\$ 16,043,799
Additions/(Uses)	3,125,799	10,418,000	-	-	-	-
Ending Balance	\$ 5,625,799	\$ 16,043,799	\$ 16,043,799	\$ 16,043,799	\$ 16,043,799	\$ 16,043,799
<u>Road and Bridge Reserve</u>						
Beginning Balance	\$ 1,900,000	\$ -	\$ -	\$ -	\$ -	\$ -
Additions/(Uses)	(1,900,000)	-	-	-	-	-
Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Flooding & Drainage Reserve</u>						
Beginning Balance	\$ 100,000	\$ 130,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000
Additions/(Uses)	30,000	(20,000)	-	-	-	-
Ending Balance	\$ 130,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000

**The Woodlands Township
Consolidated Five Year Plan
Ending Fund Balance
(in whole dollars)**

Rate .2273

	2018	2019	2020	2021	2022	2023
<u>9669 Grogan's Mill Site Plan Reserve</u>						
Beginning Balance	\$ 2,270,416	\$ 3,057,916	\$ 5,391,815	\$ 5,391,815	\$ 5,391,815	\$ 5,391,815
Additions/(Uses)	787,500	2,333,899	-	-	-	-
Ending Balance	\$ 3,057,916	\$ 5,391,815	\$ 5,391,815	\$ 5,391,815	\$ 5,391,815	\$ 5,391,815
<u>Capital Replacement Reserve</u>						
Beginning Balance	\$ 23,455,222	\$ 25,426,518	\$ 28,063,548	\$ 29,112,213	\$ 28,786,498	\$ 29,191,360
Utilization of Reserve for Assets/Carryover	(2,985,904)	(4,320,170)	(3,908,535)	(5,282,915)	(4,552,338)	(7,341,452)
Future Capital Replacement Allocation	0	2,000,000	0	0	0	0
Reserve Study Allocation	4,900,000	4,900,000	4,900,000	4,900,000	4,900,000	4,900,000
Contractual Additions/Interest/Variance	57,200	57,200	57,200	57,200	57,200	57,200
Ending Balance	\$ 25,426,518	\$ 28,063,548	\$ 29,112,213	\$ 28,786,498	\$ 29,191,360	\$ 26,807,108
<u>Economic Development Reserve</u>						
Beginning Balance	\$ 2,741,185	\$ 3,091,185	\$ 3,441,185	\$ 3,791,185	\$ 4,141,185	\$ 4,491,185
Additions/(Uses)	350,000	350,000	350,000	350,000	350,000	350,000
Ending Balance	\$ 3,091,185	\$ 3,441,185	\$ 3,791,185	\$ 4,141,185	\$ 4,491,185	\$ 4,841,185
<u>Cultural Education Reserve</u>						
Beginning Balance	\$ 545,512	\$ 640,160	\$ 785,531	\$ 932,356	\$ 1,080,649	\$ 1,230,426
Additions/(Uses)	94,648	145,371	146,825	148,293	149,776	151,274
Ending Balance	\$ 640,160	\$ 785,531	\$ 932,356	\$ 1,080,649	\$ 1,230,426	\$ 1,381,700
<u>Debt Service Reserve</u>						
Beginning Balance	\$ 2,288,659	\$ 2,225,908	\$ 2,225,908	\$ 2,225,908	\$ 2,225,908	\$ 2,225,908
Additions/(Uses)	(62,751)	-	-	-	-	-
Ending Reserve Balance	\$ 2,225,908	\$ 2,225,908	\$ 2,225,908	\$ 2,225,908	\$ 2,225,908	\$ 2,225,908
<u>Debt Service Fund</u>						
Beginning Balance	\$ 4,311,213	\$ 4,311,213	\$ 4,311,213	\$ 4,311,213	\$ 4,311,213	\$ 4,311,213
Additions/(Uses)						
Ending Fund Balance	\$ 4,311,213	\$ 4,311,213	\$ 4,311,213	\$ 4,311,213	\$ 4,311,213	\$ 4,311,213
<u>Bond Redemption Reserve</u>						
Beginning Balance	\$ -	\$ 5,894,000	\$ 6,394,000	\$ 6,394,000	\$ 6,394,000	\$ 6,394,000
Additions/(Uses)	5,894,000	500,000				
Ending Fund Balance	\$ 5,894,000	\$ 6,394,000	\$ 6,394,000	\$ 6,394,000	\$ 6,394,000	\$ 6,394,000
<u>Undesignated HOT Tax</u>						
Beginning Balance	\$ 1,832,842	\$ 3,820,937	\$ 0	\$ 2,115,470	\$ 4,444,610	\$ 6,996,657
Additions/(Uses) - HOT Tax	1,988,095	(3,820,937)	2,115,470	2,329,140	2,552,047	2,783,599
Ending Fund Balance	\$ 3,820,937	\$ 0	\$ 2,115,470	\$ 4,444,610	\$ 6,996,657	\$ 9,780,256
<u>CVB</u>						
Beginning Balance	\$ 1,556,471	\$ 1,411,304	\$ 1,411,304	\$ 1,411,304	\$ 1,411,304	\$ 1,411,304
Additions/(Uses)	(145,167)	-	-	-	-	-
Ending Fund Balance	\$ 1,411,304	\$ 1,411,304	\$ 1,411,304	\$ 1,411,304	\$ 1,411,304	\$ 1,411,304
Total Fund Balance	\$ 84,649,862	\$ 88,450,907	\$ 93,598,485	\$ 96,949,024	\$ 101,246,673	\$ 102,979,650
Net Annual Undesignated Fund Balance	\$ (0)	\$ 220,718	\$ (1,474,587)	\$ (2,032,751)	\$ (2,745,652)	\$ (3,557,678)
Property Tax Rate	\$0.2300	\$0.2273	\$0.2273	\$0.2273	\$0.2273	\$0.2273



FUND AND RESERVE BALANCES

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The Woodlands Township
Components of Ending Fund Balances / Reserves

The chart below summarizes projected year-end balances in each of the Township's reserves. Additional information for most of the reserves listed is provided in the Reserves section of this budget document. Information pertaining to CVB's Fund Balance, the Debt Service Fund, the Debt Service Reserve, and the Transportation Fund can be found in the sections of this budget document specifically related to those funds.

	2018 Forecast	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Operating Reserve	\$ 17,961,742	\$ 20,757,975	\$ 21,980,192	\$ 22,577,965	\$ 23,183,268	\$ 23,792,430
Economic Development Reserve	3,091,185	3,441,185	3,791,185	4,141,185	4,491,185	4,841,185
Cultural Projects Reserve	640,160	785,531	932,356	1,080,649	1,230,426	1,381,700
Capital Replacement Reserve	23,148,512	25,916,311	27,079,378	26,854,710	27,345,232	25,034,175
Capital Replace. Reserve - Receivable from Transp.	2,278,006	2,147,237	2,032,835	1,931,788	1,846,128	1,772,933
Incorporation Reserve	5,525,799	16,043,799	16,043,799	16,043,799	16,043,799	16,043,799
Capital Carryovers	841,413	-	-	-	-	-
Flood and Drainage Reserve	130,000	110,000	110,000	110,000	110,000	110,000
9669 Grogan's Mill Property Site Plan Reserve	3,057,916	5,391,815	5,391,815	5,391,815	5,391,815	5,391,815
Self-Funded Health Insurance Reserve	812,486	812,486	812,486	812,486	812,486	812,486
Convention & Visitors Bureau Fund Balance	1,411,304	1,411,304	1,411,304	1,411,304	1,411,304	1,411,304
Debt Service Reserve	2,225,908	2,225,908	2,225,908	2,225,908	2,225,908	2,225,908
Debt Service Fund	4,311,213	4,311,213	4,311,213	4,311,213	4,311,213	4,311,213
Bond Redemption Reserve	5,894,000	6,394,000	6,394,000	6,394,000	6,394,000	6,394,000
Transportation Fund - Payable to Capital Reserve	(2,278,006)	(2,147,237)	(2,032,835)	(1,931,788)	(1,846,128)	(1,772,933)
Transportation Fund - Transportation Initiatives	399,380	399,380	399,380	399,380	399,380	399,380
Transportation Fund - Bus Replacement Reserve	300,000	450,000	600,000	750,000	900,000	1,050,000
Undesignated Hotel Occupancy Tax	3,820,937	-	2,115,470	4,444,610	6,996,657	9,780,256
Undesignated Capital Contingency Reserve	10,977,907	-	-	-	-	-
Total Ending Fund Balance	\$ 84,549,862	\$ 88,450,907	\$ 93,598,486	\$ 96,949,024	\$ 101,246,673	\$ 102,979,651
Annual Undesignated Fund Balance **	\$ -	\$ 220,718	\$ (1,474,587)	\$ (2,032,751)	\$ (2,745,652)	\$ (3,557,678)

** The annual undesignated fund balance represents unallocated funds remaining after all funding obligations for expenditures, debt service, and reserve allocations are met for the applicable fiscal year. Based on current assumptions and revenue and expenditure projections, the Township will generate insufficient revenues to fund all obligations beginning in 2020 and continuing throughout the remaining years in the five-year plan. This is due primarily to an estimated \$2.9 million in additional annual expenditures that the Township may begin incurring in 2020 related to the renewal of some major service contracts including streetscape maintenance, park and pathway maintenance, waterway maintenance, and trash collection. If revenues outpace the conservative assumptions used to develop the five-year plan, or if expenditures are less than reflected in the five-year plan, the negative fund balance will shrink accordingly. As development of the 2020 -2023 budgets occur, if the fund balance is still projected to be negative staff will recommend adjustments to revenues, expenditures, and/or reserve allocations to ensure a balanced budget for the current fiscal year.

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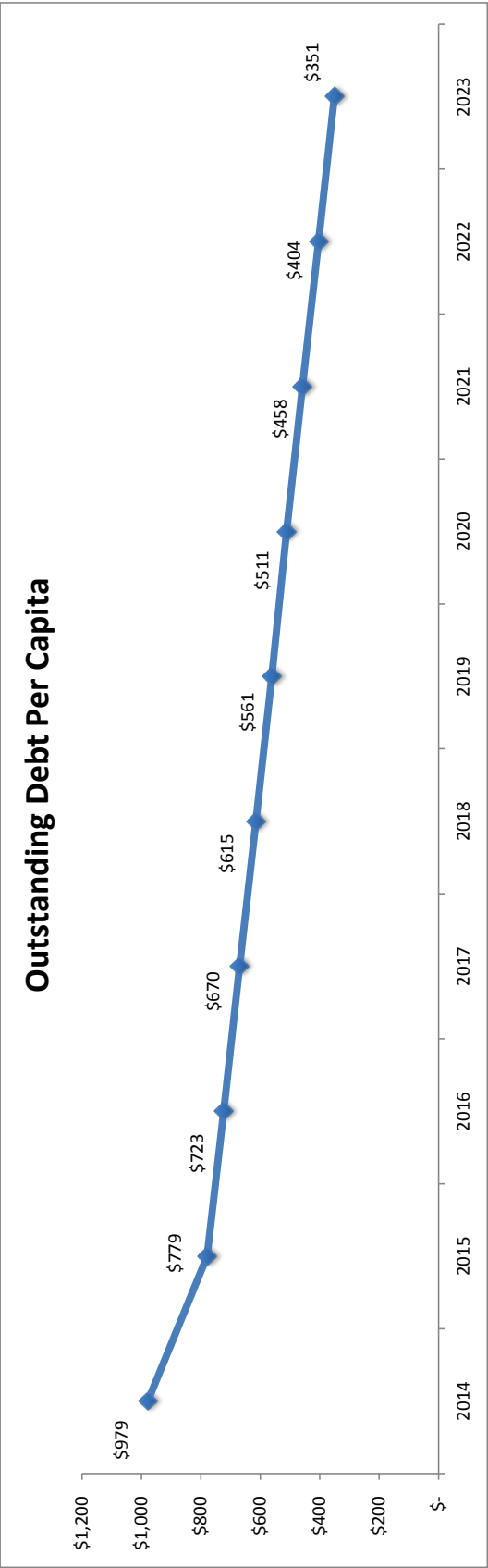
DEBT SERVICE FUND

Debt Service Fund Five-Year Plan
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
	<u>Forecast</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
REVENUES						
Direct - Property Tax	\$ 3,446,447	\$ 3,443,367	\$ 3,448,204	\$ 3,444,619	\$ 3,448,628	\$ 3,450,091
Direct - Hotel Occupancy Tax	7,179,575	7,538,554	7,764,711	7,997,652	8,237,581	8,484,709
Transfers In - DSRF	100,591	37,840	-	-	-	-
Interest Income	6,800	6,800	-	-	-	-
TOTAL REVENUES	\$ 10,733,413	\$ 11,026,561	\$ 11,212,915	\$ 11,442,271	\$ 11,686,209	\$ 11,934,800
EXPENDITURES						
Debt Service - Principal	5,320,000	5,480,001	5,675,000	5,880,000	6,105,000	6,340,000
Debt Service - Interest	2,580,123	2,411,454	2,213,729	2,006,557	1,784,429	1,547,991
Transfers Out - General Fund (To fund CVB/Trolley III)	845,195	1,122,144	1,208,715	1,226,574	1,244,733	1,263,210
Transfers Out - Capital Replacement Reserve	-	2,000,000	-	-	-	-
Transfers Out - Operating Reserve	-	2,000,000	-	-	-	-
Transfers Out - Property Site Plan Reserve	-	1,833,899	-	-	-	-
TOTAL EXPENDITURES	\$ 8,745,318	\$ 14,847,498	\$ 9,097,444	\$ 9,113,131	\$ 9,134,162	\$ 9,151,201
REVENUE OVER/(UNDER) EXPENDITURES	1,988,095	(3,820,937)	2,115,470	2,329,140	2,552,047	2,783,599
BEGINNING FUND BALANCE	6,144,055	8,132,150	4,311,213	6,426,683	8,755,823	11,307,870
ENDING FUND BALANCE	\$ 8,132,150	\$ 4,311,213	\$ 6,426,683	\$ 8,755,823	\$ 11,307,870	\$ 14,091,469

The Woodlands Township
Outstanding Debt
From 2014 to 2023

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Outstanding Debt	\$ 107,325,000	\$ 87,685,000	\$ 82,880,000	\$ 77,900,000	\$ 72,735,000	\$ 67,415,000	\$ 61,935,000	\$ 56,260,000	\$ 50,380,000	\$ 44,275,000
Population	109,679	112,505	114,625	116,278	118,310	120,100	121,110	122,780	124,690	126,220
Per Capita	\$ 979	\$ 779	\$ 723	\$ 670	\$ 615	\$ 561	\$ 511	\$ 458	\$ 404	\$ 351



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THE WOODLANDS CONVENTION & VISITORS BUREAU

**The Woodlands Township
CVB Fund Five Year Plan
(in whole dollars)**

	2018	2019	2020	2021	2022	2023
REVENUES						
Supplemental Hotel Tax	\$ 2,051,308	\$ 2,153,873	\$ 2,218,489	\$ 2,285,044	\$ 2,353,595	\$ 2,424,203
Interest Income	500	500	500	500	500	500
Transfers In (General Fund - HOT)	718,365	951,449	1,034,095	1,047,937	1,061,987	1,076,261
TOTAL REVENUES	\$ 2,770,173	\$ 3,105,822	\$ 3,253,084	\$ 3,333,480	\$ 3,416,083	\$ 3,500,964
EXPENDITURES						
General						
Contracted Township Salaries and Bene	673,823	792,822	886,885	912,859	939,787	967,713
Staff Development	42,500	46,500	47,570	48,664	49,783	50,928
Facility Expense*	69,350	69,350	70,945	72,577	74,246	75,954
Equipment Expense	11,100	15,250	15,601	15,960	16,327	16,702
Contracted Services	56,000	61,000	62,403	63,838	65,307	66,809
Administrative	29,500	30,500	31,202	31,919	32,653	33,404
Capital	-	-	-	-	-	-
	922,273	1,062,922	1,163,197	1,195,526	1,228,956	1,263,533
Strategic Partnerships						
Contracted Services	65,500	65,500	67,007	68,548	70,124	71,737
Community Festivals & Events	146,000	161,000	164,703	168,491	172,366	176,331
Public Education/Relations	30,000	45,000	46,035	47,094	48,177	49,285
	241,500	271,500	277,745	284,133	290,668	297,353
Marketing						
Contracted Services	376,000	405,000	414,315	423,844	433,593	443,565
Program Expense	885,000	880,000	900,240	920,946	942,127	963,796
Public Education/Relations	120,000	121,000	123,783	126,630	129,542	132,522
Administrative	18,000	18,000	18,414	18,838	19,271	19,714
	1,399,000	1,424,000	1,456,752	1,490,257	1,524,533	1,559,597
Convention Sales						
Staff Development	135,000	150,000	153,450	156,979	160,590	164,283
Contracted Services	17,400	17,400	17,800	18,210	18,628	19,057
Program Expense	55,000	155,000	158,565	162,212	165,943	169,760
Other Advertising	-	25,000	25,575	26,163	26,765	27,381
	207,400	347,400	355,390	363,564	371,926	380,480
Waterway Cruisers						
Contracted Services	120,000	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
	120,000	-	-	-	-	-
Transfers Out						
Transfers Out (General Fund)	25,167	-	-	-	-	-
	25,167	-	-	-	-	-
TOTAL EXPENDITURES	\$ 2,915,340	\$ 3,105,822	\$ 3,253,084	\$ 3,333,480	\$ 3,416,083	\$ 3,500,964
REVENUE OVER/(UNDER) EXPENDITURES	(145,167)	-	-	-	-	-
BEGINNING FUND BALANCE	1,556,471	1,411,304	1,411,304	1,411,304	1,411,304	1,411,304
ENDING FUND BALANCE	\$ 1,411,304	\$ 1,411,304	\$ 1,411,304	\$ 1,411,304	\$ 1,411,304	\$ 1,411,304



TRANSPORTATION FUND

The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)

	2018	2019	2020	2021	2022	2023
REVENUES						
Park and Ride Fares	\$ 3,600,000	\$ 3,600,000	\$ 3,650,000	\$ 3,725,000	\$ 3,800,000	\$ 3,880,000
FTA 5307 Grant - Transportation Planning	220,000	220,000	220,000	220,000	220,000	220,000
FTA 5307 Grant - Bus Contract Leased- 40%	497,497	504,844	516,456	528,334	540,486	552,917
FTA 5307 Grant - Bus Contract Owned - 32%	1,258,130	1,279,936	1,309,375	1,339,490	1,370,298	1,401,815
FTA 5307 Grant - P&R Admin - 50%	155,500	160,500	164,192	167,968	171,831	175,783
FTA 5307 Grant - Trolley Operations - 50%	506,940	555,999	571,287	581,869	595,252	608,943
Subtotal FTA 5307 Grants	2,783,667	2,721,279	2,781,309	2,837,661	2,897,868	2,959,459
FTA 5339 Grant - Facility Improvements - 80%	687,440	80,000	-	-	-	-
State Grant Funds	373,000	373,000	373,000	373,000	373,000	373,000
H-GAC Grant - Bus Purchase	-	-	-	-	-	-
Transfers In	1,314,757	1,427,999	1,443,540	1,459,496	973,261	987,343
TOTAL REVENUES	\$ 8,758,864	\$ 8,202,278	\$ 8,247,849	\$ 8,395,157	\$ 8,044,129	\$ 8,199,802
OPERATING EXPENDITURES/CAPITAL						
Transit Planning	300,000	300,000	300,000	300,000	300,000	300,000
Other Transportation Services	131,000	131,000	131,000	131,000	131,000	131,000
Transportation Initiatives	525,000	500,000	500,000	500,000	-	-
Park & Ride Operations	5,673,600	5,767,511	5,898,620	6,032,745	6,169,955	6,310,321
Park & Ride Capital	447,000	-	-	-	-	-
Park & Ride Capital - Facility Improvements	100,000	100,000	-	-	-	-
Trolleys	1,518,180	1,122,998	1,153,827	1,180,365	1,207,513	1,235,286
TOTAL EXPENDITURES	\$ 8,694,780	\$ 7,921,509	\$ 7,983,447	\$ 8,144,110	\$ 7,808,469	\$ 7,976,607
REVENUE OVER/(UNDER) EXPENDITURES	64,084	280,769	264,401	251,047	235,660	223,195
TRANSFERS OUT	(200,000)	-	-	-	-	-
BEGINNING FUND BALANCE	(1,442,711)	(1,578,627)	(1,297,858)	(1,033,457)	(782,410)	(546,749)
ENDING FUND BALANCE	\$ (1,578,627)	\$ (1,297,858)	\$ (1,033,457)	\$ (782,410)	\$ (546,749)	\$ (323,555)
FUND BALANCE RECONCILIATION						
Bike/Pedestrian Transportation Initiatives	399,380	399,380	399,380	399,380	399,380	399,380
Park & Ride Reserve Fund Balance	300,000	450,000	600,000	750,000	900,000	1,050,000
Park & Ride Operations Fund Balance	(2,278,007)	(2,147,238)	(2,032,837)	(1,931,790)	(1,846,129)	(1,772,935)
	<u>\$ (1,578,627)</u>	<u>\$ (1,297,858)</u>	<u>\$ (1,033,457)</u>	<u>\$ (782,410)</u>	<u>\$ (546,749)</u>	<u>\$ (323,555)</u>

The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)

	2018	2019	2020	2021	2022	2023
REVENUES						
	2018	2019	2020	2021	2022	2023
Transportation Planning						
FTA 5307 Grant - Transportation Planning	220,000	220,000	220,000	220,000	220,000	220,000
	220,000	220,000	220,000	220,000	220,000	220,000
Park and Ride						
Fares	3,600,000	3,600,000	3,650,000	3,725,000	3,800,000	3,880,000
FTA 5307 Grant - Bus Contract Leased- 40%	497,497	504,844	516,456	528,334	540,486	552,917
FTA 5307 Grant - Bus Contract Owned - 32%	1,258,130	1,279,936	1,309,375	1,339,490	1,370,298	1,401,815
FTA 5307 Grant - P&R Admin - 50%	155,500	160,500	164,192	167,968	171,831	175,783
FTA 5307 Grant - Facility Improvements - 80%	145,600	-	-	-	-	-
H-GAC Grant - Bus Purchase	-	-	-	-	-	-
State Grant	373,000	373,000	373,000	373,000	373,000	373,000
FTA 5307/5339 Grant - P&R Facility Imp - 80%	292,000	80,000	-	-	-	-
	6,321,727	5,998,280	6,013,022	6,133,792	6,255,616	6,383,516
Trolleys						
FTA 5307 Grant - Trolley Operations - 50%	506,940	555,999	571,287	581,869	595,252	608,943
FTA 5339 Grant - Facility Imp - 80%	395,440	-	-	-	-	-
Other Revenue - Trolleys	-	-	-	-	-	-
	902,380	555,999	571,287	581,869	595,252	608,943
Transfers In						
Operating Transfer (from GF - Trolleys)	615,800	566,999	582,540	598,496	612,261	626,343
Operating Transfer (from GF - Trans Planning)	80,000	80,000	80,000	80,000	80,000	80,000
Operating Transfer (from GF - Other Trans Sv)	131,000	131,000	131,000	131,000	131,000	131,000
Operating Transfer (from GF - Bike/Pedestrian)	337,957	500,000	500,000	500,000	-	-
Operating Transfer (from GF - Park & Ride)	150,000	150,000	150,000	150,000	150,000	150,000
Operating Transfer (from CR) - Road and Brid	-	-	-	-	-	-
	1,314,757	1,427,999	1,443,540	1,459,496	973,261	987,343
TOTAL REVENUES	8,758,864	8,202,278	8,247,849	8,395,157	8,044,129	8,199,802

**The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)**

	2018	2019	2020	2021	2022	2023
EXPENDITURES						
TRANSPORTATION PLANNING - Dept 825			2.3%	2.3%	2.3%	2.3%
Contracted Services						
Consulting	275,000	275,000	275,000	275,000	275,000	275,000
Legal	25,000	25,000	25,000	25,000	25,000	25,000
	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>
TOTAL TRANSPORTATION PLANNING	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>
OTHER TRANSPORTATION SVCS - Dept 827						
Contracted Services						
Senior Transportation	55,000	55,000	55,000	55,000	55,000	55,000
Interfaith	76,000	76,000	76,000	76,000	76,000	76,000
	<u>131,000</u>	<u>131,000</u>	<u>131,000</u>	<u>131,000</u>	<u>131,000</u>	<u>131,000</u>
TOTAL OTHER TRANSPORTATION SVCS	<u>131,000</u>	<u>131,000</u>	<u>131,000</u>	<u>131,000</u>	<u>131,000</u>	<u>131,000</u>
TRANSPORTATION INITIATIVES - Dept 828						
Other Expenses						
Transportation Initiatives	-	500,000	500,000	500,000	-	-
George Mitchell Preserve	525,000	-	-	-	-	-
Lake Woodlands/Grogan's Mill Interchange	-	-	-	-	-	-
Master Bike Plan	-	-	-	-	-	-
Road and Bridge Study	-	-	-	-	-	-
Signal Detection Hardware	-	-	-	-	-	-
	<u>525,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>-</u>	<u>-</u>
Transfers Out						
Fund Transfer (From Transportation to General Fund)	100,000	-	-	-	-	-
Fund Transfer (From Transportation to Incorporated Areas)	100,000	-	-	-	-	-
	<u>200,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL TRANSPORTATION INITIATIVES	<u>725,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>-</u>	<u>-</u>

**The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)**

	2018	2019	2020	2021	2022	2023
PARK & RIDE - Dept 829						
Facility Expense						
Telephone	10,800	10,800	11,048	11,303	11,562	11,828
Utilities	45,000	45,000	46,035	47,094	48,177	49,285
Facility Repair & Maintenance	45,000	45,000	46,035	47,094	48,177	49,285
Janitorial	18,000	18,000	18,414	18,838	19,271	19,714
	<u>118,800</u>	<u>118,800</u>	<u>121,532</u>	<u>124,328</u>	<u>127,187</u>	<u>130,112</u>
Equipment Expense						
Equipment	5,000	5,000	5,115	5,233	5,353	5,476
	<u>5,000</u>	<u>5,000</u>	<u>5,115</u>	<u>5,233</u>	<u>5,353</u>	<u>5,476</u>
Contracted Services						
Computer Support	65,000	75,000	76,725	78,490	80,295	82,142
Credit Card Fees	50,000	50,000	51,150	52,326	53,530	54,761
Private Security	183,000	183,000	187,209	191,515	195,920	200,426
Pest Control	1,300	1,700	1,739	1,779	1,820	1,862
Electrical Repairs and Maintenance	8,000	5,000	5,115	5,233	5,353	5,476
Contracted Bus Service - Leased	1,243,742	1,262,111	1,291,140	1,320,836	1,351,215	1,382,293
Contracted Bus Service - Owned	3,931,658	3,999,800	4,091,795	4,185,907	4,282,183	4,380,673
	<u>5,482,700</u>	<u>5,576,611</u>	<u>5,704,873</u>	<u>5,836,085</u>	<u>5,970,315</u>	<u>6,107,632</u>
Public Education/Relations						
Advertising	25,000	25,000	25,000	25,000	25,000	25,000
	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Administrative Expense						
Supplies	2,000	2,000	2,000	2,000	2,000	2,000
Postage & Delivery	100	100	100	100	100	100
Printing	10,000	10,000	10,000	10,000	10,000	10,000
Insurance	-	-	-	-	-	-
Other Admin/Contingency	30,000	30,000	30,000	30,000	30,000	30,000
	<u>42,100</u>	<u>42,100</u>	<u>42,100</u>	<u>42,100</u>	<u>42,100</u>	<u>42,100</u>
Capital Outlay						
Bus Purchase (10 buses @ \$580,000 and \$59	-	-	-	-	-	-
Facility Improvements (80% reimb)	100,000	100,000	-	-	-	-
Facility Improvements (80% reimb)	50,000	-	-	-	-	-
Facility Video Cameras (80% reimb)	150,000	-	-	-	-	-
Bus Passenger Counters (80% reimb)	65,000	-	-	-	-	-
Vehicle Tracking/Automated Fare (80% reimb)	182,000	-	-	-	-	-
	<u>547,000</u>	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL PARK & RIDE	<u>6,220,600</u>	<u>5,867,511</u>	<u>5,898,620</u>	<u>6,032,745</u>	<u>6,169,955</u>	<u>6,310,321</u>
TROLLEYS - Dept 830						
Contracted Services						
Trolley Services	1,007,040	1,105,158	1,130,577	1,156,580	1,183,181	1,210,394
	<u>1,007,040</u>	<u>1,105,158</u>	<u>1,130,577</u>	<u>1,156,580</u>	<u>1,183,181</u>	<u>1,210,394</u>
Contracted Services						
Computer Support - Annunciators	-	-	5,000	5,115	5,233	5,353
	<u>-</u>	<u>-</u>	<u>5,000</u>	<u>5,115</u>	<u>5,233</u>	<u>5,353</u>
Public Education/Relations						
Advertising	6,840	6,840	6,997	7,158	7,323	7,491
	<u>6,840</u>	<u>6,840</u>	<u>6,997</u>	<u>7,158</u>	<u>7,323</u>	<u>7,491</u>
Administrative Expense						
Other Admin	10,000	11,000	11,253	11,512	11,777	12,047
	<u>10,000</u>	<u>11,000</u>	<u>11,253</u>	<u>11,512</u>	<u>11,777</u>	<u>12,047</u>
Capital Outlay						
Trolley Stops	482,300	-	-	-	-	-
Trolley Annunciators	12,000	-	-	-	-	-
	<u>494,300</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL TROLLEYS	<u>1,518,180</u>	<u>1,122,998</u>	<u>1,153,827</u>	<u>1,180,365</u>	<u>1,207,513</u>	<u>1,235,286</u>

The Woodlands Township
Transportation Fund Five Year Plan
(in whole dollars)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
TOTAL EXPENDITURES	<u>8,894,780</u>	<u>7,921,509</u>	<u>7,983,447</u>	<u>8,144,110</u>	<u>7,808,469</u>	<u>7,976,607</u>
Beginning Fund Balance	(1,442,711)	(1,578,627)	(1,297,858)	(1,033,457)	(782,410)	(546,749)
Activity	<u>(135,916)</u>	<u>280,769</u>	<u>264,401</u>	<u>251,047</u>	<u>235,660</u>	<u>223,195</u>
Ending Fund Balance	<u>(1,578,627)</u>	<u>(1,297,858)</u>	<u>(1,033,457)</u>	<u>(782,410)</u>	<u>(546,749)</u>	<u>(323,555)</u>

TRANSPORTATION FUND SUMMARY BY EXPENSE TYPE:

Salaries and Benefits	-	-	-	-	-	-
Staff/Board Development	-	-	-	-	-	-
Facility Expense	118,800	118,800	121,532	124,328	127,187	130,112
Equipment Expense	5,000	5,000	5,115	5,233	5,353	5,476
Contracted Services	6,920,740	7,112,769	7,271,450	7,428,780	7,589,729	7,754,380
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	31,840	31,840	31,997	32,158	32,323	32,491
Administrative/Other Expense	577,100	553,100	553,353	553,612	53,877	54,147
Capital	1,041,300	100,000	-	-	-	-
Transfers Out	<u>200,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>8,894,780</u>	<u>7,921,509</u>	<u>7,983,447</u>	<u>8,144,110</u>	<u>7,808,469</u>	<u>7,976,607</u>
 Grants	 3,844,107	 3,174,279	 3,154,309	 3,210,661	 3,270,868	 3,332,459

The Woodlands Township
Park and Ride Transportation Fund Five Year Plan
(in whole dollars)

	2018	2019	2020	2021	2022	2023	
OPERATING REVENUES							
Park and Ride Fares	\$ 3,600,000	\$ 3,600,000	\$ 3,650,000	\$ 3,725,000	\$ 3,800,000	\$ 3,880,000	
FTA 5307 Grant - Bus Contract Leased- 40%	497,497	504,844	516,456	528,334	540,486	552,917	
FTA 5307 Grant - Bus Contract Owned - 32%	1,258,130	1,279,936	1,309,375	1,339,490	1,370,298	1,401,815	
FTA 5307 Grant - P&R Admin - 50%	155,500	160,500	164,192	167,968	171,831	175,783	
Subtotal FTA 5307 Grants	1,911,127	1,945,280	1,990,022	2,035,792	2,082,616	2,130,516	
FTA 5339 Grant - 80%	437,600	-	-	-	-	-	
State Grant Funds	373,000	373,000	373,000	373,000	373,000	373,000	
TOTAL OPERATING REVENUES	\$ 5,884,127	\$ 5,918,280	\$ 6,013,022	\$ 6,133,792	\$ 6,255,616	\$ 6,383,516	
OPERATING EXPENDITURES							
Facility Expenses	118,800	118,800	121,532	124,328	127,187	130,112	
Equipment Expenses	5,000	5,000	5,115	5,233	5,353	5,476	
Contracted Services	5,482,700	5,576,611	5,704,873	5,836,085	5,970,315	6,107,632	
Advertising	25,000	25,000	25,000	25,000	25,000	25,000	
Administrative Expense	42,100	42,100	42,100	42,100	42,100	42,100	
TOTAL OPERATING EXPENDITURES	\$ 5,673,600	\$ 5,767,511	\$ 5,898,620	\$ 6,032,745	\$ 6,169,955	\$ 6,310,321	
OPERATING REVENUE OVER/(UNDER) EXPENDITURES	210,527	150,769	114,401	101,047	85,660	73,195	
CAPITAL GRANT REVENUES							
FTA 5307/5339 Grant - P&R Facility Improvements	\$ 437,600	\$ 80,000	\$ -	\$ -	\$ -	\$ -	
H-GAC Grant - Bus Purchase	-	-	-	-	-	-	
TOTAL CAPITAL GRANT REVENUES	\$ 437,600	\$ 80,000	\$ -	\$ -	\$ -	\$ -	
CAPITAL EXPENDITURES							
Capital - Bus Purchase	-	-	-	-	-	-	
Capital - Facility Improvements/Other	547,000	100,000	-	-	-	-	
TOTAL CAPITAL EXPENDITURES	\$ 547,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	
NET CAPITAL EXPENDITURES	(109,400)	(20,000)	-	-	-	-	
TOTAL REVENUES OVER/(UNDER) EXPENDITURES	101,127	130,769	114,401	101,047	85,660	73,195	
TRANSFER IN FROM GENERAL FUND	150,000	150,000	150,000	150,000	150,000	150,000	
BEGINNING PARK & RIDE Bus Reserve	150,000	300,000	450,000	600,000	750,000	900,000	
BEGINNING PARK & RIDE Fund/(Bus Loan) Balance	(2,379,134)	(2,278,006)	(2,147,237)	(2,032,835)	(1,931,788)	(1,846,128)	
ENDING PARK & RIDE FUND BALANCE	\$ (2,128,007)	\$ (1,697,237)	\$ (1,432,835)	\$ (1,181,788)	\$ (946,128)	\$ (722,933)	
Bus Reserve Balance	\$ 300,000	\$ 450,000	\$ 600,000	\$ 750,000	\$ 900,000	\$ 1,050,000	
Bus Purchase - Borrowing from the Capital Reserve Reconciliation							
	2015-2017	2018	2019	2020	2021	2022	2023
Bus Purchase	14,364,067	-	-	-	-	-	-
H-GAC Grant	(11,300,000)	-	-	-	-	-	-
Borrowed from Reserve	3,064,067	\$ -	\$ -				
Funds Due to Reserve	(684,934)	(101,127)	(130,769)	(114,401)	(101,047)	(85,660)	(73,195)
Loan Balance	\$ 2,379,133	\$ 2,278,006	\$ 2,147,237	\$ 2,032,835	\$ 1,931,788	\$ 1,846,128	\$ 1,772,933

ANALYSIS OF FTA 5307 GRANT FUNDS

GRANT YEAR

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	TOTAL
FTA 5307 Grant Balance	31,125	131,726	221,251	126,163	907,936	2,140,108	2,970,369	2,612,354	2,612,354	2,612,354	
FTA 5307 Grant Funds Needed											
2019 Budget	0	(131,726)	(28,774)	(98,163)	(879,936)	(1,521,681)	(60,999)				(2,721,279)
2020 Budget	(31,125)		(192,477)	(28,000)	(28,000)	(618,427)	(1,875,776)				(2,773,805)
2021 Budget							(1,033,594)	(1,788,737)			(2,822,331)
2022 Budget								(823,617)	(2,050,761)		(2,874,378)
2023 Budget									(561,593)	(2,365,872)	(2,927,465)
Ending Balance	0	0	0	0	0	0	0	0	0	246,482	246,482



STAFFING PLAN

Five-Year Plan Staff Additions - General Employees

Human Resources	2019	2020	2021	2022	2023
Sr. Human Resources Generalist		1.00			

Finance	2019	2020	2021	2022	2023
Financial Analyst	(1.00)				
Grant Administrator	1.00				
Purchasing Analyst					1.00
Budget Analyst			1.00		

Information Technology	2019	2020	2021	2022	2023
Real Estate Records Analyst	(1.00)				
Business Analyst		1.00			
Senior GIS Analyst	1.00				

Records Management	2019	2020	2021	2022	2023
Corporate Records Specialist		(1.00)			

Parks Planning/Admin	2019	2020	2021	2022	2023
Parks Technician II		1.00			
Parks Technician I		1.00			
Customer Service Representative - PT to FT			0.50		

Five-Year Plan Staff Additions - General Employees

Park Operations	2019	2020	2021	2022	2023
Park Ranger		0.50			
Streetscape Superintendent	1.00				
Streetscape Administrative Assistant	1.00				
Park Ranger Superintendent		1.00			
Facility Foreman	1.00				
Irrigation Technician	1.00				
Parks Technician II - Forestry			1.00		
Parks Technician I - Forestry			1.00		
Parks Technician II - Landscape				1.00	
Parks Technician I - Landscape				1.00	

Recreation	2019	2020	2021	2022	2023
Camp Leader (seasonal)	0.50			0.50	
Receptionist/CSR - Rob Fleming - PT to FT	0.50				
Recreation Supervisor (Bear Branch)	1.00				
Recreation Program Coordinator - Rob Fleming Adventure Course	1.00				
Recreation Specialist - Rob Fleming Adventure Course	1.00				
Recreation Aide - Rob Fleming Adventure Course	6.00				
Recreation Specialist - Rob Fleming (PT)					1.00
Recreation Specialist - Bear Branch (PT)					0.50

Five-Year Plan Staff Additions - General Employees

Township Events	2019	2020	2021	2022	2023
Special Events Specialist		1.00			

Covenants	2019	2020	2021	2022	2023
Compliance Specialist		1.00			
PT Compliance Tech II to FT Compliance Tech III	0.50				
Property Compliance Tech - PT (.50)	1.00		1.00		

Community Relations	2019	2020	2021	2022	2023
Social Media/Community Relations Specialist	1.00				
Community Relations Specialist			1.00		

CVB	2019	2020	2021	2022	2023
Tourism Specialist	1.00				
Servicing Coordinator		1.00			

2019 Five Year Plan Staffing Requests	17.50	7.50	5.00	2.50	2.50	35.00

Beginning Total FTE's	322.95	340.45	347.95	352.95	355.45
Additions	17.50	7.50	5.00	2.50	2.50
Ending Total FTE's	340.45	347.95	352.95	355.45	357.95

Five-Year Plan Staff Additions - Fire Department

Fire Department	2019	2020	2021	2022	2023
Battalion Chief - EMS					1.00
Emergency Vehicle Tech - PT (.50)			0.50		
Supply Tech - PT (.50)			0.50		
Squad Concept Firefighters	2.00				
Dispatcher	0.50				
Incentive positions - Special Operations Team Members	0.00				

2019 Five Year Plan Staffing Requests	2.50	0.00	1.00	0.00	1.00	4.50

Beginning Total FTE's	167.50	170.00	170.00	171.00	171.00
Additions	2.50	0.00	1.00	0.00	1.00
Ending Total FTE's	170.00	170.00	171.00	171.00	172.00

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CAPITAL PROJECTS PLAN

THE WOODLANDS TOWNSHIP

CAPITAL BUDGET
FOR THE FIVE YEARS 2019 - 2023
(In Whole Dollars)

	2019 <u>Budget</u>	2020 <u>Budget</u>	2021 <u>Budget</u>	2022 <u>Budget</u>	2023 <u>Budget</u>
<u>PARKS & RECREATION</u>					
<u>Vehicles and Heavy Equipment</u>					
Maintenance Vehicles - Trucks	\$ 54,000	\$ -	\$ 25,000	\$ 25,000	\$ 120,000
Maintenance Vehicles - Bucket Trucks	-	80,000	-	-	-
Maintenance Vehicles - Mule/Electric Veh	43,000	45,000	45,000	45,000	45,000
Maintenance Vehicles - Boat	-	-	-	16,500	-
Maintenance Vehicles - Tractor	61,000	-	-	-	-
Maintenance Vehicles - Trailer	-	12,000	-	12,000	100,000
Total	\$ 158,000	\$ 137,000	\$ 70,000	\$ 98,500	\$ 265,000
<u>Furniture, Fixtures & Equipment</u>					
Maintenance Equipment	\$ -	\$ -	\$ -	\$ 12,500	\$ -
Holiday Decorations	-	-	-	-	231,000
Total	\$ -	\$ -	\$ -	\$ 12,500	\$ 231,000
<u>PARDES Facility Improvements</u>					
Facility Improvements	\$ 109,000	\$ 164,000	\$ 54,000	\$ 20,000	\$ 79,980
Total	\$ 109,000	\$ 164,000	\$ 54,000	\$ 20,000	\$ 79,980
<u>Recreation Center</u>					
Facility Improvements	\$ 60,000	\$ 100,000	\$ -	\$ -	-
Total	\$ 60,000	\$ 100,000	\$ -	\$ -	\$ -
<u>PARKS</u>					
Town Center Parks	\$ 37,000	\$ 287,000	\$ 137,000	\$ 387,000	\$ 194,958
Irrigation Improvements	30,000	30,000	30,000	30,000	25,000
Bear Branch Master Plan	566,000	-	-	-	-
Park Improvements	623,300	523,000	490,000	610,000	490,000
All Weather Turf Fields	-	-	1,779,000	-	76,100
Lake/Pond Improvements	30,000	50,000	30,000	50,000	30,000
Athletic Facilities Improvements	351,600	211,000	211,000	211,000	211,000
Aquatic Facilities Improvements	496,000	409,000	441,000	410,120	442,000
Signs/Stone Walls Improvements	30,000	60,000	30,000	60,000	757,500
Total	\$ 2,163,900	\$ 1,570,000	\$ 3,148,000	\$ 1,758,120	\$ 2,226,558
<u>PATHWAYS</u>					
Pathway Improvements	\$ 250,000	\$ 300,000	\$ 300,000	\$ 350,000	\$ 350,000
Total	\$ 250,000	\$ 300,000	\$ 300,000	\$ 350,000	\$ 350,000
		<u>1,870,000</u>	<u>3,448,000</u>	<u>2,108,120</u>	<u>2,576,558</u>
<u>NEW DEVELOPMENT</u>					
New Parks (New Developments)	\$ 841,413	\$ -	\$ -	\$ -	\$ -
Total	\$ 841,413	\$ -	\$ -	\$ -	\$ -
Total for Parides	\$ 3,582,313	\$ 2,271,000	\$ 3,572,000	\$ 2,239,120	\$ 3,152,538
Funding from General Fund	\$ 1,017,700	\$ 175,000	\$ -	\$ -	\$ -
Funding from Capital Replacement Fund	2,564,613	2,096,000	3,572,000	2,239,120	3,152,538
	\$ 3,582,313	\$ 2,271,000	\$ 3,572,000	\$ 2,239,120	\$ 3,152,538

THE WOODLANDS TOWNSHIP
CAPITAL BUDGET
FOR THE FIVE YEARS 2019 - 2023
(In Whole Dollars)

	2019 <u>Budget</u>	2020 <u>Budget</u>	2021 <u>Budget</u>	2022 <u>Budget</u>	2023 <u>Budget</u>
<u>INFORMATION TECHNOLOGY</u>					
<u>Computers: software & hardware</u>					
Desktop & Laptop Computers	\$ 105,900	\$ 82,000	\$ 169,000	\$ 88,770	\$ 94,000
Caption Encoder	22,280				
Mobile Data Computers	33,600	30,410	6,990	150,000	113,960
Scanners	20,000	-	-	-	-
Server Replacements	152,220	65,550	53,045	-	73,430
Storage Area Network Expansion	214,500	-	-	120,000	22,725
Wireless Technology	12,000	-	-	480,000	-
ERP Software	100,000	200,000	300,000	-	-
Audio/Visual Systems	-	-	-	-	164,720
Network Equipment	93,300	14,200	100,000	50,000	25,645
Software Licenses	44,000	80,000	30,000	30,000	-
IT Vehicle	-	-	-	28,000	-
WFD Audio Video System	63,700	-	-	-	24,300
Townhall Security Equipment	155,000	-	-	-	-
Total	\$ 1,016,500	\$ 472,160	\$ 659,035	\$ 946,770	\$ 518,780
Funding from General Fund	\$ 647,530	\$ 280,000	\$ 430,000	\$ 480,000	\$ 4,560
Funding from Capital Replacement Fund	368,970	192,160	229,035	466,770	514,220
	\$ 1,016,500	\$ 472,160	\$ 659,035	\$ 946,770	\$ 518,780
<u>OTHER CAPITAL</u>					
Grogan's Mill Rd. Property Improvements	\$ 500,000	\$ -	\$ -	\$ -	\$ -
Town Hall Facility Improvements/Equipment	-	75,500	100,000	15,000	167,100
Total	\$ 500,000	\$ 75,500	\$ 100,000	\$ 15,000	\$ 167,100
Funding from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Funding from Capital Replacement/Building Reserve	500,000	75,500	100,000	15,000	167,100
	\$ 500,000	\$ 75,500	\$ 100,000	\$ 15,000	\$ 167,100
<u>TOTAL TWT CAPITAL BUDGET</u>					
Parks & Recreation	3,582,313	2,271,000	3,572,000	2,239,120	3,152,538
Information Technology	1,016,500	472,160	659,035	946,770	518,780
Other Capital	500,000	75,500	100,000	15,000	167,100
TOTAL TWT CAPITAL BUDGET	\$ 5,098,813	\$ 2,818,660	\$ 4,331,035	\$ 3,200,890	\$ 3,838,418
Funding from General Fund	1,665,230	455,000	430,000	480,000	4,560
Funding from Capital Replacement/Building Reserve	3,433,583	2,363,660	3,901,035	2,720,890	3,833,858
TOTAL WFD CAPITAL BUDGET	\$ 3,478,000	\$ 1,897,000	\$ 1,592,000	\$ 1,881,250	\$ 3,359,300
TOTAL CONSOLIDATED CAPITAL BUDGET	\$ 8,576,813	\$ 4,715,660	\$ 5,923,035	\$ 5,082,140	\$ 7,197,718
Funding from General Fund	2,915,230	895,000	875,000	830,000	494,560
Funding from Capital Replacement/Building Reserve	5,661,583	3,820,660	5,048,035	4,252,140	6,703,158

THE WOODLANDS TOWNSHIP
CAPITAL BUDGET
FOR THE FIVE YEARS 2019 - 2023
(In Whole Dollars)

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
LESS ASSETS FINANCED BY DEVELOPER CAPITAL FUND CAI	\$ (841,413)	\$ -	\$ -	\$ -	\$ -
CAPITAL OUTLAY (non-developer)	\$ 7,735,400	\$ 4,715,660	\$ 5,923,035	\$ 5,082,140	\$ 7,197,718
INFLATION FACTOR		2.30%	2.30%	2.30%	2.30%
TOTAL TWT CAPITAL BUDGET - INFLATED (Except Developer)					
Law Enforcement Services	-	-	-	-	-
Parks & Recreation	3,582,313	2,323,233	3,738,202	2,397,200	3,452,732
Information Technology	1,016,500	483,020	689,699	1,013,611	568,180
Other Capital	500,000	77,237	104,653	16,059	183,012
TOTAL TWT CAPITAL BUDGET - INFLATED	\$ 5,098,813	\$ 2,883,489	\$ 4,532,554	\$ 3,426,870	\$ 4,203,923
TOTAL WFD CAPITAL BUDGET - INFLATED	\$ 3,478,000	\$ 1,940,631	\$ 1,666,074	\$ 2,014,065	\$ 3,679,182
TOTAL CONSOLIDATED CAPITAL BUDGET - INFLATED	\$ 8,576,813	\$ 4,824,120	\$ 6,198,628	\$ 5,440,935	\$ 7,883,106
LESS ASSETS TO BE FINANCED BY DEVELOPER CARRYOVER	\$ (841,413)	\$ -	\$ -	\$ -	\$ -
CAPITAL OUTLAY (non-financed) INFLATED	\$ 7,735,400	\$ 4,824,120	\$ 6,198,628	\$ 5,440,935	\$ 7,883,106
INFLATED EXCEPT FOR BONDED AND DEVELOPER CAPITAL		\$ 4,824,120	\$ 6,198,628	\$ 5,440,935	\$ 7,883,106
Funding from General Fund	2,915,230	915,585	915,713	888,597	541,653
Funding from Capital Replacement Fund/Other Reser	5,661,583	3,908,535	5,282,915	4,552,338	7,341,452
DEVELOPER CAPITAL	\$ 841,413	\$ -	\$ -	\$ -	\$ -
CAPITAL RESERVES					
Waterway	\$ 416,380	\$ 31,200	\$ 31,200	\$ 31,200	\$ 31,200
Waterway Square Park	200,000	-	-	-	-
Waterway Square Fountain	200,000	-	-	-	-
Waterway Cameras	11,615	-	-	-	-
Town Green Park	200,002	-	-	-	-
Town Center Garage	107,574	6,000	6,000	6,000	6,000
Wayfinding Signs	28,000	-	-	-	-
Monument Signs	110,000	-	-	-	-
Lake Woodlands Dam	286,328	20,000	20,000	20,000	20,000
9669 Grogan's Mill Reserve	5,391,815	-	-	-	-
Capital Reserves	26,503,649	991,465	(382,915)	347,662	(2,441,452)
Undesignated Capital Contingency	-	-	-	-	-
Incorporation Reserve	16,043,799	-	-	-	-
Flood/Drainage Reserve	110,000	-	-	-	-
Cultural Education Reserve	785,531	146,825	148,293	149,776	151,274
Economic Development Reserve	3,441,185	350,000	350,000	350,000	350,000
Total	\$ 53,835,878	\$ 1,545,490	\$ 172,578	\$ 904,639	\$ (1,882,978)
TOTAL RESERVE CUMULATIVE BALANCE	\$ 53,835,878	\$ 55,381,368	\$ 55,553,946	\$ 56,458,585	\$ 54,575,607
	\$ 62,412,691				

THE WOODLANDS FIRE DEPARTMENT, INC.

**CAPITAL BUDGET
FOR THE FIVE YEARS 2019 - 2023
(In Whole Dollars)**

	<u>2019</u> <u>Total</u>	<u>2020</u> <u>Total</u>	<u>2021</u> <u>Total</u>	<u>2022</u> <u>Total</u>	<u>2023</u> <u>Total</u>
<u>COMPUTERS:</u>					
<u>SOFTWARE & HARDWARE</u>					
Computer Aided Dispatch	\$ 30,000	\$ -	\$ 30,000	\$ 30,000	\$ -
Radio Console	-	-	-	-	150,000
Radio Control Stations	-	-	-	-	150,000
Microwave Gear	-	-	-	-	40,000
Dispatch Recording Equipment	-	-	-	-	30,000
TOTAL 3-YEAR ASSETS	\$ 30,000	\$ -	\$ 30,000	\$ 30,000	\$ 370,000
<u>VEHICLES</u>					
Staff /Utility Vehicles	\$ 265,000	\$ 140,000	\$ 100,000	\$ 100,000	\$ 70,000
TOTAL 5-YEAR ASSETS	\$ 265,000	\$ 140,000	\$ 100,000	\$ 100,000	\$ 70,000
<u>FURNITURE, FIXTURES & EQUIPMENT</u>					
Portable Radios	\$ 36,000	\$ -	\$ -	\$ -	\$ -
Signal Changing Device (Opticom)	100,000	100,000	100,000	100,000	100,000
Cardiac Monitors	-	-	-	-	-
Body Armor	60,000	-	-	-	6,500
Thermal Imaging Cameras	45,000	30,000	45,000	45,000	15,000
Electronic Accountability	40,000	-	-	-	-
Extrication Tools	90,000	-	50,000	-	-
Hazardous Materials Equipment	-	-	-	-	-
Training Tools and Equipment	30,000	-	275,000	-	-
Hazmat Detection	125,000	145,000	-	-	-
Hazmat Gear	-	-	-	-	50,000
TOTAL 5-YEAR ASSETS	\$ 526,000	\$ 275,000	\$ 470,000	\$ 145,000	\$ 171,500
<u>SPECIALTY VEHICLES & EQUIPMENT</u>					
Hazmat Truck	\$ -	\$ 1,320,000	\$ -	\$ -	\$ -
Rescue Truck	1,320,000	-	-	-	-
Fire Engine	880,000	-	850,000	-	875,000
Squad Truck	85,000	-	-	-	-
Boat	27,000	-	40,000	-	-
Ladder Truck	-	-	-	1,500,000	1,300,000
Brush Truck	-	100,000	-	-	-
Utility Task Vehicle	14,000	-	-	-	35,000
TOTAL 15-YEAR ASSETS	\$ 2,326,000	\$ 1,420,000	\$ 890,000	\$ 1,500,000	\$ 2,210,000
<u>FIRE STATIONS</u>					
Station Improvements	\$ 331,000	\$ 62,000	\$ 102,000	\$ 106,250	\$ 537,800
TOTAL 30-YEAR ASSETS	\$ 331,000	\$ 62,000	\$ 102,000	\$ 106,250	\$ 537,800
TOTAL WFD CAPITAL BUDGET	\$ 3,478,000	\$ 1,897,000	\$ 1,592,000	\$ 1,881,250	\$ 3,359,300
Funding From Bond Proceeds	\$ -				
Funding from General Fund	1,250,000	440,000	445,000	350,000	490,000
Funding from Capital Replacement Fund	2,228,000	1,457,000	1,147,000	1,531,250	2,869,300
INFLATION FACTOR		2.30%	2.30%	2.30%	2.30%
TOTAL WFD CAPITAL BUDGET - INFLATED	\$ 3,478,000	\$ 1,940,631	\$ 1,666,074	\$ 2,014,065	\$ 3,679,182

Reserves



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Reserves and Fund Balances



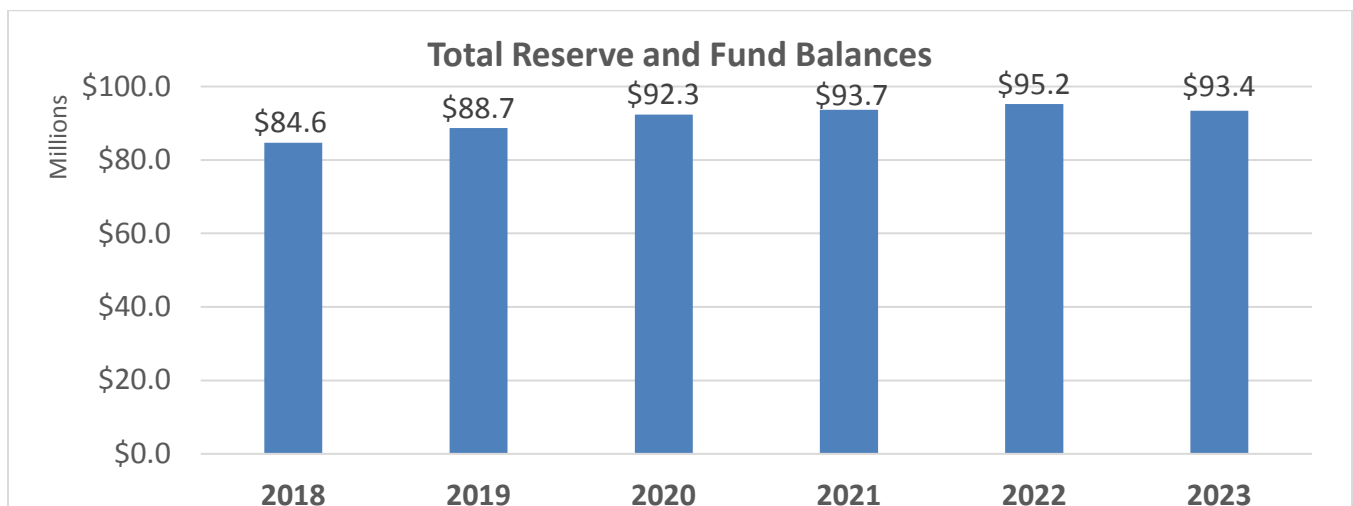
Overview

Maintaining appropriate reserve and fund balances is a critical element of a governmental entity's overall financial strength. The Township's reserves provide a mechanism to fund future infrastructure, capital asset replacements, debt service payments, the defeasance of outstanding debt, economic development opportunities, cultural education programs, transportation initiatives, and other projects and purposes identified by the Board of Directors as they plan for the financial stability of the organization. Reserves are also available to provide necessary cash flow for unforeseen expenditures or revenue shortfalls to mitigate the need to reduce services during emergency situations or temporary economic downturns.

Reserve and fund balances are projected to total \$84.6 million at 1/1/2019 and increase by \$4.0 million to a total of \$88.7 million at year-end 2019. During the 2019 budget workshop meetings, the Board made several decisions regarding the allocations of funds to the various reserves.

Funding Source	Reserve	Amount
Undesignated Capital Contingency	Incorporation Reserve	\$10,500,000
Undesignated Hotel Occupancy Tax	Operating Reserve	\$2,000,000
Undesignated Hotel Occupancy Tax	Capital Replacement Reserve	\$2,000,000
Undesignated Hotel Occupancy Tax	Grogan's Mill Property Site Plan Reserve	\$1,833,899
Annual Undesignated Fund Balance	Bond Redemption Fund	\$500,000
Annual Undesignated Fund Balance	Grogan's Mill Property Site Plan Reserve	\$522,093
Undesignated Capital Contingency	Grogan's Mill Property Site Plan Reserve	\$477,907

Below is a chart reflecting total reserve and fund balances for fiscal years ending 2018 – 2023. The increase of \$8.8 million during the time-period is due primarily to growth in the Undesignated Hotel Occupancy Tax Reserve.



A summary of reserve balances over the five-year plan period and information regarding each reserve is provided in the following pages.

The Woodlands Township
Components of Ending Fund Balances / Reserves

The chart below summarizes projected year-end balances in each of the Township's reserves. Additional information for most of the listed reserves is provided in the following pages of this section of the budget document. Information pertaining to CVB's Fund Balance, the Debt Service Fund, the Debt Service Reserve, and the Transportation Fund can be found in the sections of this budget document specifically related to those funds.

	2018 Forecast	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Operating Reserve	\$ 17,961,742	\$ 20,757,975	\$ 21,980,192	\$ 22,577,965	\$ 23,183,268	\$ 23,792,430
Economic Development Reserve	3,091,185	3,441,185	3,791,185	4,141,185	4,491,185	4,841,185
Cultural Education Reserve	640,160	785,531	932,356	1,080,649	1,230,426	1,381,700
Capital Replacement Reserve	23,148,512	25,916,311	27,079,381	26,854,710	27,345,232	25,034,174
Capital Replace. Reserve - Receivable from Transp.	2,278,006	2,147,237	2,032,835	1,931,788	1,846,128	1,772,933
Incorporation Reserve	5,625,799	16,043,799	16,043,799	16,043,799	16,043,799	16,043,799
Capital Carryovers	841,413	-	-	-	-	-
Flood and Drainage Reserve	130,000	110,000	110,000	110,000	110,000	110,000
9669 Grogan's Mill Property Site Plan Reserve	3,057,916	5,391,815	5,391,815	5,391,815	5,391,815	5,391,815
Self-Funded Health Insurance Reserve	812,486	812,486	812,486	812,486	812,486	812,486
Convention & Visitors Bureau Fund Balance	1,411,304	1,411,304	1,411,304	1,411,304	1,411,304	1,411,304
Debt Service Reserve	2,225,908	2,225,908	2,225,908	2,225,908	2,225,908	2,225,908
Debt Service Fund	4,311,213	4,311,213	4,311,213	4,311,213	4,311,213	4,311,213
Bond Redemption Reserve	5,894,000	6,394,000	6,394,000	6,394,000	6,394,000	6,394,000
Transportation Fund - Payable to Capital Reserve	(2,278,006)	(2,147,237)	(2,032,835)	(1,931,788)	(1,846,128)	(1,772,933)
Transportation Fund - Transportation Initiatives	399,380	399,380	399,380	399,380	399,380	399,380
Transportation Fund - Bus Replacement Reserve	300,000	450,000	600,000	750,000	900,000	1,050,000
Undesignated Hotel Occupancy Tax	3,820,937	-	2,115,470	4,444,610	6,996,657	9,780,256
Undesignated Capital Contingency Reserve	10,977,907	-	-	-	-	-
Total Ending Fund Balance	\$ 84,649,862	\$ 88,450,907	\$ 93,598,489	\$ 96,949,024	\$ 101,246,673	\$ 102,979,650
Annual Undesignated Fund Balance **	\$ -	\$ 220,718	\$ (1,474,597)	\$ (2,032,751)	\$ (2,745,652)	\$ (3,557,678)

** The annual undesignated fund balance represents unallocated funds remaining after all funding obligations for expenditures, debt service, and reserve allocations are met for the applicable fiscal year. Based on current assumptions and revenue and expenditure projections, the Township will generate insufficient revenues to fund all obligations beginning in 2020 and continuing throughout the remaining years in the five-year plan. This is due primarily to an estimated \$2.9 million in additional annual expenditures that the Township may begin incurring in 2020 related to the renewal of some major service contracts including streetscape maintenance, waterway maintenance, park and pathway maintenance, and trash collection. If revenues outpace the conservative assumptions used to develop the five-year plan, or if expenditures are less than reflected in the five-year plan, the negative fund balance will shrink accordingly. As development of the 2020 -2023 budgets occur, if the fund balance is still projected to be negative staff will recommend adjustments to revenues, expenditures, and/or reserve allocations to ensure a balanced budget for the current fiscal year.

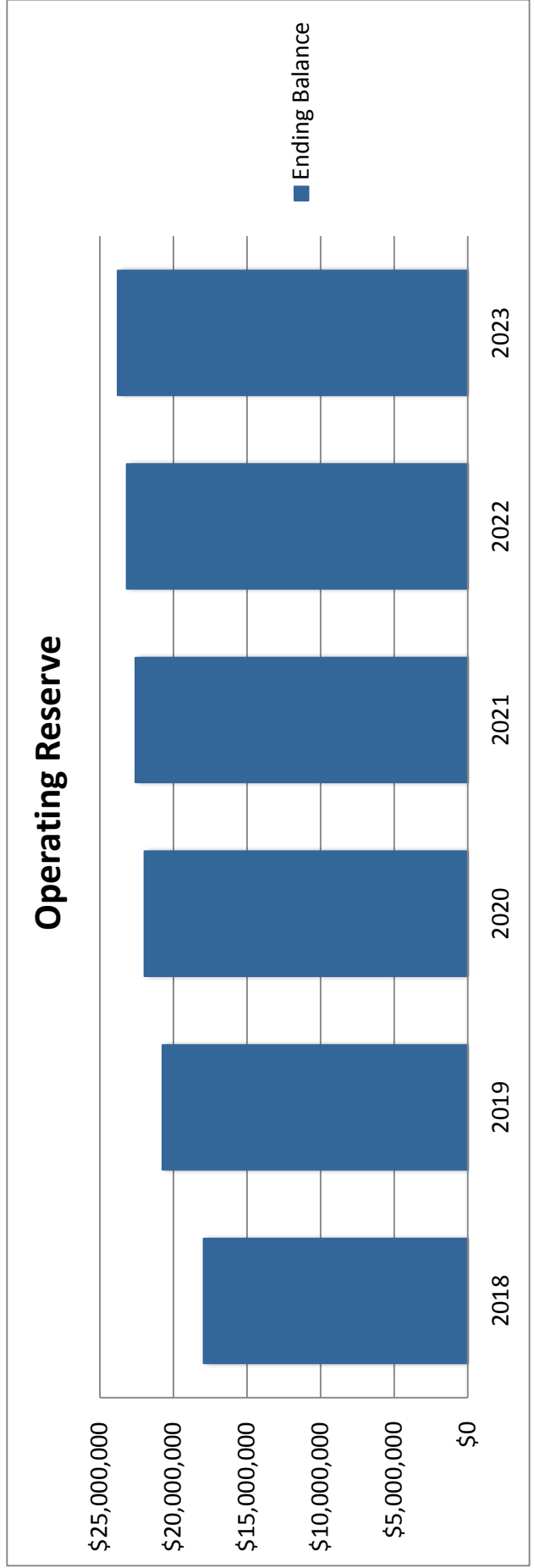
OPERATING RESERVE

Description/Purpose

In accordance with the Reserve Guidelines approved by the Board of Directors, a fund balance equal to 20% of General Fund operating expenditures is maintained in the Operating Reserve. This amount equates to approximately 2-1/2 months of the Township's annual operating expenses and is based on the minimum level of reserves that credit rating agencies generally look for when evaluating the financial health of entities such as the Township. During the 2019 Budget process, the Board authorized an additional \$2.0 million be added to this reserve for potential future expenses.

The Operating Reserve is utilized only with Board approval. The reserve could potentially be used to fund unanticipated opportunities that arise outside of the budget process or to provide necessary funding if tax revenues were to unexpectedly decline as a result of unfavorable economic conditions. Additionally, significant unexpected expenses resulting from a natural disaster or other catastrophic event could be funded by the reserve to the extent they are not covered by insurance.

	Forecast 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Beginning Balance	\$16,352,999	\$17,961,742	\$20,757,975	\$21,980,191	\$22,577,965	\$23,183,268
Additions	1,608,743	2,796,233	1,222,216	597,774	605,303	609,161
Utilization	0	0	0	0	0	0
Ending Balance	\$17,961,742	\$20,757,975	\$21,980,191	\$22,577,965	\$23,183,268	\$23,792,429

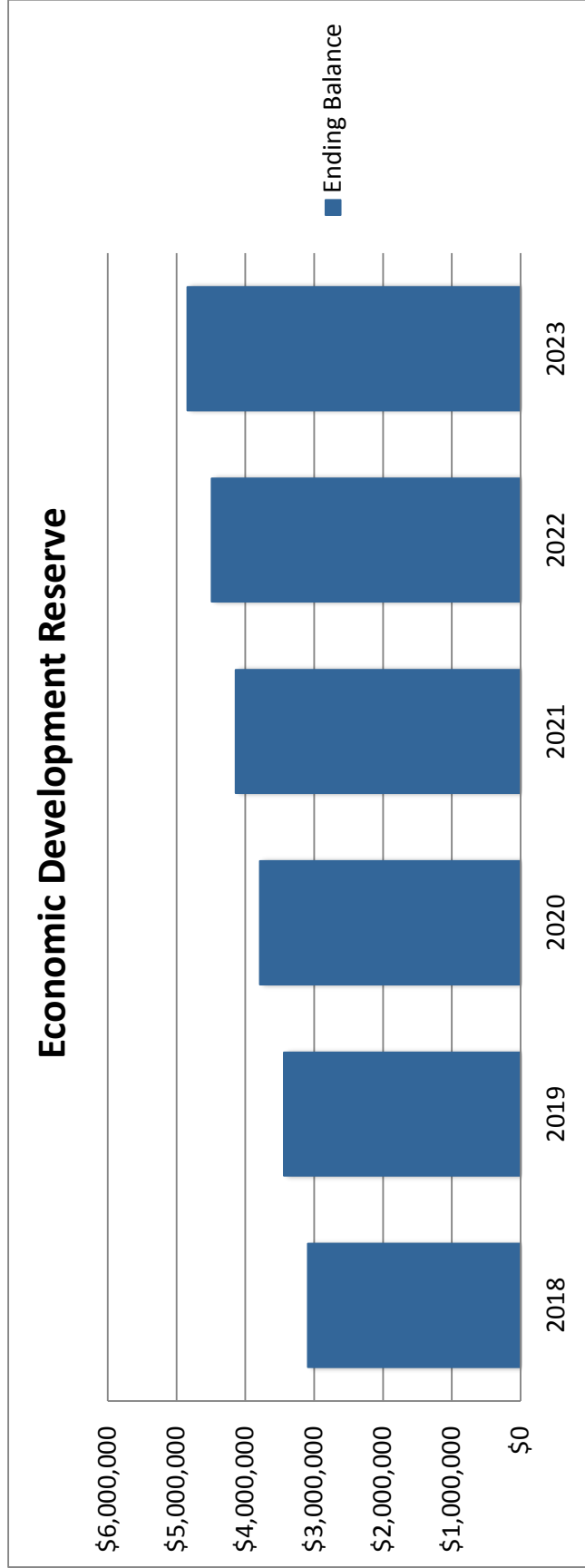


ECONOMIC DEVELOPMENT RESERVE

Description/Purpose

The Economic Development Reserve was established by the Board of Directors to provide funding for projects that benefit the Township by stimulating local economic activity. In accordance with Reserve Guidelines approved by the Board, an allocation of \$350,000 from the General Fund is made to the Economic Development Reserve annually.

	Forecast 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Beginning Balance	\$2,741,185	\$3,091,185	\$3,441,185	\$3,791,185	\$4,141,185	\$4,491,185
Additions	350,000	350,000	350,000	350,000	350,000	350,000
Utilization	0	0	0	0	0	0
Ending Balance	\$3,091,185	\$3,441,185	\$3,791,185	\$4,141,185	\$4,491,185	\$4,841,185



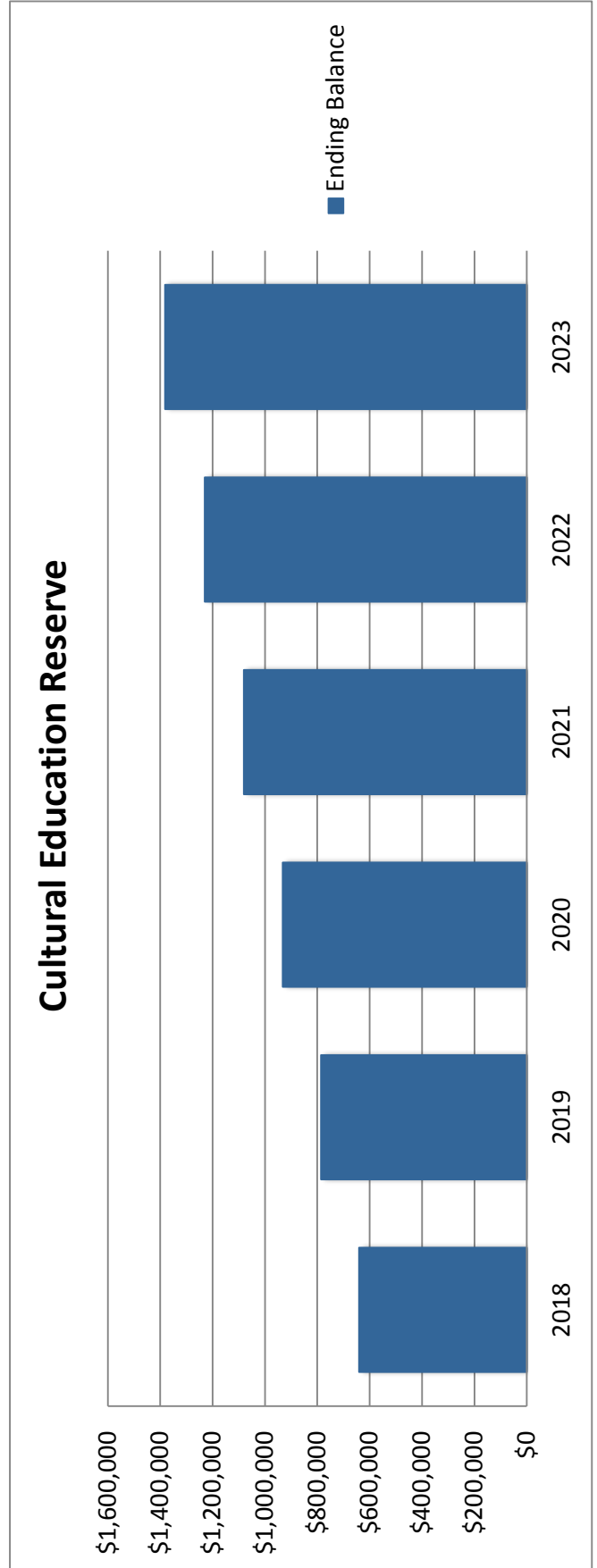
CULTURAL PROJECTS RESERVE

Description/Purpose

Funding for the Cultural Projects Reserve is provided by the Township's allocated share of a 5% events admission tax on the price of a ticket sold at qualifying venues in the Township. To date, the Cynthia Woods Mitchell Pavilion is the only qualifying venue. The Township has entered into an agreement with the Pavilion to provide 90% of the collected tax revenues to the Pavilion for operating, maintenance, capital, debt service or other expenses related to production, promotion or presentation of cultural events. The remaining 10% is held by the Township in the Cultural Projects Reserve to support cultural education and events in the community.

	Forecast 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Beginning Balance	\$545,512	\$640,160	\$785,531	\$932,356	\$1,080,649	\$1,230,426
Additions	144,648	145,371	146,825	148,293	149,777	151,274
Utilization (A)	(50,000)	0	0	0	0	0
Ending Balance	\$640,160	\$785,531	\$932,356	\$1,080,649	\$1,230,426	\$1,381,700

(A) The reserve was utilized in 2018 to provide funding to the Glade Arts Foundation.

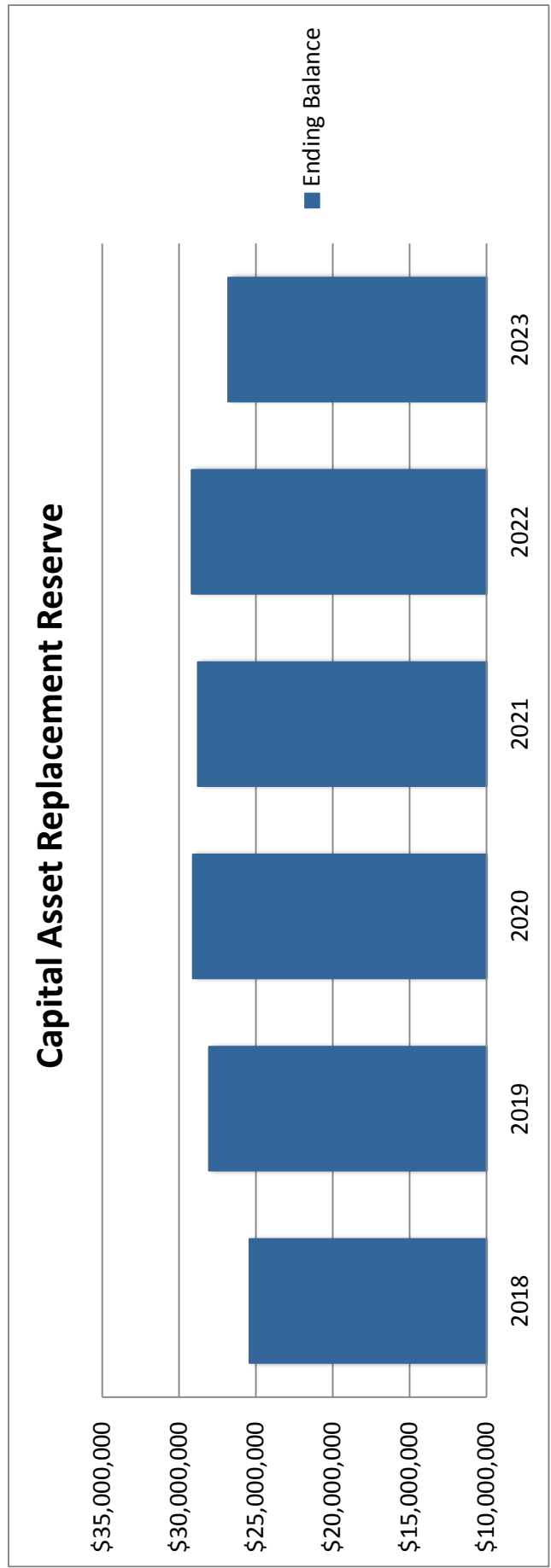


CAPITAL REPLACEMENT RESERVE

Description/Purpose

The Capital Replacement Reserve provides a funding source for the annual replacement or major repair of the community's extensive network of capital assets including fire department facilities, apparatus and equipment; park, pathway, aquatics, athletic, recreation and sports field facilities, amenities, vehicles and equipment; the Town Hall facility; amenities in the public areas of Town Center such as Waterway Square; and information technology capital hardware and software. In total, the replacement value of the Township's assets is approximately \$300 million. In accordance with the Township's Capital Reserve Study, an annual allocation of \$4,900,000 is provided to the reserve from the General Fund. An additional \$57,200 is allocated annually for the Lake Woodlands Dam, the Waterway, and the Town Center Parking Garage. For 2019, the Board has authorized an additional \$2,000,000 funding allocation for potential future expenses. Utilization of the reserve is based on the annual capital asset plan approved by the Board of Directors. The ending balance for each year includes a receivable balance from the Transportation Fund for monies advanced to fund the Township's 20% grant-matching share of the costs to purchase 25 passenger buses for the Park and Ride program. The receivable balance declines from \$2,278,006 in 2018 to a projected balance of \$1,772,933 in 2023.

	Forecast 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Beginning Balance	\$23,455,222	\$25,426,518	\$28,063,548	\$29,112,213	\$28,786,498	\$29,191,360
Additions	4,957,200	6,957,200	4,957,200	4,957,200	4,957,200	4,957,200
Utilization	(2,985,904)	(4,320,170)	(3,908,535)	(5,282,915)	(4,552,338)	(7,341,452)
Ending Balance	\$25,426,518	\$28,063,548	\$29,112,213	\$28,786,498	\$29,191,360	\$26,807,108

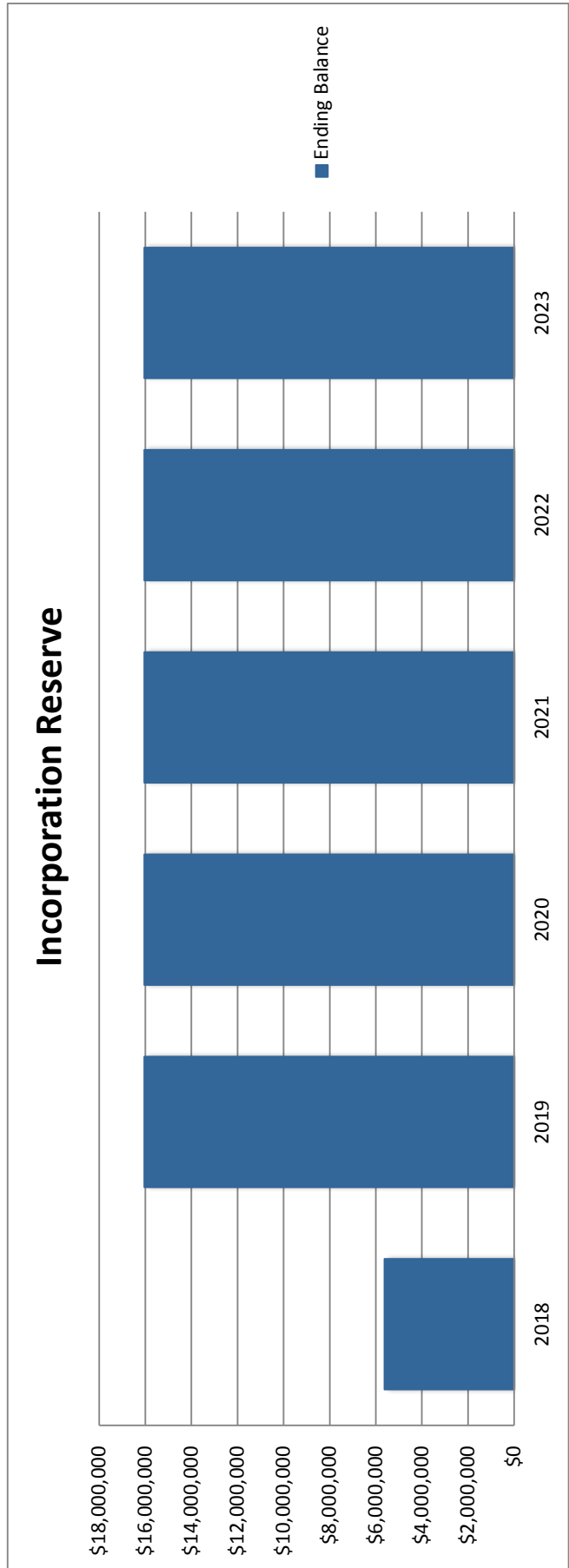


INCORPORATION RESERVE

Description/Purpose

The Board of Directors established the Incorporation Reserve in 2017 to provide a source of funding for planning, public education and other expenditures related to the potential incorporation of The Woodlands Township. An initial allocation of \$2,500,000 was made to the reserve in 2017, and in 2018 an additional \$3,998,299 was allocated to the reserve (\$1,998,299 from the Capital Contingency Reserve, \$1,900,000 from the dissolution of the Road and Bridge Reserve, and \$100,000 from the Transportation Fund for a road condition study). Also in 2018, the Board authorized \$872,500 to be paid from the reserve for incorporation planning and tax rate studies. For 2019, \$82,000 is budgeted for public meetings and other expenses that may be incurred as the studies are completed and a \$10,500,000 funding transfer from the Capital Contingency Reserve has been authorized by the Board to increase the reserve amount.

	Forecast 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Beginning Balance	\$ 2,500,000	\$ 5,625,799	\$ 16,043,799	\$ 16,043,799	\$ 16,043,799	\$ 16,043,799
Additions	3,998,299	10,500,000	0	0	0	0
Utilization	(872,500)	(82,000)	0	0	0	0
Ending Balance	\$ 5,625,799	\$ 16,043,799	\$ 16,043,799	\$ 16,043,799	\$ 16,043,799	\$ 16,043,799

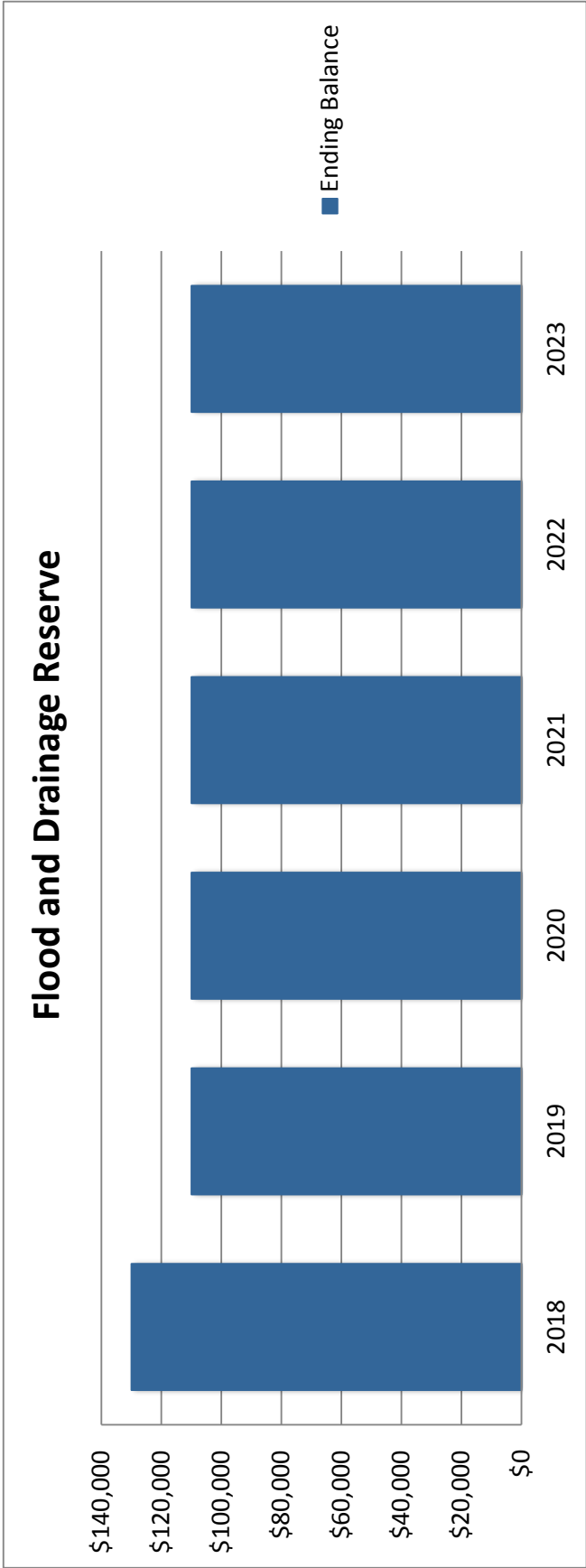


FLOOD AND DRAINAGE RESERVE

Description/Purpose

The Board of Directors established a \$100,000 Flood and Drainage Reserve in 2017 to help address flooding and drainage issues impacting the Township. An additional \$150,000 was allocated to the reserve in 2018. The reserve has funded flood gauges (\$100,000) and engineering studies (\$20,000) in 2018, and an additional \$20,000 is budgeted in 2019 to help fund additional engineering projects as needed.

	Forecast 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Beginning Balance	\$100,000	\$130,000	\$110,000	\$110,000	\$110,000	\$110,000
Additions	150,000	0	0	0	0	0
Utilization	(120,000)	(20,000)	0	0	0	0
Ending Balance	\$130,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000

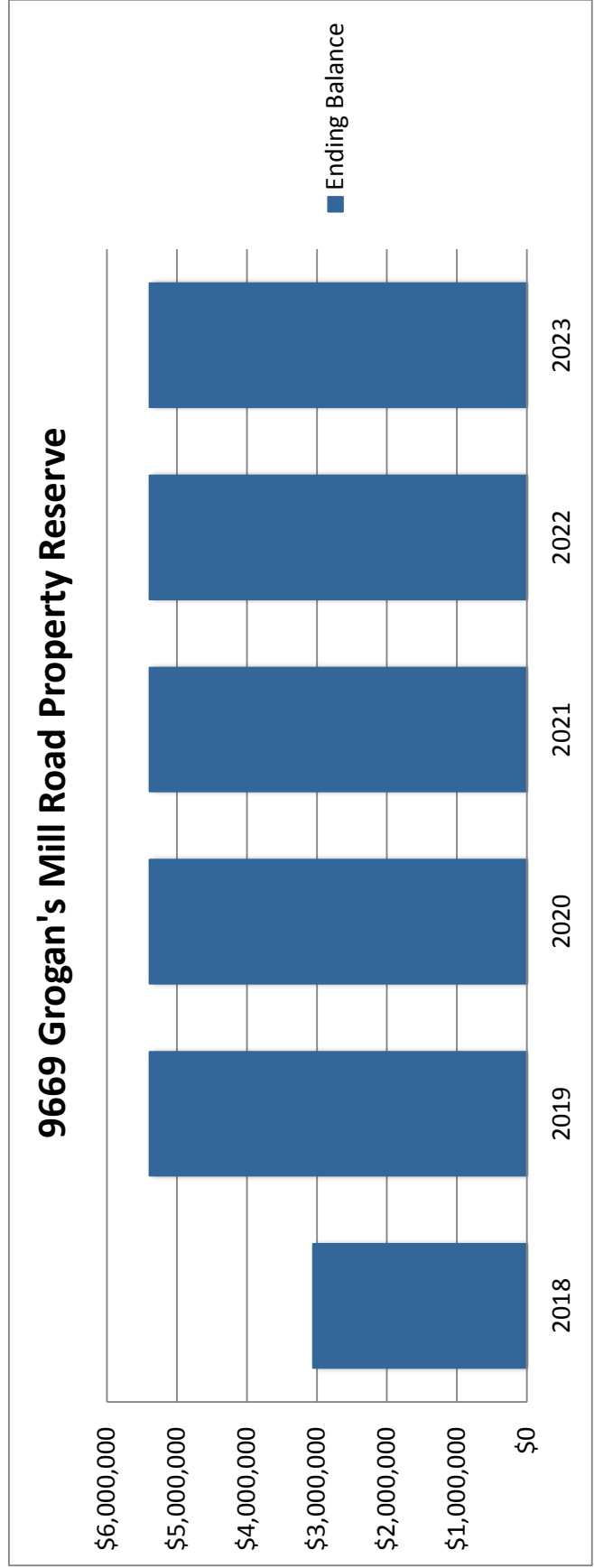


9669 GROGAN'S MILL ROAD PROPERTY SITE PLAN RESERVE

Description/Purpose

Revenues received by the Township from GE Betz for the lease of the property located at 9669 Grogan's Mill Road are being accumulated in this reserve to fund future expenditures related to the property as authorized by the Board of Directors. The lease is set to expire in September 2018, and \$500,000 has been budgeted in 2019 to demolish the existing building structures and prepare the site for future development. Additionally, the Board has authorized the transfer of \$2,833,899 from the Undesignated Capital Contingency and Undesignated Hotel Tax Reserves in 2019.

	Forecast 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Beginning Balance	\$2,270,416	\$3,057,916	\$5,391,815	\$5,391,815	\$5,391,815	\$5,391,815
Additions	787,500	2,833,899	0	0	0	0
Utilization	0	(500,000)	0	0	0	0
Ending Balance	\$3,057,916	\$5,391,815	\$5,391,815	\$5,391,815	\$5,391,815	\$5,391,815

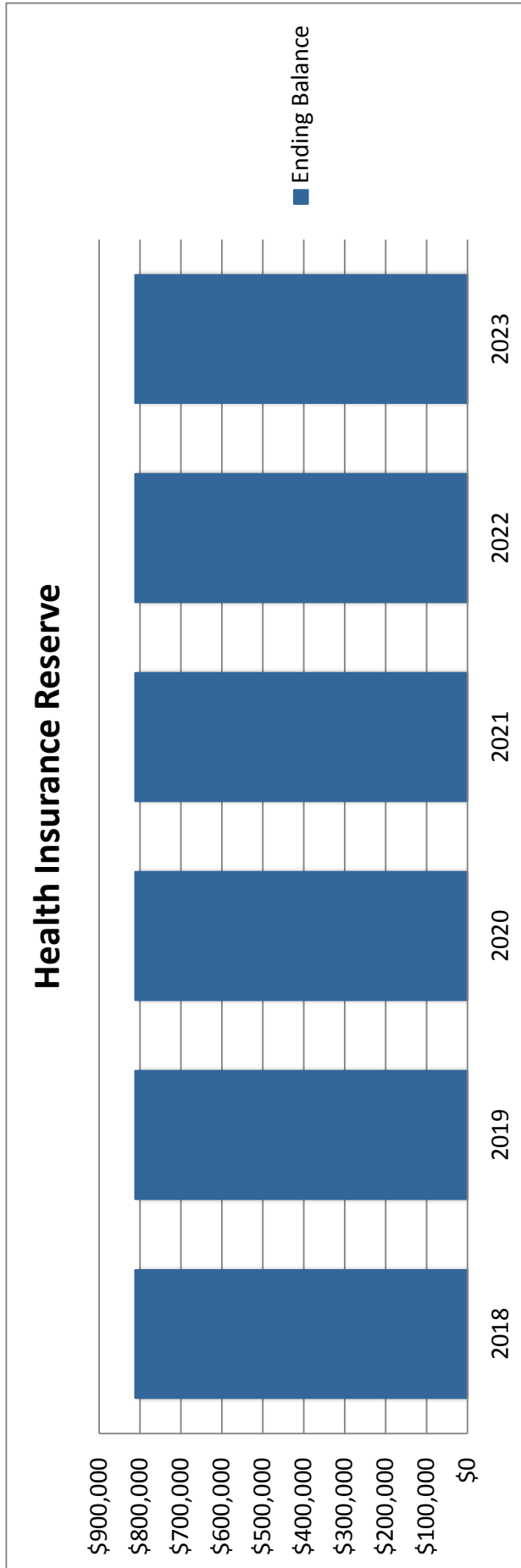


SELF-FUNDED HEALTH INSURANCE RESERVE

Description/Purpose

When the Township transitioned from a fully-insured health plan to a self-funded health insurance model in 2011, the Board established an \$800,000 reserve based on actuarial recommendations. Interest earnings totaling \$12,486 have been added to the reserve balance. The purpose of the reserve is to provide funding in years in which employee and employer contributions to the plan, in combination with stop gap insurance payments, are not sufficient to fully cover claims. The reserve was established in 2010 for the 2011 budget year with \$800,000. The reserve has been maintained at the \$800,000 (plus interest) amount for the past several years.

	Forecast 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Beginning Balance	\$812,486	\$812,486	\$812,486	\$812,486	\$812,486	\$812,486
Additions	0	0	0	0	0	0
Utilization	0	0	0	0	0	0
Ending Balance	\$812,486	\$812,486	\$812,486	\$812,486	\$812,486	\$812,486

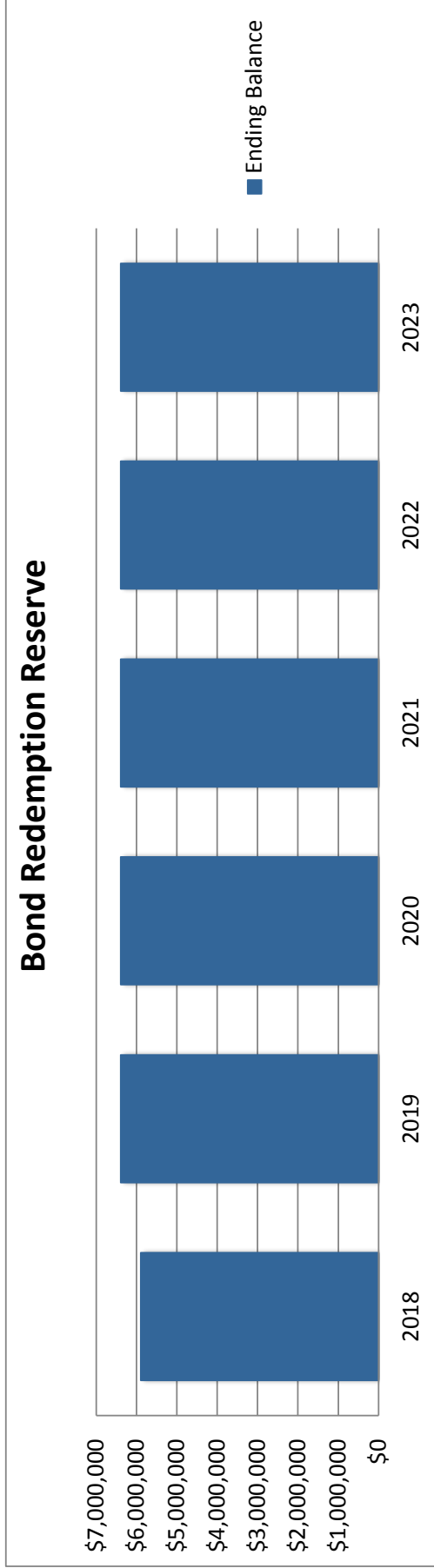


BOND REDEMPTION RESERVE

Description/Purpose

The Board authorized the establishment of the Bond Redemption Reserve in 2018. The reserve was funded by a transfer of \$5,894,000 from the Undesignated Capital Contingency Reserve. The Board has authorized an additional transfer of \$500,000 in 2019. These funds could be used to retire a portion of (A) revenue bonds issued in 2009 for the purchase and renovation of the Town Hall facility, which were callable in March 2018; (B) refunding revenue bonds issued in 2010 for the construction of the Convention Center, which are callable in March 2019; or (C) general obligation bonds issued in 2010 for Fire Department and Parks & Recreation capital projects, which are also callable in March 2019. Additional information regarding the Township's debt profile is provided in the *Debt Service Fund* section of this budget document.

	Forecast 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Beginning Balance	\$0	\$5,894,000	\$6,394,000	\$6,394,000	\$6,394,000	\$6,394,000
Additions	5,894,000	500,000	0	0	0	0
Utilization	0	0	0	0	0	0
Ending Balance	\$5,894,000	\$6,394,000	\$6,394,000	\$6,394,000	\$6,394,000	\$6,394,000

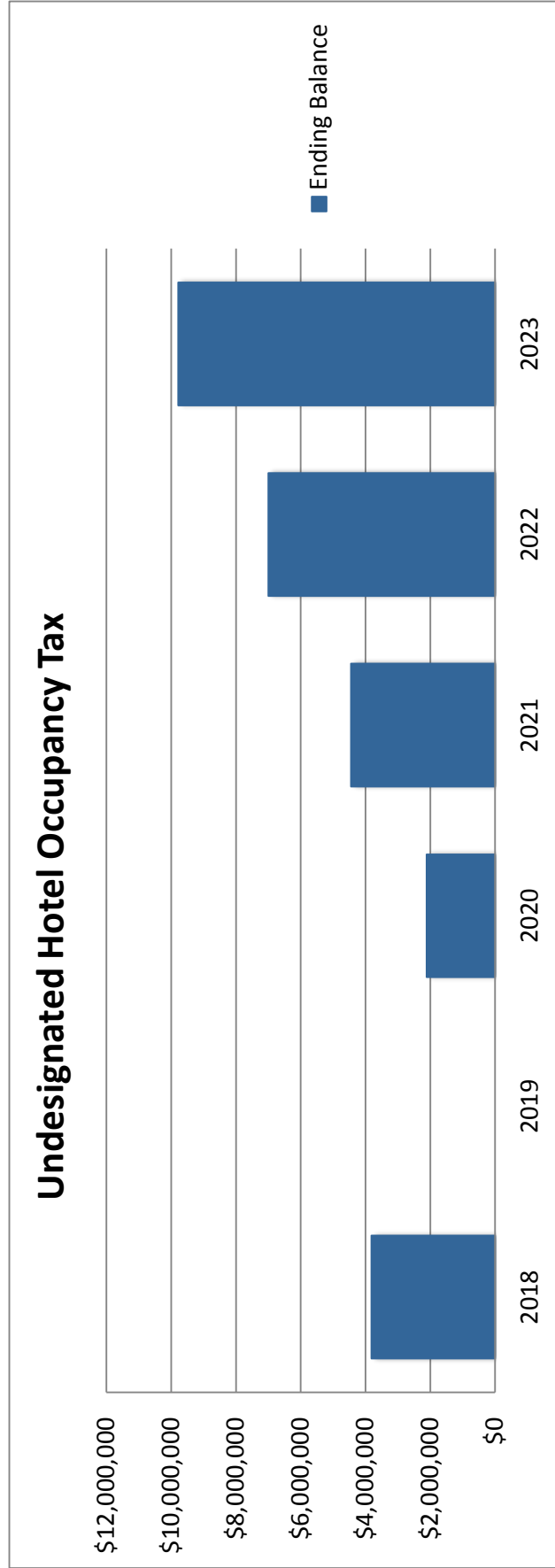


UNDESIGNATED HOTEL OCCUPANCY TAX

Description/Purpose

Hotel occupancy tax revenues that are not used to fund (A) debt service on outstanding bonds, or (B) Convention and Visitors Bureau operations, or (C) Trolley Phase III expenses, are accumulated in a separate account in the Debt Service Fund. Previous Boards have indicated a preference to not use this "excess" hotel tax revenue to fund ongoing Township operations because, if incorporation was to occur, by law this revenue source would be restricted to funding expenditures that enhance or promote tourism and the convention and hotel industries. For 2019, the Board has authorized the transfer of Undesignated Hotel Occupancy Tax to: 1) \$2,000,000 to the Capital Replacement Reserve; 2) \$2,000,000 to the General Fund Operating Reserve; and 3) \$1,833,899 to the Grogan's Mill Property Site Plan Reserve.

	Forecast 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Beginning Balance	\$1,832,842	\$3,820,937	\$0	\$2,115,470	\$4,444,610	\$6,996,657
Additions	1,988,095	2,012,962	2,115,470	2,329,140	2,552,047	2,783,599
Utilization	0	(5,833,899)	0	0	0	0
Ending Balance	\$3,820,937	\$0	\$2,115,470	\$4,444,610	\$6,996,657	\$9,780,256



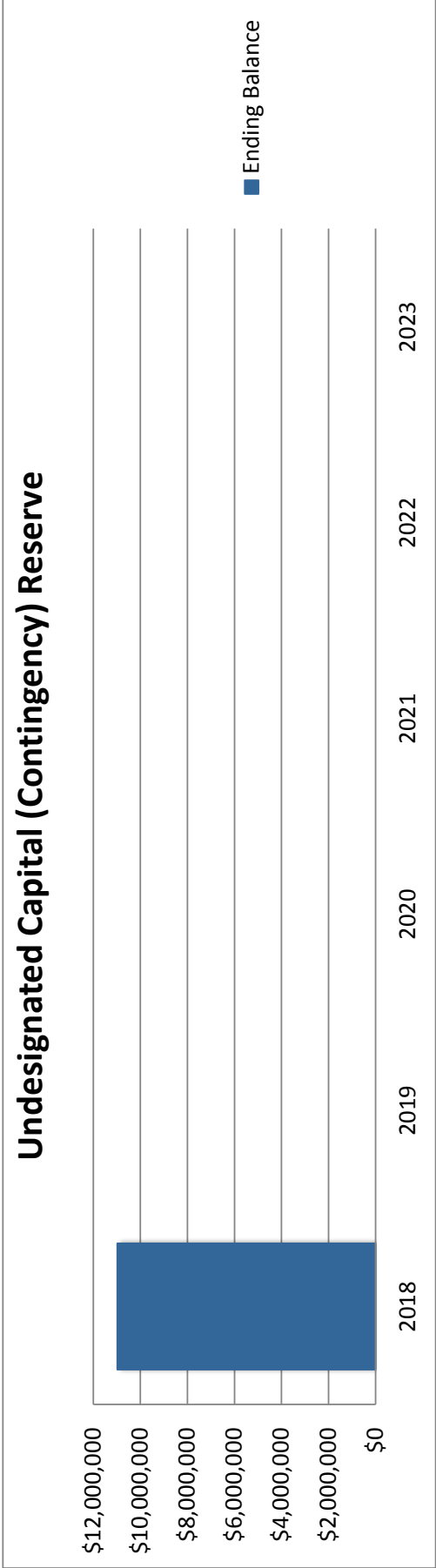
UNDESIGNATED CAPITAL (CONTINGENCY) RESERVE

Description/Purpose

Any funds remaining after all other funding obligations are met for the current budget year are allocated to the Undesignated Capital (Contingency) Reserve. Funds are utilized only with Board approval. During last year's budget process, the Board authorized the transfer of funds from this reserve to the Incorporation Reserve and to establish a Bond Redemption Reserve. A net savings of \$367,188 in capital projects previously authorized by the Board and operational savings of \$3,902,934 also contributed to the 2018 balance.

The reserve is projected to have a balance of \$10.98 million at 12/31/2018. During the budget workshops, the Board chose to allocate \$10.5 million to the Incorporation Reserve and the remaining balance of \$477,907 to the Grogan's Mill Property Site Plan Reserve.

	Forecast 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Beginning Balance	\$14,600,084	\$10,977,907	\$0	\$0	\$0	\$0
Utilization:						
Allocate to Incorporation Reserve	(1,998,299)	0	0	0	0	0
Allocate to Bond Redemption Reserve	(5,894,000)	0	0	0	0	0
Allocate to Incorporation Reserve	0	(10,500,000)	0	0	0	0
Allocate to Property Reserve	0	(477,907)	0	0	0	0
Subtotal	(7,892,299)	(10,977,907)	0	0	0	0
Additions: net savings in capital projects	4,270,122	0	0	0	0	0
Ending Balance	\$10,977,907	\$0	\$0	\$0	\$0	\$0



Consolidated Chart of Accounts



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Fund Codes 17-2

General Ledger Codes 17-3

Restriction Codes..... 17-12

Type Codes..... 17-13

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Consolidated Chart of Accounts



Department

Account Code

Account Title

100	Board of Directors
110	President's Office
115	Legal Services
120	Intergovernmental Relations
130	Human Resources
140	Finance
150	Information Technology
160	Records/Property Data Management
190	Non-Departmental
200	Law Enforcement Services
210	Neighborhood Services
300	Parks Administration
305	Parks Planning (Payroll Only)
310	Parks Operations
320	Aquatics
330	Recreation
340	Town Center Facilities and Operations
350	Township Events
400	Community Services Admin
410	Covenant Administration
420	Environmental Services
430	Other Community Services
500	Community Relations
510	CVB Staff Services
600	Transportation and Infrastructure
700	Economic Development
810	WFD Fire and EMS Management
811	WFD Fire Protection
812	WFD Dispatch
820	CVB General
821	CVB Attractions/Events
822	CVB Destination Marketing
823	CVB Promotion
824	CVB - Waterway Cruisers
825	Transportation Planning
827	Other Transportation Services
828	Transportation Initiatives
829	Park and Ride Services
830	Trolleys

Consolidated Chart of Accounts



Fund

<u>Account Code</u>	<u>Account Title</u>
100	The Woodlands Township
110	The Woodlands CVB
120	The Woodlands Fire Dept
220	EDZ Proj 2 (Mkt St/TGP)
230	EDZ Proj 3 (Mall Exp/WWSQ)
250	EDZ Proj 5 (Fire/Public Safety)
300	Debt Service - HOT and Sales Tax
310	Debt Service Reserve
315	Bond Redemption Reserve Fund
320	Debt Service - I and S Property Tax
400	General Capital Projects
410	Information Technology Capital
430	Parks & Recreation Capital
440	New Development Capital
450	The Woodlands Fire Dept Capital
490	Capital Reserves
600	Transportation
900	General Fixed Assets
905	CVB Fixed Assets
906	Transportation Fixed Assets
910	General Long-Term Debt

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
1005	Operating - Wells Fargo (TWT)
1008	Operating - Wells Fargo (CVB)
1009	Debt Service - Wells Fargo
1018	EDZ Project 2 - Wells Fargo
1020	EDZ Project 3 - Wells Fargo
1024	Transportation Fund - Wells Fargo
1025	CD - Independent Bank
1026	CD – Origin Bank
1036	Payroll/Retirement - TWT
1039	TexPool - Debt Service I & S Fund
1040	TexPool - Investment Pool
1041	TexSTAR - Investment Pool
1048	TexSTAR - Building Debt Service Reserve
1049	TexSTAR - Health Insurance Self-Funding
1058	TexPool - Capital Reserve
1059	TexPool - Economic Development Reserve
1060	TexPool - Debt Service Reserve - Refunding
1061	TexPool - Lake Reserve
1075	Cash Drawer (WRC)
1077	Cash Drawer (Pools)
1081	Petty Cash (CAD)
1082	Petty Cash (Recreation Center)
1084	Petty Cash (WFD)
1085	Petty Cash (Community Relations)
1086	Petty Cash (Records)
1087	Petty Cash (Neighborhood Svcs)
1088	Petty Cash (Human Resources)
1089	Petty Cash (Transportation)
1100	Accounts Receivable
1101	Allowance for Uncollectible Accounts
1110	Assessment Receivables
1111	Sponsorships Receivable
1113	Credit Card Sales Receivables
1114	Property Tax Receivable - Current
1115	Sales Tax Receivable
1116	H.O.T. Receivable
1117	Property Tax Receivable - Delinquent
1118	Event Admission Tax Receivable
1120	Allowance for Uncollectible Property Tax
1190	Grant Receivable
1198	Montgomery County Property Tax Withholding

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
1199	Other Receivables
1200	Due from Other Funds
1310	Prepaid - Insurance
1320	Prepaid - Other
1325	Payroll Suspense Items
1330	Accrued Interest Receivable
1340	Amount To Be Provided to Retire Debt
1345	Prior Period Adj Issuance Costs (GASB 65)
1405	LT N/R - Interfund Receivable
1410	LT N/R - Waterway Square
1420	LT N/R - Town Green Park
1500	Capital Assets
1550	Capitalized Bond Issuance Costs
1560	Deferred Loss on Bonds
1600	Construction In Progress
1700	Accumulated Depreciation
2000	Accounts Payable
2010	Other Accounts Payable
2020	Sales Tax Payable
2100	Payroll Liability - Employer FICA
2105	Payroll Liability - State Unemployment
2110	Payroll Liability - Retirement Match (401a)
2120	Payroll Deduction - Employee FIT
2125	Payroll Deduction - Employee FICA
2130	Payroll Deduction - FSA Medical (2016 pre-tax)
2131	Payroll Deduction - FSA Medical (2017 pre-tax)
2135	Payroll Deduction - FSA Dependent (2016 pre-tax)
2136	Payroll Deduction - FSA Dependent (2017 pre-tax)
2140	Payroll Deduction - Medical (pre-tax)
2145	Payroll Deduction - Dental (pre-tax)
2150	Payroll Deduction - Vision
2154	Payroll Deduction - Pension
2155	Payroll Deduction - Retirement (457b/401k)
2156	Payroll Deduction - 457b/401k Loans
2160	Payroll Deduction - Dependent Life (taxable)
2165	Payroll Deduction - United Way (taxable)
2170	Payroll Deduction - Other Benefits (pre-tax)

Consolidated Chart of Accounts



<u>Account Code</u>	<u>Account Title</u>
2185	Payroll Deduction - Other Benefits (taxable)
2190	Payroll Deduction - Wage Garnishments (taxable)
2200	Due to Other Funds
2300	Accrued Liabilities
2310	Refundable Deposits
2320	Deferred Revenue
2325	Deferred Revenue - Property Tax Collections
2330	Compensated Absences Payable
2340	Interest Payable
2350	Retention
2360	Accrued Liability - Event Tax
2400	Notes Payable
2405	Interfund Payable
2450	Bonds Payable - Short Term
2500	Bonds Payable
2600	Bonds Premiums
3000	Fund Balance
3010	Investment in General Fixed Assets
4010	Property Taxes - Current
4011	Property Taxes - Delinquent
4012	Property Taxes - Interest & Penalty
4013	Property Tax - Refunds
4014	Property Tax Rendition
4020	Sales and Use Taxes
4030	Hotel Occupancy Taxes
4031	Supplemental Hotel Occupancy Taxes
4040	Event Admissions Taxes
4099	Miscellaneous Tax
4100	Aquatic Programs
4101	Athletic Programs - Sports
4102	Athletic Programs - Races
4103	Recreation Programs
4104	Concessions
4105	Rentals
4106	Memberships
4107	Guest Fees
4108	Sponsorships
4109	Event Sales/Admission
4110	Bus Fares

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
4199	Other Program Revenues
4200	Penalties and Interest
4210	Transfer Fees
4220	Vehicle Storage Fees
4230	Covenant Access Fees
4240	Covenant Maintenance Fees
4300	Grants
4301	Grant Funds - Capital Cost of Contracting
4302	Grant Funds - Operating and Other Admin
4303	Grant Funds - Planning Expenses
4304	Grant Funds - Support Equipment & Facilities
4305	Grant Funds - Bus Purchase
4306	Grant Funds - Capital Cost Owned Buses
4307	Grant Funds - State Funds
4308	Grant Funds – 5339 Capital Improvements
4310	Contributions
4315	Gifts for Our Community
4400	Interest Income
4410	Town Green Park Interest Income
4420	Waterway Square Interest Income
4500	Convention Center Lease
4505	Lease - GE Betz Building
4510	Carlton Woods Contract
4520	Lake Woodlands POA Contract
4530	Hospital District Contract
4540	Montgomery County Dispatch Contract
4545	Shenandoah Dispatch Contract
4546	Shenandoah Fire Services Agreement
4550	Emergency Training Center
4560	Reimbursements
4565	Mobile Data Computers Agreement
4570	Third-Party Replacement Reserves
4580	Insurance Proceeds
4590	Sale of Property
4595	CVB Revenue to The Township
4599	Other Income
4700	Bond Proceeds
4710	Bond Excess Refunding Premium/Expense
4760	Amortized Deferred Loss - Bonds
4770	Amortized Premiums - Bonds
4800	Transfer In
5010	Salaries and Wages

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
5011	Overtime
5012	Day Buy Back
5013	Ride Up Pay
5019	Other Salaries and Wages
5020	FICA Taxes
5021	Unemployment Taxes
5029	Pension
5030	Retirement
5031	Insurance
5032	Workers Comp
5039	Other Benefits
5040	Interns
5100	Meetings
5110	Board Workshops
5120	Training and Conferences
5130	Uniforms
5140	Tuition Reimbursement
5150	Recognition, Awards, Events
5160	Training Materials
5204	Waterway 20 Lease
5206	Township Office Space
5210	Telephone
5220	Utilities
5230	Facility Repair and Maintenance
5240	Facility Materials and Supplies
5250	Trash Removal
5260	Security Systems
5270	Treating Chemicals
5280	Janitorial
5330	Equipment
5331	Specialty Equipment
5335	Cell Phones
5340	Copiers
5345	Postage Equipment
5350	Other Leases and Rentals
5355	Leased Vehicles
5360	Vehicle Fuel
5365	Equipment Repair and Maintenance
5370	Special Operations Materials and Supplies
5371	EMS Materials and Supplies
5400	Computer Support

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
5401	Consulting/Professional Services
5402	General Legal
5403	Specialized Legal
5404	Audit Fees
5405	Payroll Processing Fees
5406	Credit Card Fees
5407	Contract Labor
5408	Recruiting Fees
5409	Drug Testing
5410	Storage
5411	Election Expense
5412	Property Tax Administration
5415	Interlocal Agreements
5416	Private Security
5420	Park and Pathway Maintenance
5421	Lake Maintenance
5422	Pest Control
5423	Tree Removal
5424	Forest Management
5425	Sign Maintenance
5426	Waterway Operations Maintenance
5427	Restroom Cleaning
5428	Electrical Repairs and Maintenance
5429	Softscape Maintenance
5440	Streetlight Maintenance
5441	Streetscape Maintenance
5442	Solid Waste Services
5450	Covenant Maintenance
5451	Covenant Access Fees
5460	Trolleys
5462	Demand Response Transportation
5463	Contracted Bus Service - Leased
5464	Park and Ride Admin and Support
5465	Contracted Bus Service - Owned
5470	Website
5471	Video Production
5472	Media Destination Marketing
5473	Public Relations Destination Marketing
5474	Production Destination Marketing
5475	Visitor Services
5476	Social Media

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
5477	Account Services
5478	Photography
5480	Medical Support Services
5490	CVB Township Staff
5497	Filing Fees
5498	Moving Expenses
5499	Other Contracted Services
5519	Parks Maintenance
5520	Pathway Maintenance
5521	Lake Maintenance
5522	Wildlife Management
5523	Landscaping
5524	Turf Maintenance and Irrigation
5525	Sign Maintenance
5526	Waterway Operations Maintenance
5527	Lake Woodlands
5540	Streetlight Maintenance
5599	Other Maintenance
5600	Aquatic Programs
5601	Athletic Programs - Adult Sports
5602	Athletic Programs - Races
5603	Recreation Programs
5605	Other Programs
5610	Event Production
5611	Event Advertising
5612	Event Public Safety
5613	Other Events
5620	Leisure Advertising
5621	International Marketing
5622	Cooperative Marketing
5623	Meeting Planners
5624	Group Sales
5625	Incentives
5626	Niche Market Outreach
5628	Tradeshow Sponsorship Opportunities
5629	RFP Bid Proposals and Fulfillment
5640	Highway Beautification
5641	Waterway Square Song Programming
5642	Seasonal Lighting
5643	Tree Lighting
5644	George Mitchell Preserve
5645	LED Light Conversion

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
5646	Wildflowers
5650	Community Revitalization
5700	Community & Public Relations
5701	Training
5702	Specialty/Promotional Supplies
5703	Annual Report
5704	Advertising
5705	Governmental Representation & Strategic Partnerships
5706	Fire Investigation
5707	The Woodlands Guides
5708	Newsletters
5709	Market Research
5710	Business Development
5711	Meeting Planner Guide
5712	Tear-off Maps
5713	Site Tours and FAM Tours
5800	Supplies
5801	Postage & Delivery
5802	Dues & Subscriptions
5803	Printing
5804	Mileage Reimbursement
5805	Bank Fees
5806	EDZ Admin
5807	Ad Valorem Taxes
5808	Insurance
5809	Other Meetings
5810	Affordable Health Care Act - Excise Tax
5811	Trademark-Patents-Licenses
5890	Late Fees
5895	Public Notices
5899	Other Admin
6000	Principal Expense
6010	Interest Expense
7001	Governance
7010	Regional Participation Agreements
7011	EDZ Project Payments
7020	Funding Requests
7030	Carlton Woods Assoc Service Fee
7031	Carlton Woods Creekside Service Fee
7032	Lake Woodlands User Fee
7033	Village Association Contributions
7034	Event Tax Cynthia Woods Pavilion

Consolidated Chart of Accounts



General Ledger

<u>Account Code</u>	<u>Account Title</u>
7036	Transportation Initiatives
7037	Costco Sale Tax Reimbursement
7038	Bear Branch Parking Lot
7039	Bayou Land Conservancy
7040	Uncollectible Taxes
7041	Storm Debris Removal
7050	Other Financing Uses
7060	Debt Issuance Costs
7065	Bond Refunding Expense
7900	Contingency
8000	Depreciation
8800	Transfer Out
9000	Capital Outlay

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Restrictions

<u>Account Code</u>	<u>Account Title</u>
10	Undesignated
15	Prepaid Items
20	Long-term Receivables
30	Designated: EDZ Projects
31	Designated: Capital Projects
32	Designated: Capital Reserves
33	Designated: Operating Reserves
34	Designated: Economic Development
35	Designated: The Woodlands CVB
36	Designated: The Woodlands Fire Dept
37	Designated: CVB Waterway Cruisers
38	Designated: Transportation
40	Reserved: Debt Service

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
0000	General
0011	Grant Year 2011
0012	Grant Year 2012
0013	Grant Year 2013
0014	Grant Year 2014
0015	Grant Year 2015
0016	Grant Year 2016
0017	Grant Year 2017
0018	Grant Year 2018
0019	Grant Year 2019
0100	Due To/Due From - General Fund
0110	Due To/Due From - CVB
0120	Due To/Due From - WFD
0220	Due To/Due From - EDZ Project 2
0230	Due To/Due From - EDZ Project 3
0250	Due To/Due From - EDZ Project 5
0300	Due To/Due From - Debt Service
0310	Due To/Due From - Debt Service Reserve
0315	Due To/Due From - Bond Redemption Fund
0320	Due To/Due From-Debt Service I & S
0400	Due To/Due From - General Capital Projects
0410	Due To/Due From - Info Tech Capital
0430	Due To/Due From - Parks Capital
0440	Due To/Due From - New Development Capital
0450	Due To/Due From - Fire Department Capital
0490	Due To/Due From - Capital Reserves
0600	Due To/Due From - Transportation Fund
0999	Lease - GE Betz Building
1000	Events Admission Tax Cash Balance
1023	FY2010 CP - GIS Implementation
1124	FY2011 CP - Network Server (WFD)
1125	FY2011 CP - Fixed Asset Tracking (WFD)
1134	FY2011 CP - Storage Area Network Expansion
1135	FY2011 CP - ESRI Software
1136	FY2011 CP - Fixed Asset Tracking
1253	FY2012 CP - Directional Signs
1264	FY2012 CP - Water Trucks
1306	FY2013 CP - Cisco Catalyst/WAN Upgrade
1309	FY2013 CP - Special Events Equipment
1319	FY2013 CP - Recreational Amenities Development
1406	FY2014 CP - Facility Access Control
1441	FY2014 CP - Transformers

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
1504	FY2015 CP - Mobile Data Computers
1520	FY2015 CP - Settling Mitigation
1545	FY2015 CP - Aquatic Facility Design
1547	FY2015 CP - Directional Signs
1555	FY2015 CP - Cardiac Monitors
1602	FY2016 CP - Sealant Joint/Concrete Improvement
1603	FY2016 CP - GE Betz Office Site Plan
1604	FY2016 CP - Cultural Arts Feasibility
1610	FY2016 CP - Server Replacements
1611	FY2016 CP - GPS Units
1612	FY2016 CP - Microwave Towers
1620	FY2016 CP - PARDES Interior
1626	FY2016 CP - Northshore Park Renovation
1628	FY2016 CP - Creekwood Parking Lot
1634	FY2016 CP - Gosling Sportsfields
1646	FY2016 CP - Pathway Improvements
1650	FY2016 CP - Rec Center Interior
1651	FY2016 CP - Rec Center Exterior
1655	FY2016 CP - Fire Station Alerting System
1659	FY2016 CP - SCBA
1662	FY2016 CP - Fire Engine
1673	FY2016 CP - Creekside Recreation Center
1701	FY2017 CP - Town Hall Building
1702	FY2017 CP - Desktop & Laptop Computers
1706	FY2017 CP - Storage Area Network Expansion
1707	FY2017 CP - Network Switches
1709	FY2017 CP - Audio Visual - Board
1710	FY2017 CP - Facility Access Control
1711	FY2017 CP - Microwave Towers - Fire Stations
1716	FY2017 CP - Town Center Equipment
1717	FY2017 CP - Irrigation System
1721	FY2017 CP - Tennis Court Resurfacing
1725	FY2017 CP - In-Line Hockey Rink
1727	FY2017 CP - Themed Slides
1728	FY2017 CP - Pool Play Structure & Slides
1730	FY2017 CP - Shade Structures
1735	FY2017 CP - Directional Signs
1736	FY2017 CP - Monument Signs
1738	FY2017 CP - Pathway Improvements
1741	FY2017 CP - Signal Changing Device (Opticom)
1742	FY2017 CP - Training Tools & Equipment
1744	FY2017 CP - Staff/Utility Vehicle Equipment

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
1745	FY2017 CP - Ladder Trucks
1747	FY2017 CP - High Profile Evacuation Vehicle
1748	FY2017 CP - Station Improvements
1760	FY2017 CP - Trolley Capital Projects
1761	FY2017 CP - Park and Ride Buses
1762	FY2017 CP - Park and Ride Facilities
1763	FY2017 CP - Park and Ride Mobile Fare Collection
1764	FY2017 CP - Creekside Rec Center Improvements
1770	FY2017 CP - Creekside Rec Center Archery
1774	FY2017 CP - Bear Branch Park Phase I and III
1775	FY2017 CP - CVB Office Expansion
1801	FY2018 CP - HVAC Control System
1802	FY2018 CP - Flood/Drain Gauges
1803	FY2018 CP - Desktop and Laptop Computers
1804	FY2018 CP - Mobile Data Computers
1805	FY2018 CP - Software Licenses
1806	FY2018 CP - WFD AV System
1807	FY2018 CP - Board Chambers AV System
1808	FY2018 CP - Facility Access Control
1809	FY2018 CP - Network Equipment
1810	FY2018 CP - Server Replacements
1811	FY2018 CP - Printer Replacements
1812	FY2018 CP - Microwave Towers
1813	FY2018 CP - Trucks
1814	FY2018 CP - Pathway Utility Vehicles
1815	FY2018 CP - Trailers
1816	FY2018 CP - Electric Carts
1817	FY2018 CP - Sports Field Conditioner
1818	FY2018 CP - PARDES Rood/Siding
1819	FY2018 CP - PARDES HVAC
1820	FY2018 CP - Creekside Rec Center Improvements
1821	FY2018 CP - Bear Branch Dog Park
1822	FY2018 CP - Town Center Equipment
1823	FY2018 CP - Irrigation System
1824	FY2018 CP - Playground Improvements
1825	FY2018 CP - Park Signs
1826	FY2018 CP - Northshore Park Docks
1827	FY2018 CP - Creekside Wheel Friendly Area
1828	FY2018 CP - Desiltation
1829	FY2018 CP - Weir Structures
1830	FY2018 CP - All Weather Fields Renovation

Consolidated Chart of Accounts



Type

Account Code

Account Title

1831	FY2018 CP - Tennis Court Resurfacing
1832	FY2018 CP - Tennis Court Fence Replacement
1833	FY2018 CP - Tennis Court Lights
1834	FY2018 CP - Tennis Court
1835	FY2018 CP - Basketball Court Improvements
1836	FY2018 CP - Pool Deck Refurb/Plaster
1837	FY2018 CP - Themed Slides
1838	FY2018 CP - Shade Structures
1839	FY2018 CP - Pool Building Exterior
1840	FY2018 CP - Chemtrol Units
1841	FY2018 CP - ADA Chair Lifts
1842	FY2018 CP - Pool Pumproom
1843	FY2018 CP - Ridgewood Pool Heater
1844	FY2018 CP - Monument Signs
1845	FY2018 CP - Pathway Improvements
1846	FY2018 CP - Sterling Ridge Connector
1847	FY2018 CP - Computer Aided Dispatch
1848	FY2018 CP - Staff/Utility Vehicles
1849	FY2018 CP - Portable Radios
1850	FY2018 CP - Signal Changing (Opticom)
1851	FY2018 CP - Training Tools and Equipment
1852	FY2018 CP - Electronic Accountability System
1853	FY2018 CP - Fire Engine
1854	FY2018 CP - Service Truck
1855	FY2018 CP - Station Improvements
1856	FY2018 CP - Swan Boats
1870	Park and Ride Facility Improvements
1871	Park and Ride Facility Video Cameras
1872	Bus Passenger Counters
1873	Trolley Annunciators
1901	FY2019 CP - Property Site Plan Restoration
1902	FY2019 CP - Desktop & Laptop Computers
1903	FY2019 CP - Mobile Data Computers
1904	FY2019 CP - Scanners
1905	FY2019 CP - Software Licenses
1906	FY2019 CP - Human Capital Mgmt Software
1907	FY2019 CP - Emergency Training Center A/V System
1908	FY2019 CP - Facility Access Control - WFD
1909	FY2019 CP - Network Switches
1910	FY2019 CP - Network Routers
1911	FY2019 CP - Network Firewall

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
1912	FY2019 CP - Server Replacements
1913	FY2019 CP - Domain Controllers
1914	FY2019 CP - Storage Area Network Expansion
1915	FY2019 CP - Caption Encoder
1916	FY2019 CP - Two-Way Radios (Parks)
1917	FY2019 CP - Trucks
1918	FY2019 CP - Pathway Utility Vehicles
1919	FY2019 CP - Electric Carts
1920	FY2019 CP - Tractor
1921	FY2019 CP - PARDES HVAC
1922	FY2019 CP - PARDES Parking Lot Expansion
1923	FY2019 CP - Town Center Equipment
1924	FY2019 CP - Irrigation System
1925	FY2019 CP - Playground Improvements
1926	FY2019 CP - Park Amenities
1927	FY2019 CP - Park Signs
1928	FY2019 CP - Tupelo Parking Lot
1929	FY2019 CP - Timarron Parking Lot
1930	FY2019 CP - Pavilion Improvements
1931	FY2019 CP - Village Green Amenities
1932	FY2019 CP - Lake and Pond Improvements
1933	FY2019 CP - Basketball Awning
1934	FY2019 CP - Tennis Courts
1935	FY2019 CP - Tennis Court Resurfacing
1936	FY2019 CP - Tennis Court Fencing
1937	FY2019 CP - Court Lights (LED Conversion)
1938	FY2019 CP - Pool Deck Refurb/Plaster
1939	FY2019 CP - Swim Team Equipment
1940	FY2019 CP - Themed Slides
1941	FY2019 CP - Shade Structures
1942	FY2019 CP - Pool Play Structure
1943	FY2019 CP - Pool Building
1944	FY2019 CP - Chemtrol Units
1945	FY2019 CP - Sprayground Improvements
1946	FY2019 CP - Pool Pumproom
1947	FY2019 CP - Monument Signs
1948	FY2019 CP - Pathway Improvements
1949	FY2019 CP - Bear Branch Fitness Equipment
1950	FY2019 CP - Computer Aided Dispatch
1951	FY2019 CP - Staff Vehicles
1952	FY2019 CP - Specialty Vehicle - EVT
1953	FY2019 CP - Portable Radios

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
1954	FY2019 CP - Signal Changing (Opticom)
1955	FY2019 CP - Body Armor
1956	FY2019 CP - Thermal Imaging Cameras
1957	FY2019 CP - Training Tools & Equipment
1958	FY2019 CP - Hydraulic Vehicle Lifts
1959	FY2019 CP - Extrication Tools
1960	FY2019 CP - Electronic Accountability
1961	FY2019 CP - Fire Engine
1962	FY2019 CP - Squad Truck
1963	FY2019 CP - Rescue Boat
1964	FY2019 CP - All-Terrain Vehicle
1965	FY2019 CP - Heavy Rescue Truck
1966	FY2019 CP - Station Improvements
1967	FY2019 CP - Walk-in Freezer
1968	FY2019 CP - ETC Chiller
1969	FY2019 CP - ETC Vehicle & Equipment Storage Bldg
1970	Park & Ride Facility Improvements
3000	Program/Aquatics - Hurricane Swim Team
3001	Program/Aquatics - Rip Tide Swim Team
3002	Program/Aquatics - Waves Swim Team
3099	Program/Aquatics - Other
3100	Program/Athletic - Basketball
3101	Program/Athletic - Flag Football
3102	Program/Athletic - Inline Hockey
3103	Program/Athletic - Soccer
3104	Program/Athletic - Softball
3105	Program/Athletic - Tennis Leagues
3106	Program/Athletic - Tennis Group Lessons
3107	Program/Athletic - Tennis Individual Lessons
3199	Program/Athletic - Other
3200	Program/Races - Muddy Trails Bash
3202	Program/Races - Ten for Texas
3203	Program/Races - Triathlon
3300	Program/Recreation - Arts in the Park
3301	Program/Recreation - Boat House
3302	Program/Recreation - Concerts in the Park
3303	Program/Recreation - Daddy Daughter Dinner Dance
3304	Program/Recreation - Day Camps
3305	Program/Recreation - Family Camp Outs
3306	Program/Recreation - Family Holiday Events
3307	Program/Recreation - Family Special Events
3308	Program/Recreation - Fitness

Consolidated Chart of Accounts



Type

Account Code

Account Title

3309	Program/Recreation - Gorilla Hole
3310	Program/Recreation - Haunting and Family Carnival
3311	Program/Recreation - Pre-school Programs
3312	Program/Recreation - Teen Programs
3313	Program/Recreation - Teen Talent Show
3314	Program/Recreation - Waterway Programs
3315	Program/Recreation - Contractor Camps
3316	Program/Recreation - Kayak N Que
3317	Program/Recreation - Hughes Landing
3318	Program/Recreation - Outdoor Adventure
3319	Program/Recreation - CRC Special Events
3320	Adventure Course Expense
3399	Program/Recreation - Other
3400	Program/Other - Adopt-A-Path
3401	Program/Other - Community Involvement
3402	Program/Other - Earth Day
3403	Program/Other - Funded by Other
3404	Program/Other - Fire and Life Safety Education
3405	Program/Other - Holiday Lighting Contest
3406	Program/Other - Hurricane Preparedness
3407	Program/Other - Sustainable Landscapes
3408	Program/Other - Mosquito Awareness
3409	Program/Other - National Night Out
3410	Program/Other - Recycle, HHW, Solid Waste
3411	Program/Other - Woodlands Alert
3412	Program/Other - Volunteer Appreciation Event
3413	Program/Other - Walk-to-School
3414	Program/Other - Watch Programs
3415	Program/Other - Water Conservation
3416	Program/Other - Pollinator Support Program
3417	Program/Other - Emergency Preparedness
3500	Program/Other - Ctr for Houstons Future
3501	Program/Other - GHP Opportunity Houston
3502	Program/Other - Leadership Montgomery County
3503	Program/Other - Park Openings & Dedications
3504	Program/Other - Public Safety Heroes
3505	Program/Other - 40th Anniversary of The Woodlands
3506	Program/Other - Hurricane Preparedness
3507	Program/Other - Ice Rink Project
3599	Program/Other - Misc
3601	Guest Fees - Pool
3602	Guest Fees - The Woodlands Recreation Center

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
3603	Guest Fees - Rob Fleming Aquatic Center
3604	Guest Fees - Aquatic Punch Cards
3605	Guest Fees - Aquatic Day Care Rates
3606	Guest Fees - Creekside Recreation Center
3611	Memberships - Pool
3612	Memberships - The Woodlands Recreation Center
3613	Memberships - Creekside Recreation Center
3620	Rental - Boat House
3621	Rental - Pool
3622	Rental - Facility
3623	Rental - Field
3624	Rental - Pavilion
3625	Rental - Parks
3626	Contracted Pool Rental
3627	Rental - Townhall Meeting Facility
3628	Rental - CRC Indoor Rentals
3629	Rental - CRC Outdoor Rentals
3630	Concessions - Boat House
3631	Concessions - Pool
3632	Concessionaire Contracts
3633	Rental - Northshore Kayak and Canoe Storage
3634	Adventure Course
3635	Adventure Course Group Sales
3700	FY2000 Delinquent Assessments
3701	FY2001 Delinquent Assessments
3702	FY2002 Delinquent Assessments
3703	FY2003 Delinquent Assessments
3704	FY2004 Delinquent Assessments
3705	FY2005 Delinquent Assessments
3706	FY2006 Delinquent Assessments
3707	FY2007 Delinquent Assessments
3708	FY2008 Delinquent Assessments
3709	FY2009 Delinquent Assessments
3710	Property Tax Year 2009 - FY 2010
3711	Property Tax Year 2010 - FY 2011
3712	Property Tax Year 2011 - FY 2012
3713	Property Tax Year 2012 - FY 2013
3714	Property Tax Year 2013 - FY 2014
3715	Property Tax Year 2014 - FY 2015
3800	Riva Row Park
3801	Waterway
3802	Town Green Park

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
3803	Town Center
3804	Waterway Square
3805	Hughes Landing
3901	Program/Transportation - Road Realignment
3902	Program/Transportation - Signalization Lake Woodlands/Lakeside
3903	Program/Transportation - Smart Signal Woodlands Parkway
3904	Program Transportation - Smart Signal Research Forest
3905	Program/Transportation - Smart Signal Lake Woodlands
3906	Program/Transportation - Bicycle and Pedestrian Master Plan
3907	Program/Transportation - Lake Woodlands/Grogan's Mill Interchange
3908	Program/Transportation - Road and Bridge Study
3909	Program/Transportation - George Mitchell Preserve
4001	Events - Red, Hot & Blue
4002	Events - Lighting of the Doves
4003	Events - Ice Rink
4004	Events - Winter Wonderland
4005	Events - iWOW
4007	Events/CVB - Kayak N Que
4008	Events - Memorial Day Event
4009	Events - Labor Day Event
4010	CVB - Waterway Cruisers
4011	Events - Trick or Treat Trail
4012	Events - Live at Night
4013	Events - Waterway Nights
4014	Events - Caroling on the Square
4015	Events - Inspire Film Festival
4016	Events - South by Southwest
4101	Events/Other - Arbor Day
4102	Events/Other - Childrens Festival
4103	Events/Other - Houston Symphony
4104	Events/Other - Run Thru the Woods
4105	Events/Other - South County Fourth of July Parade
4106	Events/Other - Taste of the Town
4107	Events/Other - Wildflower Festival
4108	Events/Other - Wine Week
4109	Events/Other - Woodlands Waterway Arts Festival
4110	Events/Other - The Woodlands Film Commission
4111	Events/Other - Ironman Texas
4112	Memorial Day

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
5002	Interlocal - City of Shenandoah
5010	Interlocal - Constable Pct 3 Clerk
5011	Interlocal - Constable Pct 3 Warrant Officer
5020	Interlocal - Harris County Constable Personnel
5025	Interlocal - MCSO/Constable Pct 3 Safe Harbor
5030	Interlocal - JP Pct 3 Clerk
5040	Interlocal - MCSO Personnel
5041	Interlocal - MCSO Overtime Programs
5042	Interlocal - MCSO Vehicle Fuel
5500	Other Contracted Services - SMC EDP
5501	Other Contracted Services - Greater Houston Partnership
5502	Other Contracted Services - Planning and Development Committee
5503	Other Contracted Services - Public Facilities Admin Committee
5504	Other Contracted Services - Ad Hoc Committees
5505	Other Contracted Services - Committees' Consulting
5600	Other Contracted Services - Enhanced Streetscape
6001	LT Debt - 2001 Bonds Convention Center (TWT)
6002	LT Debt - 2009 Bonds Regional Participation (TWT)
6003	LT Debt - 2010 Unlimited Tax Bonds (TWT)
6004	LT Debt - 2010 Refunding Bonds
6005	LT Debt - 2010 Office Building
6006	LT Debt - 2011 Bonds - Unlimited Tax Bonds
6007	LT Debt - 2012 Bonds - Unlimited Tax Bonds
7000	Land
7002	Art and Sculpture
7004	Buildings
7006	Buildings - Fire
7008	Leasehold Improvements
7010	Equipment
7012	Equipment - Fire
7014	Information Technology
7016	Parks
7018	Pathways
7020	Vehicles - Admin/Support
7022	Vehicles - Fire - Admin/Support
7024	Fire Apparatus
7026	Other
7028	Intangible
7030	Waterway Cruisers
7032	Buses

Consolidated Chart of Accounts



Type

<u>Account Code</u>	<u>Account Title</u>
7034	Transportation Buildings
7036	Other - CVB
7038	Equipment - Transportation
7040	Transportation - Leasehold Improvements
8010	Transfer - Capital Projects
8020	Transfer - Capital Reserve
8030	Transfer - New Development Capital
8040	Transfer - Debt Proceeds
8050	Transfer - Hotel Occupancy Tax
8060	Transfer - Sales Tax
8070	Transfer - Property Tax
8080	Transfer - The Woodlands CVB
8085	Transfer - CVB Suppl HOT
8090	Transfer - The Woodlands Fire Dept
8095	Transfer - Transportation
8096	Transfer - Trolley Phase III
8099	Transfer - Other
9000	Expensed Capital Outlay

Appendix



In This Section You Will Find:

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Glossary..... 18-9

Policies 18-15

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The Woodlands Area

Demographic and Income Profile Summary

	5 - Mile			10 - Mile			15 - Mile			20 - Mile		
	2010	2017	2022	2010	2017	2022	2010	2017	2022	2010	2017	2022
Population	121,133	150,115	172,964	395,006	511,136	579,593	839,598	1,069,690	1,202,273	1,473,881	1,797,469	1,998,190
Median Age	36.0	37.0	39.0	35.0	36.0	37.0	33.0	35.0	36.0	33.0	35.0	35.0
Average Household Size	2.66	2.66	2.66	2.83	2.81	2.81	2.85	2.84	2.84	2.94	2.91	2.91
Owner-Occupied Housing Units	32,297	39,927	45,920	102,055	133,120	151,094	197,298	253,833	285,943	341,355	420,800	469,256
Renter-Occupied Housing Units	13,279	16,443	19,011	37,596	48,467	54,945	96,948	123,129	137,985	160,180	196,338	217,921
	5 - Mile			10 - Mile			15 - Mile			20 - Mile		
	2010	2017	2022	2010	2017	2022	2010	2017	2022	2010	2017	2022
Median Household Income	\$72,752	\$89,249	\$90,858	\$74,160	\$84,239	\$85,237	\$63,948	\$70,937	\$71,574	\$61,273	\$67,409	\$67,968
Average Household Income	\$96,418	\$118,944	\$120,943	\$96,076	\$111,629	\$113,203	\$84,338	\$97,040	\$98,329	\$81,213	\$92,333	\$93,500
Household Income												
< \$15,000	7.8%	5.9%	5.8%	6.8%	5.8%	5.8%	8.4%	7.4%	7.3%	9.0%	8.0%	7.9%
\$15,000 - \$24,999	7.0%	4.0%	3.8%	7.0%	4.9%	4.7%	9.0%	7.4%	7.3%	9.2%	7.8%	7.8%
\$25,000 - \$34,999	6.3%	6.5%	6.5%	6.9%	7.1%	7.1%	9.2%	8.8%	8.8%	9.8%	9.1%	9.1%
\$35,000 - \$49,999	11.4%	9.9%	9.8%	11.6%	10.2%	10.0%	12.8%	11.4%	11.4%	13.2%	12.3%	12.2%
\$50,000 - \$74,999	19.3%	16.1%	15.8%	18.4%	16.9%	16.8%	18.5%	17.6%	17.5%	18.6%	17.7%	17.5%
\$75,000 - \$99,999	15.3%	13.5%	13.2%	15.4%	13.9%	13.7%	14.5%	13.2%	13.0%	14.1%	13.0%	12.8%
\$100,000 - \$149,999	16.0%	18.6%	18.7%	17.2%	18.1%	18.1%	14.6%	16.4%	16.5%	14.1%	16.0%	16.1%
\$150,000 +	17.1%	25.6%	26.4%	16.8%	23.1%	23.9%	13.0%	17.8%	18.3%	12.1%	16.1%	16.5%
Population by Age												
Age 0 - 4	7.2%	6.7%	6.3%	7.7%	6.9%	6.5%	8.1%	7.2%	6.8%	8.1%	7.1%	6.8%
Age 5 - 14	14.8%	14.4%	13.5%	16.2%	14.9%	13.8%	16.1%	15.1%	14.2%	16.4%	15.2%	14.1%
Age 15 - 19	6.7%	6.8%	6.9%	7.4%	7.3%	7.2%	7.4%	7.2%	7.2%	7.6%	7.3%	7.2%
Age 20 - 24	5.3%	6.1%	6.5%	5.4%	6.6%	6.9%	6.3%	6.8%	6.9%	6.3%	7.0%	7.0%
Age 25 - 34	14.3%	12.7%	12.2%	13.9%	13.1%	12.9%	14.7%	14.0%	13.4%	14.4%	14.1%	13.6%
Age 35 - 44	14.8%	14.1%	13.1%	15.3%	13.8%	12.9%	14.8%	14.0%	13.4%	14.7%	13.9%	13.4%
Age 45 - 54	15.3%	13.7%	13.3%	14.9%	13.7%	13.2%	14.2%	13.2%	13.0%	14.1%	13.2%	12.8%
Age 55 - 64	12.0%	12.6%	12.6%	10.8%	12.1%	12.3%	10.3%	11.5%	11.6%	10.2%	11.5%	11.5%
Age 65 - 74	5.8%	8.2%	9.5%	5.2%	7.4%	8.8%	5.0%	7.0%	8.3%	5.0%	7.0%	8.3%
Age 75 - 84	2.8%	3.4%	4.7%	2.4%	3.0%	4.2%	2.4%	2.9%	4.0%	2.3%	2.9%	4.0%
Age 85+	1.1%	1.3%	1.7%	0.9%	1.1%	1.5%	0.8%	1.1%	1.4%	0.7%	1.0%	1.4%

Note: Mileage radius centered at Interstate 45 and Woodlands Parkway, site of The Woodlands Regional Mall.

Percents may not add to 100% due to rounding.

Source: Metrostudy / Neustar, Inc.

THE WOODLANDS DEMOGRAPHICS

1. <u>POPULATION</u>	
Total	116,278
Person per Household	2.72
Occupied Dwellings	42,752
Median Age	39.5
2. <u>ADULT AGES</u>	
Total Adults	83,728
18 - 24	9%
25 - 34	15%
35 - 44	19%
45 - 54	22%
55 - 64	16%
65 - 74	12%
75-Plus	7%
3. <u>CHILDREN</u>	
Households with Children	38.8%
Total Children	32,550
Under 5	19%
5 - 8	30%
9 - 14	38%
15 - 17	13%
3. <u>HOUSEHOLD PERSONS</u>	
Average	2.72
1	23%
2	33%
3	13%
4-Plus	31%
5. <u>HOUSEHOLD INCOME</u>	
Median	\$97,280
Under \$25,00	12%
\$25 - \$34,999	7%
\$35 - \$49,999	9%
\$50 - \$74,999	11%
\$75 - \$99,999	11%
\$100 - \$149,999	16%
\$150 - \$199,999	13%
\$200,000-Plus	21%

Sources: Interfaith, US Census Bureau and
The Woodlands Development Company

The Woodlands Township
Demographic and Economic Statistics

Fiscal Year	Population	Personal Income (in thousands)	Per Capita Personal Income	Median Age	Employers	Number of Jobs ¹	Unemployment Rate	School Enrollment ²
2017	116,278	\$ 11,311,524	\$ 97,280	38	2,138	66,820	4.2%	59,489
2016	114,625	\$ 12,760,857	\$ 111,327	37	2,158	64,365	3.8%	58,014
2015	112,505	\$ 11,419,032	\$ 101,498	40	2,182	63,030	2.9%	56,164
2014	109,679	12,570,201	114,609	39	1,973	58,400	4.1%	54,808
2013	107,769	11,332,018	105,151	37	1,901	54,504	2.4%	53,632
2012	105,283	11,096,618	105,398	36	1,870	51,940	2.9%	52,357
2011	100,670	9,199,023	91,378	40	1,755	49,960	4.7%	50,849
2010	97,023	11,517,018	118,704	42	1,712	47,100	4.7%	49,323
2009	92,348	10,779,967	116,732	37	1,650	45,380	5.5%	47,769
2008	89,397	10,323,655	115,481	45	1,587	44,202	4.9%	46,302
2007	87,867	9,851,384	112,117	50	1,551	43,200	3.6%	44,237
2006	83,884	9,195,532	109,622	45	1,511	42,190	3.3%	42,431
2005	80,659	8,501,943	105,406	42	1,310	39,541	3.9%	40,257
2004	77,128	10,412,280	135,000	40	1,219	37,175	4.8%	39,043

Notes: ¹Provided by The Woodlands Area Economic Development Partnership for The Woodlands Area*

²Total for Conroe Independent School District

Sources: The Woodlands Development Company

*The Woodlands Area is defined as Census Tracts 6905 through 6921. This area includes the cities of Shenandoah and Oak Ridge North as well as the unincorporated community of The Woodlands.

THE WOODLANDS

Historical Statistical Data

DATE	POPULATION		HOUSEHOLDS		HH Size	HOME		EMPLOYERS		JOBS	
	Cum.	Gain	Cum.	Gain		Sales		Cum.	Gain	Cum.	Gain
1990	30,165	2,749	10,808	920	2.79	901		410	30	8,570	1,020
1991	32,713	2,548	11,676	868	2.80	914		466	56	10,016	1,446
1992	35,656	2,943	12,621	945	2.83	893		480	14	10,747	731
1993	38,277	2,621	13,707	1,086	2.79	810		472	(8)	11,500	753
1994	41,569	3,292	14,838	1,131	2.80	942		660	188	15,500	4,000
1995	44,517	2,948	15,907	1,069	2.80	988		718	58	16,500	1,000
1996	47,346	2,829	16,918	1,011	2.80	1,053		741	23	17,284	784
1997	50,789	3,443	18,073	1,155	2.81	1,155		787	46	18,524	1,240
1998	55,063	4,274	19,298	1,225	2.85	1,450		842	55	20,804	2,280
1999	59,138	4,075	20,458	1,160	2.89	1,381		896	54	22,629	1,825
2000	63,203	4,065	22,277	1,819	2.84	1,679		984	88	25,270	2,641
2001	67,054	3,851	24,186	1,909	2.77	1,601		1,030	46	26,686	1,416
2002	70,050	2,996	25,372	1,186	2.76	1,378		112	(918)	30,096	3,410
2003	74,358	4,308	27,017	1,645	2.75	1,426		1,140	1,028	31,500	1,404
2004	77,128	2,770	28,044	1,027	2.75	1,328		1,219	79	37,175	5,675
2005	80,659	3,531	29,252	1,208	2.76	1,515		1,310	91	39,541	2,366
2006	83,884	3,225	30,818	1,566	2.72	1,409		1,511	201	42,190	2,649
2007	86,401	2,517	32,135	1,317	2.69	767		1,551	40	43,200	1,010
2008	89,397	2,996	33,728	1,593	2.65	750		1,587	36	44,202	1,002
2009	92,348	2,951	34,960	1,232	2.64	633		1,650	63	45,380	1,178
2010	97,023	4,675	36,819	1,859	2.64	786		1,712	62	47,100	1,720
2011	100,670	3,647	38,028	1,209	2.65	945		1,755	43	49,960	2,860
2012	105,283	4,613	39,783	1,755	2.65	1,007		1,870	115	51,940	1,980
2013	107,769	2,486	40,618	835	2.65	649		1,901	31	54,504	2,564
2014	109,679	1,910	41,199	581	2.66	468		1,973	72	58,400	3,896
2015	112,505	2,826	41,849	650	2.69	256		2,182	209	63,030	4,630
2016	114,625	2,120	42,508	659	2.70	248		2,158	(24)	64,365	1,335
2017	116,278	1,653	42,752	244	2.72	340		2,138	(20)	66,820	2,455
2018 Est.	118,400	2,122	43,740	988	2.71	330		2,200	62	67,560	740
2019 Est.	120,060	1,660	44,440	700	2.70	325		2,270	70	68,320	760
2020 Est.	121,110	1,050	45,000	560	2.69	240		2,335	65	69,720	1,400
2021 Est.	122,780	1,670	45,640	640	2.69	190		2,395	60	71,120	1,400
2022 Est.	124,690	1,910	46,350	710	2.69	60		2,475	80	73,020	1,900

Note: All estimates are based upon current land use projections and are subject to change.

Source: The Woodlands Development Company

The Woodlands Township
Principal Non-Retail Employers of The Woodlands Area
Current Year and Ten Years Ago

Employer	2017			2007		
	Employees	Rank	Percentage of Total Employment	Employees	Rank	Percentage of Total Employment
Conroe Independent School District	3,759	1	6%	2,997	1	7%
Anadarko Petroleum Corporation	3,309	2	5%	2,377	2	6%
Memorial Hermann, The Woodlands Hospital	2,454	3	4%	1,200	4	3%
Alight Solutions	1,850	4	3%	-	-	-
Exxon Mobil	1,800	5	3%	-	-	-
CHI St. Luke's Health	1,650	6	2%	683	8	2%
Lone Star College	1,098	7	2%	498	10	1%
Huntsman Corporation	1,018	8	2%	715	6	2%
Houston Methodist, The Woodlands Hospital	925	9	1%	-	-	-
Woodforest National Bank	901	10	1%	650	9	2%
Hewitt Associates, LLC	-	-	-	1,500	3	3%
Hughes Christensen	-	-	-	745	5	2%
Chevron Phillips Chemical Co.	-	-	-	713	7	2%
Total	18,764		27%	12,078		28%

Source: South Montgomery County Woodlands Economic Development Partnership

The Woodlands Township

Top Property Taxpayers

Name of Taxpayer	Nature of Property/Industry	2017/2018 Taxable Assessed Valuation	% of Total Taxable Assessed
Anadarko Realty Co	Oil & Gas	\$224,651,200	1.15%
The Woodlands Mall Associates	Retail Stores	143,711,770	0.73%
IMI MSW LLC	Retail Stores	113,589,110	0.58%
Woodlands Land Dev LP	Developer	100,573,870	0.51%
CLPF Waterway Plaza LLC	Developer	80,536,280	0.41%
CVS Pharmacy Inc	Retail Stores	72,320,077	0.37%
24 Waterway, LLC	Developer	72,200,000	0.37%
HL Multi-Family Holdings LLC	Real Estate	68,000,000	0.35%
MEPT Boardwalk Town Center LLC	Management Consulting	61,453,810	0.31%
Drill Bits-Baker Hughes	Oil & Gas	61,310,929	0.31%
		<u>\$998,347,046</u>	<u>5.09%</u>

Source: Montgomery County Appraisal District

PROFILE OF THE WOODLANDS TOWNSHIP

The Woodlands Township is located 27 miles north of downtown Houston, Texas, just off Interstate 45 in the southeastern region of the State of Texas, and is the local government for one of the country's leading master-planned communities. This 28,000-acre residential and commercial development is home to more than 116,000 residents and approximately 2,158 employers. The current number of residential households totaling 42,752 is projected to grow to 46,350 households with an estimated population of over 124,690 by 2022. The estimated number of employers is projected to grow to approximately 2,475 by 2022.

Founded in 1974 by George Mitchell, The Woodlands was one of the nation's first sustainable communities. Since 1990 it has been one of the best-selling master-planned communities in the U. S. Since its inception, more than \$20 billion has been invested in The Woodlands, which includes nine residential villages and a 1,000-acre business district known as Town Center. Town Center has become the heart and soul of The Woodlands, encompassing The Woodlands Waterway, a 1.4-mile long water feature, transportation corridor and linear park. The Waterway links Class A office buildings, shopping, dining and entertainment venues in Town Center. The Woodlands Mall, a 1.3-million square-foot regional mall; 34-acre "Main Street"-style Market Street; The Cynthia Woods Mitchell Pavilion; and two Cinemark movie theaters combined with dozens of upscale restaurants and shops enhance Town Center. The most recent addition to the Township is Hughes Landing on Lake Woodlands. Hughes Landing is a 66-acre mixed use development that includes multiple office buildings, upscale multi-family residences, a full service upscale hotel and numerous restaurants.

The Township also offers a variety of amenities to its residents and visitors including over 4,105 acres of open space, 1,870 acres of forest preserves, 214 miles of pathways, 146 developed parks and play areas, multiple public swimming facilities and children's spray grounds, seven golf courses, two major sports parks, and 2 recreation centers.

The Township was originally established in 1993 as the Town Center Improvement District (TCID). It was created by the Texas Legislature as a governmental agency charged with promoting health, welfare and safety within The Woodlands Town Center. Pursuant to voter approval in 2007, the area under TCID's jurisdiction was expanded to include The Woodlands' entire 28,000-acre residential and commercial area. The organization was then renamed The Woodlands Township.

Prior to January 1, 2010, The Woodlands Community Service Corporation, a private not-for-profit corporation, provided municipal-type services to The Woodlands community on behalf of The Woodlands Community Association, The Woodlands Association and The Woodlands Commercial Owners Association (collectively, the Community Associations). On January 1, 2010, pursuant to a Transition Agreement between the relevant parties, the Community Associations assigned their respective covenants, responsibilities, obligations, contracts, rights and operations to the Township. At the same time, the transition of staff and services from the Community Associations to the Township took place. This transition provided for the seamless consolidation of services into a single governing body for the benefit of the community. In place of annual assessment fees previously imposed by the Community Associations to fund services, the transitioned services are now funded through an ad valorem property tax, supplemented by sales and use tax and other revenues. The Community Associations were legally dissolved in August 2010 and all responsibilities were assumed by the Township.

All services provided by the Township, as well as those provided by The Woodlands Convention & Visitors Bureau and The Woodlands Township Economic Development Zone, are included in the Township's financial statements for the year ended December 31, 2017. These entities provide a full range of services to residents, visitors and business communities including law enforcement, fire protection, first responder emergency services, facilities and park maintenance, recreation, transportation services, visitor services, waste management and recycling, and economic development programs. These services are supplemented by services provided by Montgomery County, Harris County, and other governmental agencies and political subdivisions. Inter-local partnerships and strategic alliances are the key to efficient and cost-effective service delivery for the Township.

The Township is governed by a board of directors ("Board") which officially organized on August 18, 1993. Policy-making and legislative authority are vested in the governing Board currently seated with seven directors who are elected at large by position to two-year staggered terms. Board elections are held annually in November.

Source: The Woodlands Township 2017 Comprehensive Annual Financial Report

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Glossary



A

ACCOUNT: An accounting unit established to record expenditures or revenues by detailed categories

ACCOUNTS PAYABLE: A short-term liability account reflecting amounts owed to private persons or organizations for goods and services received by a government (but not including amounts due to other funds of the same governments or other governments).

ACCOUNTS RECEIVABLE: An asset account reflecting amounts owed by private individuals or organizations for goods and services furnished by the government.

ACCRUAL BASIS: Accrual basis accounting provides for recording revenues when earned and expenses when incurred.

AD VALOREM: A tax based on the value of real (land and buildings) and personal (equipment and furniture) property.

AGENDA: A formal listing of items to be discussed during a public meeting. Agendas for public meetings are posted 72 hours in advance, in compliance with the open meetings act.

ASSESSED VALUATION: A valuation set upon real estate or other property by a government as a basis for levying taxes. (Note: Property values are established by the Central Appraisal District)

ASSETS: Resources owned or held by the Township, which have monetary value.

B

BALANCE SHEET: The basic financial statement, which discloses assets, liabilities, and equities of an entity at a specified date in conformity with GAAP.

BALANCED BUDGET: The expenses and expenditures do not exceed the budgeted revenue plus the unassigned fund balance.

BASE BUDGET: Funding required meeting current service levels.

BOND: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

BONDED DEBT: The part of indebtedness represented by outstanding bonds.

BUDGET: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

BUDGET AMENDMENT: To amend or increase the original adopted budget of the governmental entity by members of the governmental entity's board or council.

C

CAPITAL EXPENDITURES/OUTLAY: Expenditures that result in the acquisition of or addition to fixed assets that are priced more than \$5,000.

CAPITAL IMPROVEMENT PROGRAM (CIP): The process of planning, monitoring, programming, and budgeting over a multi-year period used to allocate the Township's capital monies.

CAPITAL PROJECT FUND: A fund created to account for financial resources to be used for the acquisition or the construction of major capital facilities or equipment.

CARRYOVER: Expenditures budgeted in one year but not spent until the following year. Funding for non-recurring expenditures can carry over to the following year if approved by the General Manager and Board of Directors. The Board formally amends the budget to approve carryover funding.

COMMUNITY ASSOCIATIONS: Comprised of The Woodlands Community Association (WCA), The Woodlands Association (TWA), The Woodlands Commercial Owners Association (WCOA).

CONSUMER PRICE INDEX (CPI): The monthly data on the changes in the prices paid by urban consumers for a representative basket of goods and services.

Glossary



CONTINGENCY: An amount of money set aside for unseen incidents.

CONTRACTUAL SERVICES: The costs related to services performed for the Township by individuals, businesses, or utilities.

COSTS: The amount of money or other consideration exchanged for goods or services. Costs may be incurred even before money is paid; that is, as soon as liability is incurred. Ultimately, however, money or other consideration must be given in exchange.

COVENANTS: Refers to the Covenant Administration Department. This department provides the office support for committees that serve as architectural control groups to protect the aesthetic character of The Woodlands.

CURRENT ASSETS: Those assets, which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets will be used up or converted into cash, temporary investments, and taxes receivable, which will be collected within one year.

CURRENT LIABILITIES: Debt or other legal obligation arising out of transactions in the past, which must be liquidated, renewed, or refunded within one year.

CVB: The Convention and Visitors Bureau, special revenue fund established to implement marketing programs and produce and support events to attract visitors and stimulate economic development and growth in the community.

D

DEBT SERVICE: A cost category which typically reflects the repayment of short-term (less than 5 years) debt associated with the acquisition of capital equipment.

DEBT SERVICE FUND: A fund used to account for the monies set aside for the payment of interest and principal to holders of the Township's general obligation and revenue bonds, the sale of which

finances long-term capital improvements.

DEFECIT: The excess of expenditures over revenues during an accounting period; or in the case of Enterprise and Intra-governmental Service Funds, the excess of expense over income during an accounting period.

DEPRECIATION: All costs associated with the acquisition of fixed assets are amortized of the expected useful life of the asset.

DSC: Development Standards Committee. Committee charged with the responsibility to adopt and enforce standards governing property use and maintenance in The Woodlands.

E

EDZ: Economic Development Zone. A political subdivision of the State, separate from the Township with a separate governing body appointed by the Township. These zones are created to fund improvement projects through the imposition of an incremental sales tax.

EFFECTIVE TAX RATE: When compared to the same property, the tax rate that produces the same effect in terms of the total amount of taxes as compared to the prior year, based on the value of properties in both years.

ENCUMBRANCES: Commitments related to unperformed contracts for goods and services used in budgeting. Encumbrances are not expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

ENHANCEMENTS: Funds that the Township has earmarked for a new service not provided in the past, or allowing an increase in the level of service already provided.

ENTERPRISE FUND: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises—where the intent of the governing body is that the costs of providing goods or services to the general

Glossary



public on a continuing basis be financed or recovered primarily through user charges.

EVENT ADMISSIONS TAX: A 5% tax of the price of a ticket sold as admission to events held at qualifying venues in the Township.

EXPENDITURES: Decreases in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, debt service, and capital outlays.

F

FIXED ASSETS: Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, and machinery and equipment.

FTE: An acronym for full time equivalent. A measurement of staffing. One FTE is a 40-hour per week position. A part-time position working 20 hours per week or temporary full-time position working six months would be ½ FTE.

FORECAST: Anticipated total for the current fiscal year. During the budget process, the Township projects expected revenues and expenditures through the remainder of the fiscal year to gain a better picture of the Township's finances.

FUND: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

FUND BALANCE: The difference between governmental fund assets and liabilities. Also referred to as fund equity.

G

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards and guidelines used for financial accounting and reporting as set forth by the Governmental Accounting Standards Board. (GASB)

GASB: Governmental Accounting Standards Board. A governing board set up to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

GENERAL FUND: The fund used to account for all the financial resources, except those required to be accounted for in another fund. The General Fund is tax supported.

GENERAL LEDGER: A record containing the accounts needed to reflect the financial position and the results of operations of a government. In double entry bookkeeping, the debits and credits in the general ledger are equal; therefore, the debit balances equal the credit balances.

GENERAL OBLIGATION BONDS: Bonds backed by the full faith and credit of the issuing government. In issuing its general obligation bonds, the Township pledges to levy whatever property tax is needed to repay the bonds for any particular year. Bonds cannot be issued without voter approval and are usually issued with maturities of between 15 and 30 years.

GOVERNMENTAL FUNDS: Those funds through which most governmental functions typically are financed. The acquisition, use and financial resources and the related current liabilities are accounted for through governmental funds (General, Special Revenue, Capital Projects, and Debt Service funds).

GRANT: A contribution by a government or other organization to support a particular function. Grants may be classified as categorical or block depending upon the amount of discretion allowed to the grantee.

H

HOTEL OCCUPANCY TAX (HOT): Tax imposed on the rental of a room or space in a hotel costing \$15 or more each day.

Glossary



I

ISO RATING: The Insurance Service Office (ISO) performs surveys to assist insurance organizations with setting up the insurance ratings for the communities. The ISO will perform a survey to assign a public protection grade to each fire department, which is used in the development of insurance rates for all properties within the protected area. Grading starts at 1, which is the best possible score and ends at 10 which is considered unacceptable.

INTERFUND TRANSFERS: Transfers of resources from one fund to another, usually for the reimbursement of services provided or for debt service or capital outlay funds.

INVESTMENTS: Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

L

LIABILITIES: Debt or other legal obligation arising out of transactions in the past, which must be liquidated, renewed, or refunded.

LONG TERM DEBT: Debt with a maturity of more than one year after the date of issuance.

M

MAINTENANCE: The upkeep of physical properties in condition for use or occupancy. Examples are the inspection of equipment to detect defects and the making of repairs.

MCHD: Montgomery County Hospital District.

MODIFIED ACCRUAL BASIS: Under modified accrual basis, revenues susceptible to accrual are accrued. Revenues are considered to be susceptible to accrual if they are both measurable and available to finance governmental operations during the current fiscal year.

MUNICIPAL UTILITY DISTRICT (MUD): A special district whose purpose is to provide water and sewer services to the residences and businesses within its boundaries. The district has ad valorem taxing power and can issue bonds to pay for

construction and improvements to the district's system. Districts are typically established in unincorporated areas, but can also lie within the boundaries of one or more cities.

O

OPERATING BUDGET: Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and services delivery activities of the City are controlled, and are required by state law.

P

PROGRAM: A subset of a Department in which expenditures are focused on a primary function of work to be performed.

PROPERTY TAX: Taxes levied on all real and personal according to the property's valuation and the tax rate, in compliance with State Property Tax Code.

PURCHASE ORDER: A document that authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

R

RATING: The credit worthiness of an entity as evaluated by independent agencies.

REGIONAL PARTICIPATION AGREEMENT (RPA): Payments to the Cities of Houston and Conroe for a defined portion of sales tax revenues.

RESERVE: An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

RDRC: Residential Design Review Committee. Committee made up of at least three people elected by the village residents and property owners. These committees meet monthly to review property owner's applications for modifications or additions to their properties.

REVENUE BONDS: Special type of bond distinguished by its guarantee of repayment solely

Glossary



from revenues generated by a specified-generating entity associated with the purpose of the bonds, rather than from a tax.

REVENUES: Increases in governmental fund types, net current assets from other than expenditure refunds and residual equity transfers.

RFP: Request for Proposal. A type of bidding solicitation in which the Township announces that funding is available for a particular project or program, and companies can place bids for the project's completion.

S

SALES TAX: Taxes levied on the sale of taxable goods and services within The Woodlands Township which are subject to applicable provisions of the Texas Tax Code.

SERVICE LEVEL STANDARD: The expected outcome for a service that is provided. Can include minimum staffing, hours of operation, or outcome goals.

SPECIAL-PURPOSE DISTRICT: Independent governmental unit that exists separately from, and with substantial administrative and fiscal independence from, general purpose local governments such as county and municipal governments.

SPECIAL REVENUE FUND: A fund used to account for proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

SUPPLEMENTAL: A budget request submitted during the budget process for a new program or an increase to current programs or services above the current budget level.

SUPPLIES: A cost category for minor items (individually priced at less than \$5,000) required by departments to conduct their operations.

T

TAX LEVY: The total amount to be raised by general property taxes for purposes specified in the Tax Levy Order.

TAX RATE: The amount of tax levied for each \$100 of taxable valuation. The tax rate multiplied by the taxable valuations equals the tax levy.

TAXES: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for the current or permanent benefits such as specials assessments. Neither does this term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

TCID: Town Center Improvement District. A governmental agency created in 1993 by the Texas Legislature charged with promoting economic development in Town Center, a 1,000-acre business and commerce district. In 2007, TCID's jurisdiction expanded to include all 28,000 acres of The Woodlands and the organization was renamed The Woodlands Township.

TWCVB: The Woodlands Convention and Visitors Bureau. See CVB.

TWT: The Woodlands Township. A political subdivision of the State of Texas resulting from the merger of the Community Associations of The Woodlands, Texas, and its entities with the Town Center Improvement District (TCID).

U

UNDESIGNATED FUND BALANCE: The portion of fund's balance that is not designated for a specific purpose and is not available for general appropriation.

V

VILLAGE: A designated neighborhood area within The Woodlands.

VISIT THE WOODLANDS: The legal business operating name of The Woodlands Convention & Visitors Bureau.

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Organization

As an independent political subdivision of the State of Texas, The Woodlands Township (the Township) is considered a Primary Government for financial reporting purposes; its activities are not considered a part of any other government or other type of reporting entity. Considerations in determining the Township's financial reporting entity status as a primary government includes: a separate elected governing body; it is legally separate; and it is fiscally independent of other state and local governments.

In November 2007, the voters of the Township authorized the Township's Board of Directors to assess, levy, and collect an annual ad valorem tax on a uniform basis upon all taxable property included within its expanded boundaries. This vote paved the way for the receipt of assets and liabilities from the Woodlands Community Associations and transformed the Township into the organization it is today with a seven-member fully-elected governing body, providing public safety, parks and recreation, economic development and other community services in the Woodlands community.

Basis of Accounting and Budgeting

The Township's finances are accounted for in accordance with generally accepted accounting principles as established by the Governmental Accounting Standards Board.

Accounts are organized and operated on the basis of funds and account groups. Funds are established according to their intended purpose and assist management in demonstrating compliance with legal and contractual provisions.

The Township is organized into Governmental Funds and Enterprise Funds. Governmental funds are funds used to account for the Township's general governmental activities. Enterprise funds are for business-type activities.

Encumbrance accounting is utilized, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

The budget and financials are prepared on the modified accrual basis of accounting, meaning budgeted expenditures are recorded when the services or goods are received and the liabilities are incurred, but revenues are recognized only when they are measurable and available.

The budget is adopted on an annual basis with all appropriations lapsing at year-end. Capital projects with balances remaining are brought before the board for review and approval to be carried over into the new year.

Budgets

The Board shall annually adopt a balanced budget where revenue sources are equal to, or exceed operating expenditures.

Annual operating budget variances shall be identified and monitored to ensure proper budgetary control.

Financial Orders, Resolutions, & Guidelines



Unless otherwise approved by the Board, any proposed increases in expenses, decreases in revenues, or combination of the two resulting in a budget imbalance will require a budget amendment, rather than spending accumulated reserves.

Revenues

The Township (and its predecessor TCID) has issued several orders and resolutions related to revenue.

Each year, as part of the budget process, the Township issues an order levying ad valorem taxes for general revenue purposes and for debt service purposes. The order provides for a maintenance and operations rate that funds annual operating and capital expenditures not funded by other revenue sources. Additionally, the order provides for a debt service rate to pay principal and interest on outstanding general obligation bonds.

The Board will grant property tax abatements based on the policy of Montgomery County, Texas. The Township will only consider abatements after property owners or businesses have an abatement agreement with Montgomery County.

The Township collects 9% hotel occupancy tax on hotels within the Township boundaries. The base 7% hotel tax is used first to meet bonded debt obligations. The supplemental 2% hotel occupancy tax must utilize 75% of its proceeds to fund the Convention & Visitor's Bureau.

The Township collects an events admission tax of 5% on ticket prices sold at events held at venues in the Township. Exceptions are granted to venues that hold fewer than four events per year or are governmental entities. The proceeds of this tax are used to support cultural education within the Township.

The Township has issued an order that provides for fees and charges for the use of Township facilities. These park user fees cover reservation fees for the Township's sports fields and courts, pavilions, rooms, as well as pool fees. This order is amended and amounts adjusted as new facilities are available.

Purchasing/Expenditures/Commitments

All expenditures authorized by the President/General Manager or other designated staff positions as defined herein must be within the budget adopted annually by the Board of Directors including any amendments.

Except as noted below and subject to the provision above, the President/General Manager may, upon his signature, approve and enter into commitments or agreements obligating the Township for expenditures of no more than \$50,000.

Except as noted below, any commitment or agreement requiring the expenditure by the Township of over \$50,000, whether within or in excess of the currently adopted budget, must be approved by the Board of Directors of the Township.

The President/General Manager of the Township, is authorized to approve, execute and enter into commitments obligating the Township for expenditures of no more than \$100,000 for items included in the Capital Improvement Plan and the budget approved by the Board of Directors.

The President/General Manager of the Township, is authorized on behalf of the Township to amend existing commitments or agreements having a term of more than one year in instances where the scope of work for the

Financial Orders, Resolutions, & Guidelines



existing contract has previously received Board approval and where the scope of the additional work is no more than \$20,000 per year.

The President/General Manager, or his designee, has the authority to approve payments for routine recurring operating expenditures, regardless of amount, subject to the provision above. Examples of such expenditures include payroll, benefits, debt service payments, and utilities. When necessary, the determination of whether an operating expense is routine shall be made by the Board.

For all other expenditures, executed contracts/agreements or purchase orders must be approved before committing funds for goods or services in excess of \$3,000. Purchase orders are subject to the following authorization limits:

Board of Directors	No limit
President/General Manager	Up to \$50,0000
Assistant General Manager	Up to \$10,000
Department Director	Up to \$5,000
Manager	Up to \$1,000
Supervisor	Up to \$500

Capital

Capitalization of fixed assets threshold is \$5,000 and a useful life of greater than one year.

The Township conducts a periodic capital replacement study that identifies the condition of current assets, estimates a replacement timeframe, and estimates the cost of the replacement assets. This reserve study serves as a basis in determining the capital replacement reserve amount that the Board funds during the yearly budget process.

Debt

The Board of Directors has not established a direct debt limit policy for the Township. The Township Board reviews its financial capacity and outstanding debt comprised of general obligation bonds and revenue bonds on a routine basis.

Investments

Investments by the Township shall be made upon the basis of the specific investment objectives and strategies set forth below and a full understanding of the suitability of the proposed investment to the financial requirements of the Township

1. Safety of Principal - The foremost objective of the Township. Each investment transaction shall seek to first ensure that capital losses are avoided through the purchase of high quality securities or insured deposits to avoid security defaults or erosion of market value. Investment decisions should not incur unreasonable investment risks in order to maintain current or forecasted investment income.

Financial Orders, Resolutions, & Guidelines



2. Liquidity - The investment portfolio of the Township shall remain sufficiently liquid to enable the Township to meet all operating and debt service requirements which might be reasonably anticipated.
3. Diversification - The Township will attempt to diversify its investments to avoid risks associated with portfolio concentration. The portfolio shall be diversified by market sector, issuer, and maturity in order to avoid credit and market risk.
4. Yield - The investment portfolio shall be designed to attain a market-average yield throughout budgeting and economic cycles, taking into account investment risk constraints, the cash flow characteristics of the portfolio, and applicable laws restricting the placement of the funds of the Township.

Fund Balances

An operating reserve shall be established and maintained to ensure service levels are not negatively impacted during economic downturns and to allow for unforeseen expenditures, including but not limited to, emergency management and one-time expenditures that do not increase recurring operating costs, as approved by the Board. The operating reserve shall be funded annually up to an accumulated target level of 20% of total annual general fund operating expenditures. Should the operating reserve fall below the minimum target level, the Board shall take action necessary to restore the operating reserve to acceptable levels as soon as possible with available favorable annual budget variances.

A capital replacement reserve shall be established to fund capital asset renovations, repairs, and replacements required by contract or identified in the most recent Capital Reserve Study. The annual funding is based on the most recent capital reserve study. An additional annual transfer in an amount approved by the board shall be made to the capital replacement reserve from favorable budget variances.*

An economic development reserve shall be established to fund capital projects, program expenditures, or other costs associated with economic development or cultural education that would have otherwise been funded by debt financing or current year operating revenues, as approved by the Board. The reserve shall be funded, up to an amount determined by the Board from time to time, and by 50% of the funds generated from remaining annual favorable budget variances. The economic development reserve shall also be funded by the Township's retained portion of event admissions tax collections.*

A capital contingency reserve shall be established to fund capital projects or program expenditures that would have otherwise been funded by debt financing or current year operating revenues, as approved by the Board, and which are not covered by the scope of the capital replacement reserve. Such projects and program expenditures are not specifically identified at the time the annual budget is adopted. The reserve shall be funded by 50% of the funds generated from remaining annual favorable budget variances.*

As deemed appropriate, the Board may, by official action, direct additional funding or one-time revenues to any reserve, provided the operating reserve is fully funded for the year.

*Currently being reviewed by the Board for modifications in the distribution of funding amounts from favorable variances across the various reserve funds.



Long Range Planning

The Board has adopted a long range strategic plan entitled Vision 2034. This plan can be found in the Introduction section of the budget on page 3-9.

This plan provides for the vision, definition, and organizational mission of the Woodlands Township through the use of Focus Areas, Goals, and Key Initiatives. The eight focus areas are broad "containers" into which the Townships activities and responsibilities fall. These are:

1. Service Delivery
2. Communications
3. Organizational Support
4. Governance
5. Economic Development
6. Transportation and Mobility
7. Environmental Sustainability
8. Fiscal Policy

Financial Reporting

The Township's accounting records are audited by an independent public accounting firm following the conclusion of each year. The Finance Department prepares a Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles (GAAP) as applicable to state and local governments established by the Governmental Accounting Standards Board (GASB) for governmental accounting and financial reporting principles.

A financial report is prepared by the Finance Department and presented to the Board on a monthly basis. Individual departmental reports are also prepared and distributed monthly to each department for review on revenue, operating expenditures, and capital project expenses.